

Report to: Cabinet

Date: 28th January 2013

Report of: Director of Environmental Services

Report No: C06/13

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Report Title: **Managed Weekly Collection: Consultation Response**

Confidential: This report is exempt from publication by virtue of Paragraph 1 of Schedule 12A to the Local Government Act 1972.

Recommendations: Cabinet are asked to approve the managed weekly waste collection proposals as set out in this report for implementation in May 2013 (approximately 1 month after the introduction of food waste collections) and the waste policies outlined in Appendix 7.

Decision:

Background Docs: WRHTPDG/20/13 Managed Weekly Waste Collections
ECME/41/12 Managed Weekly Waste Collection Proposal Report

Signed:

Leader / Executive Member

Monitoring Officer

Date:

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1.0 INTRODUCTION

- 1.1 Bolton Council currently faces a financially challenging period. On the 3rd September 2012 the Cabinet approved a consultation report that set out the options for securing savings of £35.6m over a two year period (2013/14 and 2014/15). Within the report the target identified for Waste is a significant £2.6m. This report sets out proposals to achieve this amount through a review of the waste collection frequencies within Bolton which in turn leaves us able to achieve large disposal savings. It is acknowledged that in an ideal world a weekly refuse service would be preferred by many but the £35.6m target must be met and the proposal is able to contribute significantly towards it. In the current economic climate the Council is faced with little choice. Waste disposal costs are an increasingly expensive area for the Authority. Collection services currently costs Bolton Council £6.5 million a year (2012/13) and disposal costs £19.3 million. All other Authorities in Greater Manchester have had to react in their waste collection and disposal services in order to reduce the huge financial impact of waste.
- 1.2 The collections budget saw significant savings in 2009/10 as a result of the waste modernisation and collection costs are continually examined and challenged. The costs of disposing of residual waste however are due to increase substantially over the next few years due to cost escalations such as landfill tax and levy charges and this will place considerable strain on Council budgets if the costs of the residual waste stream are not effectively managed. If we continue to dispose of the same amount of residual waste (black bin waste) each year the cost of disposal is likely to increase above the 2011/12 budget figure of £15.8 to £24.6 million by 2015/16 which in the current economic climate is not sustainable.
- 1.3 On the 19th September 2012 a report was taken to the meeting of the Executive Cabinet Member, Environment, Regulatory Services and Skills for a decision on whether to consult the public on proposed changes to the waste collection service. The recommendation outlined in this report was agreed and the public consultation process commenced on the 24th September for a period of 8 weeks. The staff consultation process also took place concurrently to this commencing on 24th September for 10 weeks.
- 1.4 The aim of this report is to
- Summarise the public consultation responses and provide detailed replies to the questions raised
 - Review and amend the proposal based on the consultation response
 - Present the proposed new policies that would be adhered to once these changes are implemented
 - Briefly outline some of the activities that are currently being undertaken in order to increase recycling before the proposed implementation date for these changes
 - Outline the HR implications following an in depth round redesign process
 - Summarise the staff consultation process and the FAQs that came out of this process
 - Outline the implementation timetable following a decision being made
 - Recommend that Elected Members approve the implementation of Managed Weekly Waste Collections
- 1.5 All of the background information outlining the reasons for implementing these changes and the legalities around this issue can be found in the report in Appendix 11 'Managed Weekly Collections Proposal Report' 19th September 2012 ECME/41/12.

2.0 PROPOSED MANAGED WEEKLY COLLECTION SERVICE



- Collect non-recyclable rubbish in the grey bins **every two weeks**
 - Collect glass, cans and plastic bottles in the burgundy bin **every two weeks**
 - Collect paper, card and drinks cartons in the beige bin **every two weeks**
 - Collect food and garden waste in the green bin **every two weeks**
 - Collect food waste **every week** in a new food waste container where a green bin collection is not provided
 - Small black kitchen container for all food waste scrapings to use in the home
- If you currently have a green box or paper bag, these will continue to be collected on the recycling week**

Annual savings for managed weekly proposal (from 14/15):

Collection – £229,935

Disposal - £ 2,418,481

Total - £ 2,648,416 (14/15 position)

NB. The split between the collection and disposal savings may vary in the future.

HR and staffing implications

Summer – 139 staff
Winter - 128 staff

Potential Redundancies – 0

No permanent staff reductions but up to 8 agency released in winter

Vehicles and staff by service

Service	Staff numbers	Vehicle numbers
Domestic	39	13
Recycling	53	13
Green and Food	36/25	11
Other	11	11
Total	139/128	48

NB. / denotes difference between summer and winter

Please note that the rounds are still being finalised so these numbers may change slightly.

- 2.1 It is expected that some disposal savings will be made in 2013/14, once these changes are implemented and bedded in, but the full year impact will not be realised until 2014/15.
- 2.2 Additional staffing and vehicle resources will be required in the first year during the transition phase and once the changes have been bedded in these will be phased out.
- 2.3 The predicted recycling rate for this proposal is 41% but this could potentially hit 43% if additional funds were available for a further campaign to increase recycling.
- 2.4 It should be noted that since presenting the consultation report to Elected Members in September 2012 other GM authorities (Salford and Trafford) have announced changes to their collection regimes which will have an impact on the disposal savings. If any further changes are implemented by other Greater Manchester local authorities, this will also have an effect on the projected savings. This is because of the way the Levy charge is calculated and charged back to local authorities. All Authorities in Greater Manchester have now either introduced managed weekly bin collection services or are progressing through consultation and reporting procedures to do so.
- 2.5 A full audit of the flats in Bolton has been conducted and it has been established that some flats would have to remain on a weekly residual collection for Health and Safety reasons as they do not have enough storage space for sufficient capacity containers. This has been factored into the revised proposals. We have consulted with the fire service on our proposals and revised as above accordingly.

