



**Brighton & Hove
City Council**

Brighton & Hove City Council

Municipal Waste Management Strategy

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1 INTRODUCTION

Every resident, visitor and business in the city produces waste. On average, every resident produces 421 kg of waste per year amounting to 114,000 tonnes collected by the council. The cost of dealing with this is approximately £21 million per annum, which is paid for by the tax payer.

In recent years we have transformed how we deal with waste in the city:

- 98% of properties now have a recycling service and our recycling and composting rates have trebled since 2000.
- The weight of waste we each set out for collection has declined steadily from 443 kg per person in 2002/03 to 421 kg per person in 2008/09.
- We have contained most of the waste in the city with wheelie bins, communal bins and 'Binvelopes', which has cleaned up our streets considerably.
- Service users are much more satisfied with the waste collection service overall. Levels of customer satisfaction have increased by 31% in the past 5 years (from 46% in 2002/03 to 77.5% in 2007/08).

We have also entered a long term contract to develop facilities to reduce our reliance on landfill, manage our waste more sustainably and ensure long term secure waste services for the city.

With these improvements we know we can still improve further, and there are a number of key drivers.

1.1 Environmental and financial drivers

We can not continue sending most of our waste to landfill:

- our local landfill site closed in 2009, with no new sites planned in the area
- we will have to pay fines to the EU, which could run in to millions of pounds, if we landfill too much
- we have a responsibility to protect our environment and grow the economy, and how we deal with waste can be key to this.

We have analysed the household waste we generate in Brighton & Hove. The composition of the waste we throw away - and don't recycle or compost - is summarised in the following figure.

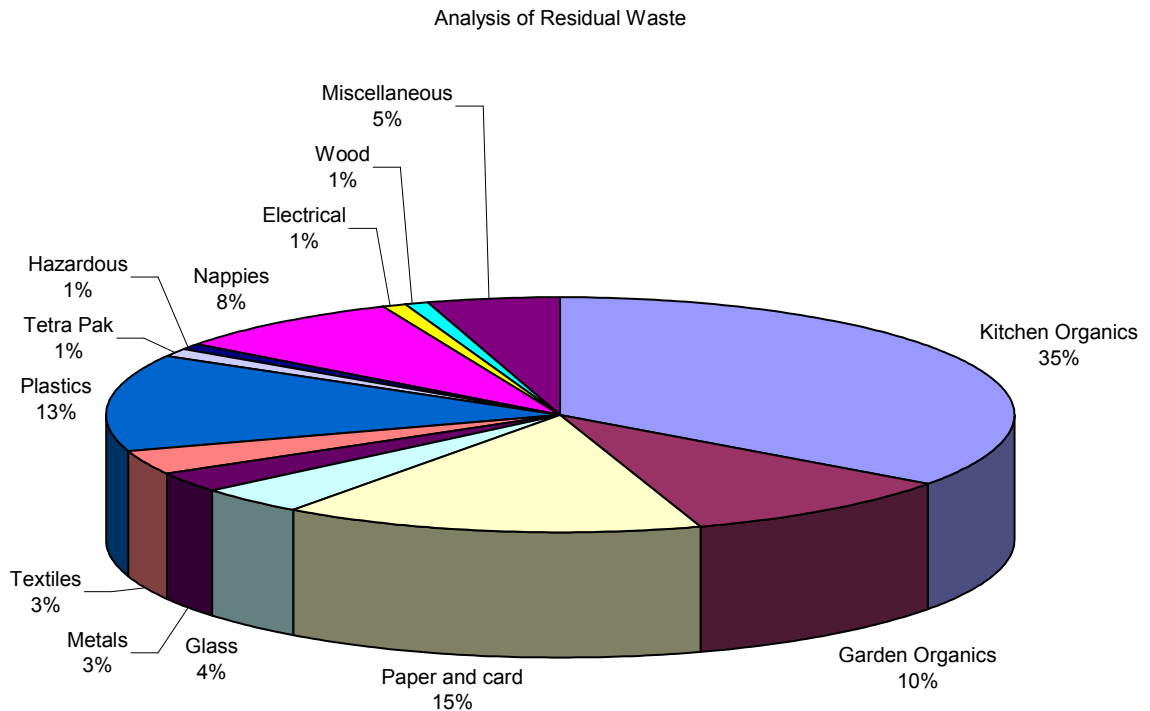


Fig 1 – analysis of residual waste

If everyone recycled all the materials for which we provide a collection service our recycling rate would increase to 37% overnight resulting in reduced waste management costs to the council tax payer. Disposing of a tonne of waste to landfill cost £86 per tonne, including landfill tax, in 2007/08. If we send too much waste to landfill the government can impose fines of £150/tonne, taking the total cost to £236/tonne. The cost of recycling, on the other hand, is approximately £53/tonne. This cost differential will increase as landfill becomes more expensive.