3.0 PUBLIC CONSULTATION

3.1 Introduction

A period of formal consultation with the public took place for 8 weeks from 24th September until 16th November. Key features of this consultation process included:

- Posting surveys to 8,000 households in Bolton and making it available online and in the Contact Centre
- Advertising the proposed changes via various media sources
- Attending Area Forums and presenting the proposal to residents to gain their views and answer any questions
- Attending various partnerships meetings, e.g. Faith Leaders Forum to promote partnership working and ensure a smooth implementation
- Attending Member Only Meetings to brief Councillors and gain their comments
- Liaising with the Greater Manchester Waste Disposal Authority (see Appendix 1 for the GMWDA's formal response to the consultation process)

3.2 Purpose

The purpose of the consultation was to seek information from residents regarding the impact of the proposed change on the households within the borough. This was to ensure that important decisions, which may affect local services, are made by councillors with a full knowledge of local views and issues.

3.3 Methodology

With so many households in the borough, it was neither feasible nor necessary to survey every household. Sampling theory, providing certain rules are adhered to, allows for the collection of data from a defined sample of the population, and for the results to be generalised to that population, without the need to survey everybody in it.

A list of all the households in the borough of Bolton currently receiving the standard waste collection service from Bolton Council was used as the sampling frame. The data was stratified by the five waste collection rounds to ensure an even distribution of surveys across the borough.

This stratified random sample survey was posted to a sample of 8,000 households in Bolton.

The consultation took the form of a self-completion questionnaire which gave a description of the proposed changes to the service and asked for views on the proposal. It asked how the proposal would impact on their specific household, what could be done to support people through the changes and finally if they could think of any alternative solutions. A copy of the questionnaire can be found at Appendix 2.

This approach meant that only those addresses selected randomly had the opportunity to take part in the consultation, so the survey form was also made available online (paper version available on request and in the contact centre) so that anyone with an interest could have their say on the proposals, we have called this the universal survey.

3.4 Maximising responses

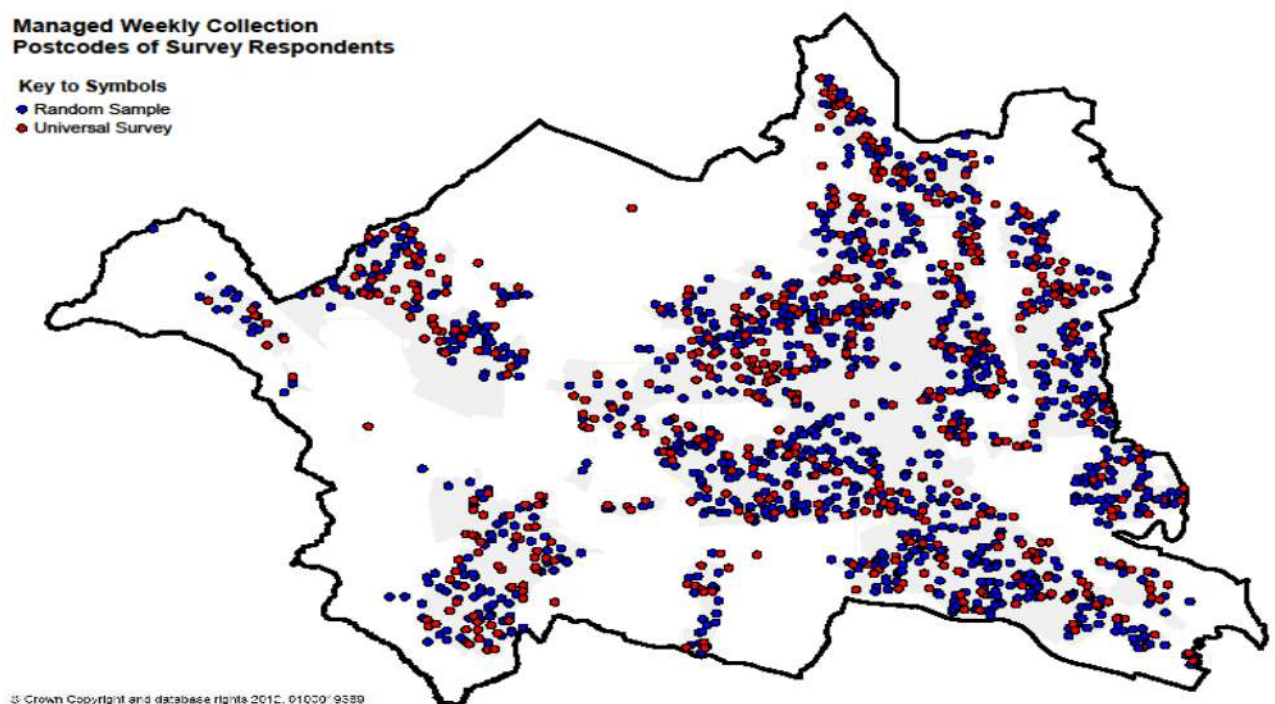
The consultation was promoted via a press release and on the council's website, where it featured as a campaign on the home page and the services webpages to ensure maximum prominence.

Additional promotion was also made via Bolton Council's twitter feed, the One Stop Shop screens and at Area Forums. A link to the online survey was also sent to the council's e-view panel and to residents who had signed up to receive online information about waste and recycling.

An article was also included in the autumn addition of **Bolton Scene** which was distributed to every household in the borough.

Within the stratified random sample survey a total of 1,520 completed questionnaires were received which is an overall response rate of 19%. This response gives us a statistically robust set of results and we can be 95% certain that the true results (had everyone in the borough completed a survey form) would be plus or minus 2.5% of the survey results. Data has been weighted by collection zone, ethnicity and house type so that it accurately represents the demographics of the borough's population.

A full analysis of the results can be found at Appendix 3.



3.5 Summary of consultation response

- i. When asked about their views on the proposals; 63% of respondents made supportive comments (48% fully supported and a further 15% supported but had concerns). Just over a quarter (28%) did not support the proposals and for 9% of respondents it was unclear from their comment whether they supported the proposals or not.
- ii. When asked whether the proposals would affect their household almost three-quarters (72%) of respondents said that the proposal would have no / or very little impact on their household (63% said none or very little impact and a further 9% said there would be no direct impact but they had concerns). A quarter of respondents (25%) said the proposals would have a negative impact on their household and for 3% of respondents it was unclear from their comment whether there would be an impact or not.
- iii. There were no differences in the way residents in different parts of the borough answered the questions but there were some differences between households; larger households, those living in flats and households producing waste that includes disposable nappies or medical waste, were less likely to support the proposals and more likely to say the proposals would have a negative impact on them.
- iv. Those supporting the proposals made the following comments:
 - It won't affect us because we already recycle / don't produce much waste
 - It will save money
 - It will increase recycling
 - It's better for the environment

Concerns were raised around the following issues:

- Environmental / hygiene issues (smells, encourage vermin)
- Too much domestic (grey-bin) waste
- Lack of space for recycling containers
- Fly tipping
- Missed collections
- Concerns about large families, and those with babies, coping
- Problems at certain times of the year e.g. Festive celebrations

Respondents made suggestions, including;

- Give us more information on recycling
 - Improve the service generally – no missed bins etc.
 - Allow a settling in period
 - Accept more plastics into the recycling bins
 - Open more local bring sites
 - More enforcement for those who don't recycle
- v. As well as the random sample, the survey form was made available (online and in the contact centre) so that anyone with an interest could have their say on the proposals. A total of 705 survey forms were received to this universal survey. Over half (55%) of respondents to this survey made supportive comments about the proposals and 62% said there would be no or very little direct impact on their household. These responses are important in understanding specific impacts on particular respondents. (The analysis is also presented in Appendix 3).

3.6 Service response to issues / concerns

The key areas of concern that arose from the public consultation and the service response to these issues are as follows:

I. Concerns about environmental / hygiene issues including smells (from nappies, food waste, dog excrement), attraction of vermin/pests (maggots, rats), and environmental health implications of this.

The Waste Resources Action Programme and the Chartered Institute of Waste Management have carried out a scoping study of the potential health effects of fortnightly residual waste collections and have found that there is no evidence that fortnightly residual waste collections have led to any health impacts for householders. The report recommends good practice to limit nuisance to the householder and we would remind residents to follow this guidance which includes:

- keep containers out of direct sunlight
- ensure waste is properly contained and that there is no access for flies or rodents e.g. use bin liners to contain your waste and keep your bin lid closed
- use the liners provided to wrap food waste
- clean your bins regularly

The Council will provide nappy sacks upon request to households with children in nappies to keep the smells contained.

II. Concerns about the space for all the different recycling bins. This was a particular problem for those living in terraced houses and flats (comments included can't put bins in back street, children don't have room to play in back yard, having so many bins obstructs the pavements and makes the streets look unsightly)

Where residents living in houses and have very little outdoor space there are a number of options available:

- we are now able to provide smaller beige, burgundy and green bins (these bins are the same height as a standard bin, but take up less floor space)
- we would encourage residents to share bins with neighbours
- communal recycling points can be considered upon request

The new food waste container that is being proposed for properties not covered by the garden waste collection service would take up very little space. Excess recycling will always be collected as long as it is presented to the crews in a clear plastic bag next to the recycling bin on collection day. Flats and apartments will be assessed on an individual basis and we will work closely with the housing associations to look at implementing recycling facilities where possible and improving the bin stores.

III. Concerns about missed collections and if this happened the grey bin not being collected for a month (especially a problem in bad weather)

We will change the missed bin policy so that when a grey bin has been presented correctly on the scheduled collection day, but has not been emptied or logged as an issue by the crew, we will return to empty the bin. The resident must report the missed bin before 5.30pm the next working day after collection. The crew will return within the following 2 working days to empty the bin. If whole streets have been missed due to breakdowns etc. we will return within 2 working days to empty the bins.

IV. Concerns that those in large households / large families (themselves) would struggle because they had too much grey-bin waste and those who had genuine medical needs (colostomy bags, feeding tubes) would struggle with fortnightly collection of grey bin waste

If you are recycling we expect that most households should be able to manage with fortnightly grey bin collections. The new proposal includes food waste recycling for households that do not have a food and garden waste collection service. This will further reduce the amount of waste going into the grey bins.

There are some criteria which may allow a second grey bin to be allocated. These are:

- More than six people permanently resident on the household. Visitors or guests cannot be included.
- More than two of the residents of the household in nappies.
- One or more of the residents with a medical condition which results in the production of extra waste (non- clinical), e.g. packaging or incontinence pads.

V. Some residents said it wouldn't work because people (l) lack the motivation / education to do it

In the low performing areas, we have undertaken door stepping campaigns to raise awareness of the importance of recycling and to understand the barriers to recycling. We have also been working with schools, providing roadshows and talks and working with multi faith groups in the low performing areas to improve recycling participation.

For the extensive list of the key issues arising from the consultation (including those above) and the service response to these issues please see Appendix 3.