A third of what we throw away is food – most of which could have been eaten. This level of food waste is a relatively modern trend, linked to the rise in supermarket shopping and a ‘fast food culture’. If we wasted less food not only would our household bills go down, the costs to the council and the impact on the environment would also be significantly reduced. The environmental impact of food not only relates to its disposal but also to its production, transport and packaging.

Recycling, composting and elements of waste minimisation are dependant on customers segregating their waste, which depends on services a reliably high standard. Therefore continuing to improve our service and engagement with residents, businesses and communities is critical to the success of this strategy.

1.2 How did we develop the strategy?

This strategy has evolved through a thorough consultative process summarised in the following documents:

- a **background document** setting out the scope of the strategy, the objectives and some of the evidence used to develop the strategy
- a **sustainability appraisal** that gives an independent appraisal of the strategy
- a **consultation report** that summarises the responses received and our response to these.

The scope of these documents is summarised below. All are available on our website, www.brightonhove.gov.uk/wastestrategy

1.3 Background document

In order to further improve our performance we looked at the best performing councils in the UK and other good practice overseas. We then narrowed our search down to ensure it was relevant to our densely populated city.

Based on the research, we developed a number of options which were evaluated against a range of environmental, operational, social and financial criteria using a model developed by the London School of Economics. This information is set out in the background document

1.4 Sustainability appraisal

The strategy has been subject to an independent sustainability appraisal. This assesses the social, environmental and economic consequences of the strategy and identifies ways of ensuring that the strategy delivers the best overall outcome for the city.

1.5 Consultation report

The strategy has been subject to consultation with stake holders and customers at various stages during its development process. It has been informed by this consultation process

1.6 Scope

The strategy relates to municipal waste, which mainly consists of waste and recycling collected from households. The council does not collect waste from businesses, however this strategy does set out plans to improve partnership working with the business sector to ensure businesses deal with waste in the best possible way.

The strategy focuses on how performance can be further improved in relation to:

- the quality of the service to residents and engagement with residents, businesses and groups
- what materials may be collected separately from households (for example, food waste and recycling)

- how households store materials before collection (for example, wheelie bin and recycling boxes)
- how materials are collected and at what frequency.

1.7 Objectives

The objectives of the strategy are to:

- reduce the overall volume of household waste generated and maximise re-use, recycling and recovery of the waste that is produced
- send as little waste as possible to landfill
- ensure compliance with all legal requirements relevant to waste management and enforce these fairly and consistently
- protect the environment and enhance its quality locally
- improve our service to residents and our engagement with residents and businesses while ensuring services continue to improve and represent value for money for council tax payers.

Table 1: Proposed headline targets for the strategy

Target	Current Performance (2008/09)	2012/13	2015/16	2020/21
Recycling & Composting	29.2%	32%	40%	45%
Energy Recovery	21.39%	56.1%	55%	53%
Landfill	49.39%	11.6%	5%	2%
Kg household waste produced per person (all waste incl. recycling)	421	415	402	383
Kg residual waste per person not reused, recycled or composted (NI 192)	-	310	270	225

2 STRATEGY POLICIES

2.1 Policies

Based on the research and consultation we have formulated seven policies which will guide how we manage our waste in line with the objectives of the strategy. These are:

- Policy 1: Service Quality and Engagement with Residents, Customers and Businesses
- Policy 2: Waste Minimisation and Prevention
- Policy 3: Increasing Rates of Re-use
- Policy 4: Increasing Recycling Rates
- Policy 5: Increasing Composting Rates
- Policy 6: Residual Waste
- Policy 7: Waste from Businesses and Other Organisations

Each policy is supported by a short term action plan as well as longer term actions which require further research, evaluation and consultation.

3 POLICY 1: SERVICE QUALITY AND ENGAGEMENT WITH RESIDENTS, BUSINESSES AND COMMUNITIES

3.1 Objectives:

- communicate and engage effectively with our residents, businesses and other stakeholders
- continuously improve service quality
- ensure all our services are accessible.

3.2 Background

The services set out in this strategy affect every resident and visitor to the city. Ambitious recycling and composting targets will only be met if residents reduce, recycle and compost as much of their waste as possible. This is dependent on the provision of a high quality, reliable service and effective engagement and communication with our residents.

3.3 Actions

Outcome	Action	Target
Improved partnership working with key stakeholders in the city	Establish Waste and Recycling Group consisting of members of the public and other stake holders to review and test aspects of service	Group to be established by June 2010 with agreed terms of reference
Effective engagement with community groups, residents associations etc to share service information and drive the waste agenda forward	Establish more links with relevant groups and identify priorities	Regular engagement with groups
Reduce call waiting times for customers phoning the contact centre	Improve service reliability and call handling in contact centre	10% reduction in waiting time from April 2010 to March 2011
Improve quality and accessibility of information on web-site	Ensure information on web site is clear and up to date and promote use of website	Daily updates of website to increase improve quality of information, levels of usage and satisfaction with web-site

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Communicate effectively with residents	Ensure communications are clear, concise, friendly and written in plain English	Achieve Crystal Mark Standard (independent standard for clear communication) by August 2010
Improve reliability of refuse and recycling collection service		Reduce number of missed bins by 70% and collect 95% of missed bins collected within 24 hours of reporting
To measure how satisfied our customers are with our service and target areas for improvement	Carry out regular customer satisfaction monitoring to target areas for service improvement	Measure customer satisfaction regularly with annual report on performance. First report by March 2011
Improve cleanliness of streets	Ensure streets are free from litter	10% 2010/11, 9% 2011/12, 9% 2012/13 *
	Ensure streets are free from graffiti	8% 2010/11 7% 2011/12 7% 2012/13
Services accessible to all residents	Work with stakeholders to implement actions from Equalities Impact Assessments and publish assessments on line	Stakeholders to be consulted by June 2010, priority actions to be delivered by March 2011.
All staff able to provide residents with meaningful information about waste and cleansing services and the waste agenda	Ensure staff have in depth knowledge of the waste agenda (e.g. what can and cant be recycled and why) and are skilled in sharing this with residents	Phased training program to be completed by December 2010
Understand what encourages residents to recycle and minimise waste/ what prevents them from doing so to be able to target communication campaigns	Carry out participation survey for recycling services	Participation survey to be carried out every 2 years, first one to be completed March 2010/11

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	Carry out waste analysis	Waste analysis to be carried out every 4 years, first one to be completed March 2011/12
	Carry out survey to determine % of households that can/ are home composting to target future promotional activity	Comprehensive monitoring every two years, first one to be completed March 2010/11

* These percentages are calculated from National Indicator 195 surveys. A low percentage indicates a clean street.

4 POLICY 2: WASTE MINIMISATION AND PREVENTION

4.1 Objectives:

- engage with local retailers and trading standards to encourage reduced packaging
- promote and campaign for the reduction of food waste by supporting the Waste Resources Action Programme (WRAP) campaign, 'Love Food Hate Waste', and work with the local Food Partnership
- promote re-usable nappies and offer subsidised starter packs of reusable nappies
- encourage households to reduce their waste by limiting the size of the residual waste container where possible
- only collect waste which fits in the container provided (in the case of wheelie bins and Binvelopes)
- encourage home composting and not collect garden waste with residual waste.

4.2 Background

Effective waste minimisation requires action at source, for example, by manufacturers making their products more durable or re-usable. It also requires retailers to reduce packaging of their products and consumers to change their behaviour, for example, by buying products with less packaging and buying more durable items plus re-using items where possible.

Countries with the lowest rates of waste generation generally have measures in place at a national level, for example, requiring manufacturers to put returnable deposits on plastic and glass bottles.

At present the council's powers to reduce the amount of waste are limited to encouraging customers to change their behaviour.