4.0 HR AND STAFFING IMPLICATIONS

- 4.1 If the proposal were to be approved it would result in the deletion of 8 full time posts during the winter (which are currently covered by Agency staff). Currently 117 permanent operational staff are employed by Bolton Council to deliver this service.
- 4.2 The proposals require the redesign of collection rounds, which may have an impact on staff in relation to which routes they operate, however there are no proposals to make changes to working methods/ roles and responsibilities of the Driver/Loader role. Some drivers may find themselves as drivers without a permanent round as there will be fewer rounds than previously. During the formal staff consultation period management consulted with the Trades Unions and Staff on a set of criteria to allocate crews to the new rounds.

5.0 STAFF CONSULTATION PROCESS

- 5.1 A period of formal consultation with trades unions, staff and stakeholders took place from 24th September until 30th November. Key features of this consultation process included:
- Staff briefings on the proposals took place with all permanent and agency staff on 20th and 21st September and 28th November
 - All affected staff received a staff consultation pack which included a copy of the approved report
 - 1-1 sessions were also offered to staff to address any concerns
 - Weekly meetings took place with trades unions to work through the proposals and their implications for staff
 - Time off was provided for trades unions officials to meet with and provide support to staff
 - All staff attended a briefing session on the round redesign process
 - Many staff attended individual sessions to assist with polishing the draft new rounds to ensure they are achievable
 - Information was provided on a computer set up in the staff canteen
 - The FAQs and minutes of the Trades Union meetings was provided in the crew packs
 - Information on the proposed new rounds was posted on notice boards in the reception at Wellington House and in the pit stop
 - A comments box was placed in reception in Wellington House
- 5.2 All of the rounds have been completely redesigned to take into account the proposed changes to the service. The Council has employed a company called Webaspx to assist with this process using specialist software and expertise. Once the initial draft rounds were produced they were initially reviewed by Management and then all crews were asked to input at street by street level to help ensure that the rounds are achievable and that the right streets were collected together.

A large number of minor amendments were made as a result of this process which proved highly useful and should help us to minimise issues at the point of implementation.

5.3 During the consultation process a number of concerns and queries were highlighted either by the Unions or individuals and these were addressed and answered by Management via the Frequently Asked Questions (FAQs). The full FAQs can be found at Appendix 5.

5.4 The Trade Unions have provided a response to the staff consultation process which can be found at Appendix 6a and the response to the Trades Unions by the Management team can be found in Appendix 6b.

6.0 PROPOSED WASTE POLICY CHANGES

6.1 A full copy the relevant waste policies that will be adopted if managed collections are approved is included at Appendix 7. The main changes proposed are:

- Missed residual black bins and missed on street food waste containers would be returned for within 48 hours
- A new application form and process will be introduced for residents that request additional grey bins
- The assisted collection process will be slightly amended to provide a new application process for the service

7.0 INCREASING RECYCLING AND COMMUNICATIONS

7.1 A vital part of the success of the implementation of managed weekly waste collections is the campaign to increase recycling in Bolton which is currently being run by the Recycling team. The team is putting in a huge effort to increase recycling and encourage those who currently do not participate in recycling to join in. The aim is to get as many households as possible to participate in recycling before implementation of the changes so it will be much easier for them to manage their waste. The increasing recycling campaign includes:

- Attending local community events, particularly focusing on the areas that we know are low in participation in recycling
- Bolton at Home community researchers are conducting a door stepping campaign and knocking on 40,000 doors in low participation areas to encourage residents to join in with recycling and to reduce fly tipping
- Marcomms have designed a new concept to help increase recycling which has been put on bus shelters, town centre adverts, the Scene, the Bolton News, bus sides, agrippa panels on the waste vehicles, ice rink and pantomime leaflet
- All households in Bolton have received a recycling guide which includes what to put in each bin, the dates for collection and how to order free recycling containers
- Improved the recycling facilities for flats in Bolton
- Introduced food waste recycling into Schools after a successful trial
- Worked together with the Neighbourhood Managers, Bolton at Home, Serco and BCoM to increase recycling in specific neighbourhoods
- Removed contaminated recycling containers from the streets
- Introduced a recycling service for trade customers
- Working together with the Waste Disposal Authority to run a door knocking campaign to increase recycling (325 burgundy bins, 447 beige bins, 185 green bins and 777 caddies delivered to residents).
- Introducing food waste recycling to Bolton Market
- Improved waste and recycling information on the web site

7.2 A key aspect of the communication campaign will be challenging the common misunderstandings that are associated with managed weekly collections such as the storage of odorous waste for excessive periods of time. Through clear and concise communication via various channels, the aim is to achieve successful behaviour change in order that the new service is implemented as smoothly as possible.

- 7.3 All residents will receive bespoke communication on the changes to their waste and recycling service. The message will vary depending on whether they are due to receive the new food waste service or not. A summary of the post decision and pre implementation communications can be found in Appendix 8.

8.0 WEEKLY COLLECTION SUPPORT SCHEME BID

- 8.1 Eric Pickles announced the £250m Weekly Collections Support Scheme early in 2012 and Local Authorities were invited to bid for funding in order to return to weekly collections or to retain weekly collections. The Government announcement made £250 million available to all Local Authorities, and completed first stage bids were submitted on the 11th of May 2012.
- 8.2 Bolton Council submitted an outline bid for a total of £21.7m which is the estimated amount required to maintain weekly residual waste collections for a 5 year period and introduce a weekly food waste service to all households in Bolton as committed in our tonnage forecasts to the Waste Disposal Authority. Feedback was received from the Department for Environment Food and Rural Affairs (DEFRA) at the end of June 2012 and officers submitted a final bid on the 17th of August 2012.
- 8.3 The final decision was announced by DEFRA on 22nd November 2012 and Bolton Council was unfortunately unsuccessful in its bid. The fund was oversubscribed by £95m.