4.3 Actions

Outcome	Action	Target
Increase the use of real nappies	Supply starter packs for real nappies	On-going
	Assess feasibility of working with Southdown's NHS Trust to ensure all new born babies are issued with re-usable nappies to encourage parents to continue to use them	To have this scheme in place by the end of 2011 subject to feasibility study
	Assess business case for employing real nappy advisor to attend events, hold talks, visit hospitals etc.	Business case to be completed and evaluated December 2011
Provide information on waste minimisation and recycling to householders who produce excessive amounts of waste	Monitor side waste and set targets for reduction, prioritising low performance areas	On-going monitoring and communication, targeted campaign from September 2011
Reduce amount of food waste thrown away.	Food waste reduction campaign developed and delivered in partnership with the Food Partnership and the Harvest Project.	Campaign to run from March 2010 - April 2011. Reduce amount of food wasted by 10%
Raise the profile of packaging waste by working with trading standards to identify and challenge manufacturers of products which are over packaged	To establish programme of reporting and enforcement with Trading Standards and work with local retailers	Investigation of at least 5 cases of over packaging per quarter from 2010
Reduce overall waste arising at the two HWRS	Continue enforcement of trade waste into the sites.	No trade waste entering HWRS's.
Prevent illegal disposal of waste including business waste	Monitor illegal disposal of trade waste including disposal in communal bins and take appropriate enforcement action abuse	No trade waste disposed in communal bins.

5 POLICY 3: INCREASING RATES OF RE-USE

5.1 Objectives:

- improve partnership working with the community and voluntary sector to encourage increases in re-use rates
- promote re-use, including on-line schemes and projects in partnership with businesses.

5.2 Background

Charities and the community sector play a significant role in collecting and refurbishing items (such as furniture) making them suitable for re-use and delaying disposal.

Brighton & Hove is home to many charities engaged in such activities. The work of these organisations complements the objectives of the council as well as providing a resource for residents.

To improve re-use rates the council is committed to developing partnership working with the third sector, as well as other measures, such as working with supermarkets to encourage take up of reusable bags.

5.3 Actions

Outcome	Action	Target
Work with charity and community organisations to increase the amount materials re-used	Engage with charities and community groups.	Agree partnership framework by October 2010
Promote on-line reuse schemes	Publicise and promote existing schemes	To have a circulation list to promote by April 2011. Divert 200 residents per month
	To increase profile of re-use groups in Brighton & Hove/ increase re-use rates	Charities 'map' for Brighton & Hove by April 2011

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		Re-use feature with charities in Citynews
	Set up a bring and take day, a large one day re-use event.	Work with free-cycle and other re-use groups to set up – measure effectiveness by monitoring items and use conversions to get tonnages diverted. Between March 2011 April 2012
	Arrange a large fashion swap. Involve local business sponsors and community groups to run and manage event.	Raise profile of textile recycling and re-use. Engage community and voluntary groups. March 2011 - April 2012
	Run clothes restyling workshops with community groups and youth centres	Raise profile of textile recycling and re-use. Engage community and voluntary groups Start March 2011
Improve bulky waste collection service to increase re-use and offer an improved service to residents	Specify and cost new style service	Implement new style service subject to funding in March 2011
Extend re-use schemes at both HWRS	Introduce a re-use scheme at Brighton HWRS	Establish scheme by February 2011 with community sector partner. Raise profile and use of both re-use facilities
	Extend paint reuse schemes to both sites	Establish scheme by November 2010

6 POLICY 4: INCREASING RECYCLING RATES

6.1 Objectives:

- Provide on-going, high profile and effective communication and engagement to increase recycling of paper, card, glass, cans, plastic bottles and household batteries. This will involve work with all sectors of the community, including young people and schools.
- Provide incentives to encourage householders to recycle more, subject to their cost effectiveness and a trial.
- As a last resort take enforcement action against households who continually fail to recycle (despite having access to reliable recycling collections).
- Review markets and opportunities to increase the number of materials recycled.
- Ensure recycling services are sustainable, both financially and environmentally.
- Assess the feasibility of communal recycling in the city centre.
- Introduce extensive recycling facilities across the city centre for streets and beach waste.
- Extend the number of materials recycled at high and low rise flats to include cardboard and plastic bottles.
- Extend the number of materials recycled at bring sites to include cardboard and plastic bottles.

6.2 Background

Many materials that can be recycled (paper, card, cans, plastic bottles and glass) still end up being thrown away. In 2008/09, the city's recycling rate in Brighton & Hove was over 29%. If everyone recycled all the materials that we currently collect, our recycling rate would be approximately 37% (based on information taken from Household Waste Compositional Analysis Report – Comparative Report, Network Recycling August 2007).