9.0 IMPLEMENTATION TIMETABLE

- 9.1 If the Cabinet decides to implement the proposed changes to the waste collection service the waste team will roll out the implementation plan, a summary of which can be found in Appendix 9. There are a large amount of key operational tasks that will need to be completed before the new service can be implemented and these include:
- Delivery of the new food waste containers, kitchen caddies and liners to terraced households
 - Finalising the new rounds through consultation with the staff
 - Completing a selection process for staff to decide which service they will be working on
 - Training staff on the new service including health and safety, manual handling, familiarisation on the new rounds
 - Delivering new calendars and information on the new service to all households in Bolton
 - Communicating the changes to residents via the Bolton News, agrippa panels, Bolton Scene, letters to some residents and other advertising methods
 - Ensuring that the mapping of all rounds has been completed
 - Working with the call centre and ICT to ensure that the lagan system has been updated with the new policies and rounds and the website has all the accurate information on it
 - Ensuring that the in cab technology has the new rounds uploaded and is operational from day one.

10.0 EQUALITY IMPACT ASSESSMENT (EIA)

- 10.1 Under the Equality Act 2010, the council must have due regard to:
- Eliminating unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act;
 - Advancing equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - Fostering good relations between people who share a protected characteristic and people who do not share it.
- 10.2 It is therefore important to consider how the proposals contained within this report may positively or negatively affect this work. To support this analysis, an Equality Impact Assessment ("EIA") screening form has been completed for the proposals outlined in this report, and is attached at Appendix 10.

- 10.3 Most households will find that they are able to manage their household waste with more than adequate capacity with this new collection regime. Bolton households have gone from having 1 x 240 litre bin to the ability to have 4 x 240 litre bins or 3 in terraced areas. It will mean that some households will need to recycle more than they currently do. Households on the rural route in Bolton have been on a similar regime (without green waste) since August 2011, and very few issues with capacity have been reported to the Waste Service.
- 10.4 The EIA looks at the anticipated (positive and/or negative) impacts of the proposal on people from Bolton's diverse communities, and whether any group (or groups) is likely to be directly or indirectly differentially affected.
- 10.5 Due to the nature of the proposals, it is possible that there could be some adverse impact for a variety of groups. This analysis is set out in more detail in the EIA.
- 10.6 The analysis of equality impact was tested during consultation, and an updated EIA is included as Appendix 10.

11.0 CONCLUSION

- 11.1 In conclusion, in order to increase Bolton's recycling rate and reduce our collection and disposal costs it is requested that the proposal outlined in this report be approved. Switching to a managed weekly waste collection service would encourage residents to recycle more, consider waste minimisation to a greater extent and will without doubt drive down disposal costs.

Oldham, Rochdale, Tameside, Bury, Stockport and Manchester have all now introduced reduced collection frequencies for the black residual waste bin whilst focusing campaigns on recycling collections. Trafford has a half sized black bin and together with Salford are currently conducting a reporting process to introduce reduced frequencies on the residual black bin collections. Stockport has introduced half sized black residual bins collected once a fortnight. All Authorities that have introduced managed weekly collections have seen an immediate rise in recycling and significant drop in residual waste arisings and therefore a positive impact on their budgets. Those who do not adapt to keep up have seen challenging increases to their disposal budget.

12.0 RECOMMENDATIONS

The Cabinet are asked to agree:

- The managed weekly waste collection proposals as set out in this report for implementation in May 2013 (approximately 1 month after the introduction of food waste collections);
- The waste policies outlined in Appendix 7.



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Email david.taylor@gmwda.gov.uk
Date 16th November 2012



Dear Donna

Alternative Weekly Collections and Residual Bin Capacity –

You have asked that officers of the Authority comment on the relative merits of weekly and alternate weekly collections and the impact on performance and hence, the levy. This reply represents the views of John Bland, Treasurer and Deputy Clerk, and myself.

Recycling performance is directly connected to frequency of collection and the capacity of the range of bins provided. Alternate weekly collection seeks to encourage behavioural change by effectively reducing the capacity for residual waste that is available, thereby encouraging greater segregation of recyclables. For example, by introducing alternate weekly collection of residual waste in a 240 litre bin the weekly capacity for residual waste is halved. However, because residents have greater capacity in the 3 recycling containers, the reduced residual waste capacity has the effect of encouraging greater segregation of recyclable and compostable waste. Residents that do not participate will quickly use up the residual capacity and then have to dispose of any excess themselves. In other districts that have implemented these systems we have not seen increases in volumes of waste disposed at HWRCs or in levels of flytipping, indicating that residents are actively participating in these schemes. It should be noted however that to support that change you need to ensure residents put the correct items in the recycling bins and minimise contamination. Continued investment in education, communication and enforcement is a key part of your approach here.

When comparing a weekly residual collection using a 140 litre bin and a fortnightly collection of residual in a 240 litre bin, it is the latter system that will promote greater behavioural change. This is due to the weekly system offering the equivalent of 280 litres of capacity over the fortnight period, greater than the 240 litres offered under the alternate weekly proposal.

This is consistently demonstrated in performance data for those districts that have moved to alternate weekly collection for all materials, including residual waste with recycling rates typically at 35% plus. Furthermore the majority of these districts are also adopting policies of providing smaller (140 litres or 180 litres) residual bins where replacement bins are requested or new properties developed. The highest performing district, Stockport, has implemented alternate weekly collections with 140 litre residual bins collected fortnightly. The effect of this on behavioural change can be clearly seen in the projected recycling rate of c.63% for 2013/14.

The potential implications of retaining a weekly collection service for residual waste, even with a 140 litre bin, will be seen in reduced recycling performance. This will directly affect the disposal levy through increased tonnages of residual waste and reduced income from recyclables (paid to BMBC by GMWDA).