With the cost of waste disposal increasing as a result of landfill tax and EU penalties, recycling is not just an environmental necessity but also a financial one. The cost of recycling one tonne of waste is £55, compared to £86 for taking it to landfill. This cost

difference is increasing every year. People who do not recycle are, in effect, being subsidised by those who do. In order to minimise cost increases we need to make sure everyone does what they can.

6.3 Actions

Outcome	Action	Target
Improve facilities for recycling of bulky cardboard	Review location and facilities for bulky cardboard collection across city/ assess how service can best be provided and implement improvements	To have in place an improved service for bulky cardboard at bring sites by November 2010
Introduce cardboard and plastic bottle recycling in blocks of flats and bring sites	Complete roll-out to increase recycling from bring banks and flats by 10%	Complete roll out by August 2010
Maximise materials and quality of facilities available at bring sites	Expand street litter recycling scheme	Phase 1 completed, Phase 2 to be completed by June 2010
	Introduce Tetrapak banks at 25% of sites	Tetrapak banks to be introduced by August 2010
Improve facilities for recycling of batteries and light bulbs	Work with retailers (initially through business waste forum) to establish collection schemes for batteries and light bulbs.	Complete by Dec-10
Increased number of textile bring banks	Work with charities to increase number of textile banks to ensure banks are situated at all feasible sites	Complete by Dec-10
Improve quality of bring sites across city/ improve signage to help increase recycling rates	Refurbish 20 sites per annum until all are completed (2013), and ensure sites are in right locations. Appropriate signage.	20 sites each in 2010/11, 2011/12, 2012/13
Work with charity to introduce facilities for toy recycling	Introduce toy recycling at bring sites	Complete by March-10
Carry out trial for communal recycling in city centre to increase recycling rates	Identify trial area, work with residents throughout trial to assess whether communal recycling is effective/ increases recycling rates.	Trial one area of suitable size (5-10 streets) for one year starting in October 2011

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Increase recycling participation in city centre	Work with residents to identify barriers to recycling in the city centre and develop campaign to improve recycling rates.	Campaign to run from September 2010 - January 2011. Increase recycling in city centre (baseline to be measured & target to be set)
Introduce incentive schemes for kerbside recycling and flats	Research incentives schemes (review reports and best practice) and investigate if/how they can be applied/translated across the whole city	Trial recycling incentives October 2011 for 6 months
Increase recycling at the two Household Waste Recycling Sites	Monitor waste being disposed with general waste – disposal of recycling with general waste and Segregate plasterboard and MDF separately (subject to feasibility)	Increase recycling/ composting rate to: 45% 2010/11 47% 2011/12 49% 2012/13 51% 2013/14
Ensure as many people as possible recycle	As a last resort take enforcement action against residents who are able to recycle, have access to a reliable recycling service and recycling information, but still refuse to recycle.	No specific target set, enforcement action will only be taken as a last resort

7 POLICY 5: INCREASING COMPOSTING RATES

7.1 Objectives:

- promote home composting and provide subsidised home compost bins/digesters for garden and food waste
- encourage householders to reduce the amount of food waste they produce
- carry out further research and review the feasibility of food waste collections by 2011
- review options for a self funded chargeable collection for garden waste that cannot be composted at home.

7.2 Background – food waste

Food waste makes up a third of residual waste and when disposed to landfill rots to release methane – a potent greenhouse gas. It is therefore an important material to consider as part of the strategy.

A number of local authorities have established food waste collections in recent years. Recently 17 Councils have taken part in national trials of such collections. They found that implementing a food waste collection the amount of food waste collected was variable, with higher rates of collection in areas with fortnightly refuse collection. Collections from flats and houses of multiple occupancy were relatively low. These findings suggest that effective food waste collections in Brighton & Hove would be difficult due to the high housing density and the fact that refuse collections are at least weekly.

Implementing food waste collection is expensive (it requires the purchase of a new fleet of vehicles and the issue of new bins to all householders). This investment has the potential to pay for itself provided enough residents use the service, reliable markets exist for the resultant material and the scheme is operated alongside a fortnightly collection of refuse.

7.3 Life cycle analysis

New services have to be sustainable in the long term. To assess the sustainability of different food waste collection and treatment options an initial independent life cycle analysis was commissioned. This used the Environment Agency's Waste and Resources Assessment Tool for the Environment (WRATE). The results suggest that in terms of carbon savings alone there is no distinction between direct incineration of residential food waste and separate collection with Anaerobic Digestion (AD). AD is a technology that processes organic waste to produce a fertiliser and generate electricity.

The results also show that based on the full set of environmental impacts, incineration with no separate food waste collection has the least overall impact¹.

Modelling the environmental impacts of any activity depends on a wide range of variables and further work is required to fully evaluate the different options for managing food waste. However, the best way to deal with food waste overall is to reduce the amount we produce in the first place. This forms the focus of the strategy in the short term.

Before deciding whether to implement food waste collections in the medium or long term further research will be carried out.

¹ Beyond Waste Revised LCA Results 01.05.09.

This will:

- Build on the existing life cycle analysis to investigate further whether separate collection is the most sustainable way of dealing with food waste.
- Review what markets are available for compost made from food waste, and how stable they are. For the investment to be worthwhile there have to be reliable markets.
- Assess the practical implications of introducing a food waste collection service in Brighton & Hove.
- Review the success of food waste collections in other urban council areas.

At present there are no facilities within close proximity to Brighton & Hove suitable for processing food waste. The nearest facility, near Whitesmith, has permission to process 1000 tonnes, which is not enough to deal with separate collections from a substantial number of households. Planning permission would be required to increase the tonnage processed at the site.

For these reasons it is not proposed to implement separate food waste collections in the short term. The focus will be on minimising it and doing further work to assess the feasibility of separate collections.

7.4 Background - garden waste

The most sustainable way of managing garden waste is to compost it at home. This results in the production of a good quality soil improver and it avoids collection and disposal. Separate collections of garden waste have the added environmental impacts associated with collecting and transporting the material to a composting facility, as well as transporting the resulting compost back to the end user.

Evidence from other authorities suggests that free garden waste collections lead to an increase in the total volume of waste put out for collection (rather than just resulting in garden waste being diverted from residual waste²), because it reduces the incentive to

² Managing Biowastes from Households in the UK: Applying Life Cycle Thinking in the Framework of Cost-Benefit Analysis, Eunomia, May 2007.

compost at home. Experience elsewhere in Europe also supports the view that it is extremely difficult to encourage home composting where garden waste collection is free.

There have been requests for a self funding chargeable garden waste collection for residents to opt in to. The annual cost for a chargeable service would be up to £90 per household, and would require at least 4,000 households to participate within a defined geographical area. The feasibility of providing this service is being investigated.

7.5 Actions

Outcome	Action	Target
Increase usage of home composters and food digesters	Continue promotion of subsidised composters to areas of the city that have the outdoor space	1500 bin sales 2010/11 1250 bin sales 2011/12 1000 bin sales 2012/13 Divert 668t per annum (Based on WRAP calculations)
Increase usage of food digesters	Subsidise food digesters and Wormeries, looking particularly into the options for composting/digesters in flats	Sell 1000 digesters per annum, starting in 2010/11 for three years
Encourage better/ more use of composters by providing clear information	Work with Food Partnership to provide practical home composting information pack and promote composting generally	Annually from Spring 2010
Promote garden waste collection for materials that can not be readily composted at home	Review options for a self funding chargeable garden waste collection	Report on options for a self funding chargeable garden waste collection service by December 2010

8 POLICY 6: RESIDUAL WASTE

8.1 Objectives:

- maintain current frequency of refuse collections
- maintain a free service at point of use
- contain all waste as far as is practical, rather than relying on black sack collections
- where practical, limit the volume of residual waste per household to encourage home composting and recycling.

8.2 Background

The way in which services are provided for residual collection affects waste minimisation, recycling rates and composting rates.

Many authorities in the UK have reduced the frequency of their collections to encourage residents to recycle more. Due to the high density of housing in Brighton & Hove and the fact that there are no immediate plans for separate food waste collection, weekly collections will be maintained.

A number of countries charge residents for the amount of waste they put out for collection rather than charging for collection and disposal through taxation. This has had a positive impact on waste minimisation and recycling rates.