The alternate weekly collection system based on 4 bins has been successfully rolled out across Greater Manchester. This is consistently delivering improvements in recycling performance and landfill diversion. Under the Contract, landfill avoidance represents a saving of c. £87 per tonne (2013/14) to the Authority which can be passed back to districts. The benefit of alternate weekly collection can be demonstrated from a financial and an environmental perspective and should you require any further information please do not hesitate to contact me.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'J. Taylor'.

David Taylor
Director of Contract Services

Managed weekly bin collection: have your say

The proposal

The council is proposing to change the way it collects your waste to improve recycling and significantly reduce the impact of waste disposal costs on the council's budget.

The council currently pays £210 for every tonne of residual waste, otherwise known as grey bin waste, if we don't increase our recycling rate and decrease the amount of grey bin waste collected then the total cost of waste disposal is forecasted to rise by £8.8m by 2016. Around 30% of household waste is recycled in Bolton which is lower than other similar authorities.

This proposal will save £2.6 million mainly from waste disposal costs and ease the savings requirement on other services such as those for vulnerable adults and children. We now want to ask for your views about the proposed changes illustrated in the diagram below. Your input is very important and will ensure that key decisions, that affect your local services, are made by councillors with full knowledge of local views and issues.

If you have any questions or concerns about the survey, please contact 01204 334059.



-  Collect non-recyclable rubbish in the grey bins **every two weeks**
 -  Collect glass, cans and plastic bottles in the burgundy bin **every two weeks**
 -  Collect paper, card and drinks cartons in the beige bin **every two weeks**
 -  Collect food and garden waste in the green bin **every two weeks**
 -  Collect food waste **every week** in a new food waste container where a green bin collection is not provided
 -  Small black kitchen container for all food waste scrapings to use in the home
- If you currently have a green box or paper bag, these will continue to be collected on the recycling week**

Your views about the proposal

Q1 What are your views about the proposal?

The impact

Q2 What (if any) impact is the proposal likely to have on your specific household?

Support

Q3 What can we do to help support you through the changes?

Alternative solutions

Q4 Can you think of any alternative solutions to address the issues faced by the waste and recycling service?

About you

So that we are able to analyse the impact of the proposal for different households, we would be grateful if you could answer the following questions. All the information below will remain confidential and will only be used to analyse your answers.

Q5 What kind of property do you live in? (tick one box only)

- | | | |
|--|--|--|
| <input type="checkbox"/> Detached house | <input type="checkbox"/> Bungalow | <input type="checkbox"/> Room only (sharing bathroom / kitchen / WC) |
| <input type="checkbox"/> Semi-detached house | <input type="checkbox"/> Flat / Maisonette | <input type="checkbox"/> Caravan / mobile home (permanently sited) |
| <input type="checkbox"/> Terraced house | <input type="checkbox"/> Bedsit / studio | |

Q6 What is your postcode?

Q7 What is the total number of people living in your house?

Q8 Does your household produce waste that includes disposable nappies or medical waste (e.g. incontinence pads) (tick one box only)

- ☐ Yes ☐ No

Q9 On which day is your waste / recycling collected? (tick one box only)

- ☐ Monday ☐ Tuesday ☐ Wednesday ☐ Thursday ☐ Friday

Q10 Is there at least one person in your household able to put the bins out for collection? (tick one box only)

- ☐ Yes ☐ No

Q11 Do you currently have assisted collection? (tick one box only)

- ☐ Yes ☐ No

Q12 What is your ethnic origin? (tick one box only)

- | | |
|---|--|
| <input type="checkbox"/> White British | <input type="checkbox"/> Black / African / Caribbean / Black British |
| <input type="checkbox"/> Other white | <input type="checkbox"/> Other ethnic group |
| <input type="checkbox"/> Mixed / multiple ethnic groups | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Asian / Asian British | |

Q13 Do you currently have a.... (tick one box per row)

	Yes	No
Burgundy bin (glass, plastic bottles, cans)	<input type="checkbox"/>	<input type="checkbox"/>
Green box (glass, plastic bottles, cans)	<input type="checkbox"/>	<input type="checkbox"/>
Beige Bin (mixed paper and card)	<input type="checkbox"/>	<input type="checkbox"/>
Clear sack (mixed paper and card)	<input type="checkbox"/>	<input type="checkbox"/>
Green Bin (garden waste and food waste)	<input type="checkbox"/>	<input type="checkbox"/>
Food caddy (for food waste)	<input type="checkbox"/>	<input type="checkbox"/>

If you would like to order a burgundy bin, beige bin, green bin or food caddy please go to www.bolton.gov.uk/loverecycling , email wasteandrecycling@bolton.gov.uk or telephone 01204 336632 to request one.

Thank you. Please return your completed questionnaire in the pre-paid envelope provided or post to The Consultation & Research Team, 2nd Floor, The Wellsprings, FREEPOST NAT17203, Bolton, BL1 1ZX by Friday 16 November 2012.
You do not need a stamp.

Appendix 3 – Survey Response

Within the stratified **random sample** survey, a total of **1,520** completed questionnaires were received, an overall response rate of **19%**. This response gives us a confidence interval (also known as a margin of error) of **+/-2.5%** at borough level. This means that we can be 95% certain that the true results (had everyone in the borough completed a survey form) would be + or – 2.5% of the survey results. Therefore as 63% of respondents made supportive comments about the council's proposals, the true answer for the whole of the borough would be between 60.5% and 65.5%.

The survey form was also made available to anyone who wanted to have a say on the proposals. The number of respondents to this **universal survey** was **705**.

Weighting the data

Returned data from the random sample can be weighted so that the results are representative of the whole borough. This accounts for residents in certain situations responding more than others, for example people living in detached houses may have responded more than those in terraced houses, and this could skew the results.