Currently no UK councils charge separately for refuse collection. Charging for waste collection presents significant social, logistical and technical issues as well as requiring investment in administrative systems. We have no plans to introduce such charges. Instead, waste minimisation and recycling performance will be improved using other measures set out in the strategy, such as communication, incentives and enforcement.

An effective way to minimise the disposal of materials that can be recycled or composted is to limit the volume of household waste collected each week. In areas where wheelie bins have been introduced recycling rates have increased significantly.

8.3 Actions

Outcome	Action	Target
Work with University to help tackle problems associated with Studentification	Specific actions include signage on streets with high density of student housing clarifying refuse and recycling collection days, working with universities and landlords to promote service information	Actions to be completed by March 2011
Waste and recycling planning for new developments	Continue to consult with Planning, developers and Architects to actively encourage good recycling and composting provisions for new buildings	ongoing

9 POLICY 7: WASTE FROM BUSINESS AND OTHER ORGANISATIONS

9.1 Objectives:

- work in partnership with local businesses in order to improve the sustainability of business waste management, to minimise its impact on street cleanliness and the economy.

9.2 Background

Whilst the council's primary responsibility is for waste from households, businesses and other organisations also have an effect on the cleanliness of the city's streets, the local environment and the economy. We will continue to work with businesses and the trade waste service providers to improve business waste sustainability and street cleanliness.

9.3 Actions

Outcome	Action	Target
Develop a strategic approach to the management of trade waste and recycling in the city	Identify strategic partners and set up a trade waste forum with contractors and businesses	Establish forum by March 2010
	Develop and maintain trade waste website with strategic partners	Establish trade waste website December 2010 (subject to funding)
Maximise recycling of trade waste	To identify trade waste priorities in the city in terms of sustainability, service quality, the economy and infrastructure	Jun-10
	Establish trade waste action plan based on priorities identified	Oct-10
	Carry out analysis of trade waste composition over a 12 month period/ analysis of collection services available	March 2011 - March 2012 subject to funding
	Research the feasibility of working with the private sector to establish trade waste collection for electrical equipment and other waste streams	Mar-11

10 COSTS

The cost of providing waste services across the UK is increasing and one of the objectives of this strategy is to minimise this.

The costs of collecting refuse and recycling, disposing of refuse and processing recycling are summarised below.

2008/09

Street Cleansing	£5.6 million
Waste Collection	£3.9 million
Waste Disposal	£8.5 million
Recycling Collection	£4.0 million
Recycling Processing	£0.45 million
Recycling Income	(£0.5 million)

TOTAL **£21.95 million**

Changes to the service were introduced in 2008/09. These included the restructuring of refuse and recycling rounds (following the opening of the waste transfer station and materials recovery facility) and the introduction of communal bins. These changes have resulted in annual savings of £1.6 million.

The cost of implementing the actions set out in this strategy is £855,000 over three years. The initiatives are expected to realise savings due to waste minimisation and increased recycling which are in the order of £935,000 over three years.

Implementation of the strategy is therefore expected to realise savings in the order of £79,000 over the period of the three year action plan. These costs and savings are summarised in the table below.

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While these savings are moderate compared to the overall budget, the implementation of this strategy will result in improved service quality, improved sustainability of waste management practices and reduce future financial risks to the services.

Table 2: Costs associated with action plan

Year	Cost of initiatives	Saving in waste management costs*	Net Cost/(Savings)
2010/11	£270,000	(£88,400)	£181,600
2011/12	£310,000	(£132,900)	£177,100
2012/13	£275,000	(£489,300)	(£214,300)
2013/14	£155,000	(£380,900)	(£255,900)
Total	£1,010,000	(£1,091,500)	(£81,500)

* Savings arising as a result of less waste being produced, more waste being recycled

11 Monitoring and Review

The waste strategy will be monitored through a number of different means, primarily the statutory National Indicator Set (NIS) and a number of local indicators. These have been aligned, where appropriate, with the suggestions arising from the sustainability appraisal.

11.1 National Indicator Set – statutory performance reporting

The council has a statutory obligation to report on a number of NIs to monitor performance and improvement. The NIS was published as part of the Comprehensive Spending Review 2007 and the set of Outcomes Focussed Indicators replaced Best Value Performance Indicators (BVPI). Progress against the NIS will be measured as part of the Comprehensive Area Assessment Framework.