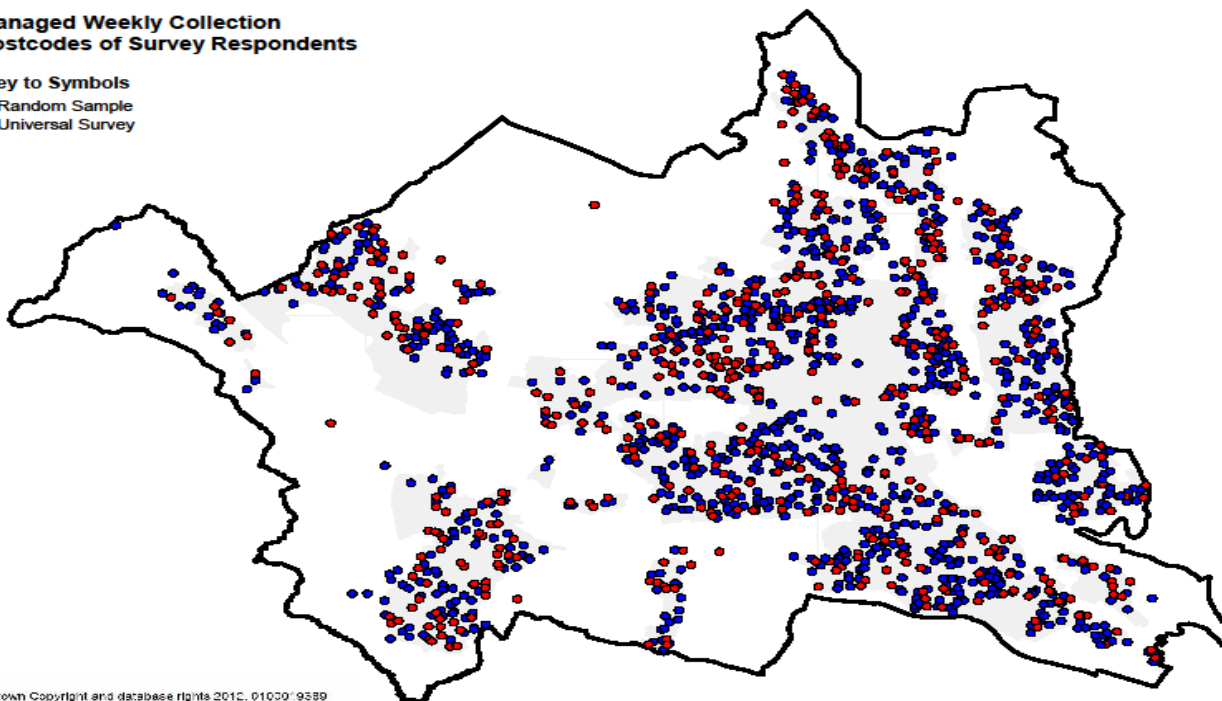
The returned data has been weighted by type of property, collection day and ethnicity so that it accurately reflects the demographics of the borough's population, as can be seen in the table below.

Location of respondents

The following map shows the postcode of respondents across the borough.

Managed Weekly Collection
Postcodes of Survey Respondents

Key to Symbols
● Random Sample
● Universal Survey



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Demographics

Data from the random sample survey is broadly representative of the whole borough.

	Borough	Random sample survey		Universal survey returns
		Un-weighted	Weighted	
Type of property	<i>(2011 Housing Needs Survey)</i>			
Detached house	14%	18%	14%	25%
Semi-detached house	31%	31%	31%	35%
Terraced house	30%	25%	30%	25%
Bungalow	13%	17%	13%	10%
Flat / maisonette / bedsit	12%	8%	12%	4%
Number of people in household	<i>(2001 Census)</i>			
One	31%	30%	33%	18%
Two	-	41%	39%	38%
Three	-	13%	13%	20%
Four	-	10%	9%	16%
Five	-	3%	3%	5%
Six	-	1%	2%	1%
More than six	-	1%	1%	1%
Ethnicity	<i>(2001 Census)</i>			
White	89%	92%	90%	95%
Mixed / Multiple ethnic	1%	1%	1%	0.4%
Asian / Asian British	9%	7%	8%	4%
Black / African / Caribbean / Black British	0.6%	0.7%	0.8%	0.4%
Other ethnic group	0.4%	0.2%	0.3%	0%
Collection day	<i>(from service)</i>			
Monday	19%	17%	19%	23%
Tuesday	20%	17%	20%	23%
Wednesday	17%	18%	17%	21%
Thursday	23%	23%	23%	15%
Friday	21%	25%	21%	18%
Assisted collection	<i>(from service)</i>			
Receive service	4%	7%	7%	2%
Household produces waste that includes disposable nappies or medical waste	-	13%	13%	16%

Returned data for the universal survey is less representative. This data was over-represented by people living in detached houses and under-represented in zones 4 and 5 (collection days Thursday and Friday).

Analysing the responses

The data from the survey is split into two distinct data sets, data that has been weighted and can be generalised to the population of the borough (the random sample) and data from the universal survey (where anyone who wanted to could have their say).

Question 1: Level of support with the proposals

The first question asked for views on the council's proposals. Responses were grouped by those who made supportive comments, those who made supportive comments but had concerns and those who didn't support the proposals.

	Random sample survey		Universal survey	
	Number	%	Number	%
Support the proposals	590	48	244	35
Support but have concerns	185	15	136	20
Do not support the proposals	346	28	259	37
Unclear whether support or not	106	9	57	8
Chose not to comment	293	-	9	-

In the random sample survey 63% of respondents made supportive comments about the proposals (48% fully supported and a further 15% supported but had concerns). Under a third (28%) didn't support the proposals. For 106 respondents it was unclear from their comment whether they supported the proposals or not and 293 people chose not to comment to this question.