There are a number of NIs relating to waste and recycling. These also track performance against effectiveness of the waste strategy policies and objectives. These are summarised in table 3 and included in table 4, which details waste strategy monitoring.

Table 3: National Indicator Set

National Indicators	Description
191	<p>Residual waste per household (Kg)</p> <p><u>Rationale</u> – To measure progress in reducing the level of residual household waste production</p>
192	<p>The percentage of household waste sent for re-use, recycling or composting</p> <p><u>Rationale</u> – To maximise the percentage of waste produced that is re-used, recycled and composted</p>
193	<p>The percentage of municipal waste sent to landfill</p>

	<u>Rationale</u> – To measure the proportion of waste which is landfilled and divert an increasing proportion of waste away from landfill
195	<p>The percentage of relevant land and highway that is assessed as having deposits of litter, detritus, graffiti and fly-posting that fall below an acceptable level</p> <p>A Improved street cleanliness- litter B Improved street cleanliness- detritus C Improved street cleanliness- graffiti D Improved street cleanliness- fly-posting</p>

These indicators will be published by the Government on an annual basis at the end of each financial year and will contribute to the way the council is assessed ‘as a whole’ through CAA. Progress against them can also be tracked monthly in order to monitor any emerging trends.

11.2 Monitoring progress against waste strategy policies

In order to track progress against the effectiveness of policies a number of local indicators have been developed. These monitor the main areas of improvement resulting from the seven key policies within the strategy. Regular reporting against these, combined with regular progress updates on the detailed action plans, will create a sense of momentum and keep all stakeholders informed.

Table 4: Waste strategy policy monitoring arrangements

Policy	Monitoring arrangements
1 Service Quality and Community Engagement	<ul style="list-style-type: none"> - NI 195 % of relevant land and highways including beaches, assessed as having unacceptable levels of litter and detritus/graffiti/ flyposters. - The number of Stage 1 and 2 complaints made against the waste and recycling service. - Independent assessment of communication campaigns. - Missed bins. - Missed recycling boxes/ bins.

	<ul style="list-style-type: none"> - % of people satisfied with household residual waste collection. - % of people satisfied with recycling collection. - Number of relevant complaints logged. - Number of advisory communications with residents regarding side waste & increasing recycling. - Cost of residual waste service per household per year. - Cost of recycling per household per year
2 Waste minimisation	<ul style="list-style-type: none"> - Number of real nappy packs sold. - Number of composters and digesters purchased. - Kg of waste produced per person (waste and recycling). - NI 191 Residual waste per household. - Number of referrals to trading standards regarding over-packaging. - Progress of food waste campaign developments.
3 Re-use	<ul style="list-style-type: none"> - Number of local re-use, repair, recycling composting and remanufacture initiatives. - NI 191 Residual waste per household. - NI192 The percentage of household waste re-used, recycled and composted.
4 Recycling	<ul style="list-style-type: none"> - Progress against the development of an incentives program. - Progress of feasibility assessment on communal recycling. - Coverage of micro-recycling sites (streets and beach). - The percentage of bring banks and flats that have plastic and card provisions. - The percentage of household waste recycled. - NI 192 The percentage of household waste re-used, recycled and composted. - Recycling participation rates. <p>% of households served by a kerbside collection of at least five recyclables.</p> <ul style="list-style-type: none"> - Number of materials being collected for recycling. - Tonnage of household waste recycled.
5 Composting	<ul style="list-style-type: none"> - Food waste (review in 2011).

	<ul style="list-style-type: none"> - Number of home composters and digesters purchased. - The percentage of household waste composted. - NI 192 The percentage of household waste re-used, recycled and composted. <p>Tonnage of household waste composted</p> <ul style="list-style-type: none"> - Number of home composters sold.
6 Residual waste	<p>Total household waste arising (tonnage).</p> <ul style="list-style-type: none"> - NI 193 The percentage of municipal waste sent to landfill. - The percentage of waste sent for incineration with recovery. - Performance against Landfill Allowance Trading Scheme (LATS). - Percent of collected recyclables rejected.
7 Business waste	<ul style="list-style-type: none"> - Trade waste forum set up. - Trade waste website created. - Progress of analysis of trade waste composition/collection services available. - Number of successful enforcement actions. - Progress on working with private sector collections for waste electrical and electrical products.

Progress against these indicators will be monitored and reported on an annual basis.