In the universal survey 55% made supportive comments about the proposals (35% fully supported and a further 20% supported but had concerns). Just over a third (37%) didn't support the proposals. For 57 respondents it was unclear from their comments whether they supported the proposals or not and 9 people chose not to comment to this question.

Comments given in relation to support were as follows. **Please note the number of comments will not add up to the total number of people who support the proposals because many people chose to make more than one comment.**

Support the proposals because ... (comments coded)	Number of comments			
	Random Sample (775)		Universal Survey (380)	
<i>(Number of comments and % of all people who support)</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
<i>Support the proposals but didn't give a reason</i>	458	59%	105	28%
I already recycle / I don't produce much waste / we are a small household	171	22%	82	22%
Support the proposals because it won't affect us as we are only one/two people and don't produce much waste, but worry for those in larger households / with children	89	11%	44	12%
It will save money	73	9%	38	10%
It will increase recycling / better for the environment	47	6%	45	12%

Support the proposals because ... (comments coded)	Number of comments			
	Random Sample (775)		Universal Survey (380)	
Support the proposals but I have concerns about environmental / hygiene issues – it will smell (especially nappies, dog excrement, food waste) it will encourage vermin (maggots, rats)	32	4%	20	5%
Support the proposals but I am concerned that there will be more fly tipping / rubbish lying around	19	2%	8	2%
Support the proposals but I am concerned about if a collection is missed (or I forget to put it out) it won't be collected for a month	18	2%	15	4%
Support the proposals but think the green bin should be collected weekly	13	2%	8	2%
Support the proposals but am worried it won't work because other people can't be bothered / too lazy / need educating	11	1%	17	4%
Support the proposals but worried about the space required for all the bins / we will need smaller bins / I only have a small bin so will struggle	9	1%	19	5%
Support the proposals but may find it a bit confusing / remembering what bin to put out when	5	1%	5	1%
Support the proposals but think you should collect all 4 bins together on the same day	2	0%	17	4%
<i>Other comments</i>	19	2%	17	4%

Comments given in relation to not supporting the council's proposals were as follows:

Do not support the proposals because (comments coded)	Number of comments			
	Random Sample (346)		Universal Survey (259)	
<i>(Number of comments and % of all people who do not support)</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
<i>Disagree / unhappy with the proposals but didn't give a reason</i>	95	27%	47	18%
We just have too much grey bin rubbish / the bin will be overflowing	101	29%	56	22%
Environmental / hygiene issues – it will smell (especially nappies, dog excrement, food waste) it will encourage vermin (maggots, rats)	93	27%	83	32%
This has been done before (under different leadership) and didn't work	41	12%	57	22%
There will be more fly tipping / rubbish lying around	41	12%	44	17%
We don't have the space for all the bins / we will need smaller bins / I only have a small bin so will struggle	24	7%	31	12%
What about if a collection is missed (or I forget to put it out) it won't be collected for a month	21	6%	23	9%
It's the only service I get from my council tax / council tax should be reduced if the service is reduced	16	5%	14	5%
Collect all food waste weekly	10	3%	3	1%
I just can't see how this would work (how will it save money / increase recycling)	8	2%	16	6%

Support the proposals because ... (comments coded)	Number of comments			
	Random Sample (775)		Universal Survey (380)	
It's too confusing / there are too many bins / it takes too much of my time to sort out all the rubbish	7	2%	6	2%
I already recycle and still have too much rubbish in my grey bin	5	1%	17	7%
It won't work because people (I) lack the motivation / education to do it	4	1%	6	2%
The bins will be too heavy / heavier (I won't be able to lift it / bin crew might not take them)	3	1%	2	1%
It will involve more trips to the tip (waste of my time / petrol)	1	0%	8	3%
<i>Other comments</i>	15	4%	16	6%

Differences between zones

The level of support is fairly consistent across collection zones / days (for a map of the zones see page 8 of the Managed Weekly Waste Collection Proposal Paper in appx 11).

There are no statistically significant differences between the results to this question.

- Monday = 65% support
- Tuesday = 66% support
- Wednesday = 63% support
- Thursday = 61% support
- Friday = 61% support

Differences between households

The random sample survey data shows that views differ between types of respondent. Statistically significant differences in the data are highlighted below:

- There is a link between household size and support of the proposals. As the number of people in the household increases, the level of support decreases:
 - Households with five or more people are significantly **less** likely to support the council's proposals (40% v 63%)
 - Households with four people are significantly **less** likely to support the council's proposals (52% v 63%)
 - Households with three people are significantly **less** likely to support the council's proposals (54% v 63%)
 - Households with two people are significantly **more** likely to support the council's proposals (70% v 63%)
- Those living in flats / maisonettes are **less** likely to support the council's proposals than those living in other types of houses (52% v 63%)
- Households producing waste that includes disposable nappies or medical waste are **less** likely to support the proposals than those who don't (47% v 66%)

Question 2: Impact on respondents' specific household

The second question asked respondents to state the impact of the proposals on their specific household. Again, these comments have been coded into the following categories.

	Random sample survey		Universal survey	
	Number	%	Number	%
None / little impact	686	63	359	52
No direct impact but concerns	93	9	67	10
Negative impact	276	25	249	36
Unclear whether impact or not	35	3	15	2
Chose not to comment	430	-	15	-

In the random sample survey, 72% said there was no or very little direct impact on them as a household (63% said none or very little impact and a further 9% said there would be no direct impact but they had concerns). A quarter (25%) said there would be a negative impact. For 35 respondents it was unclear whether there was an impact or not and 430 people chose not to give a response to this question.

In the universal survey, 62% said there was no or very little direct impact on them as a household (52% said none or very little impact and a further 10% said there would be no direct impact but they had concerns). Just over a third (36%) said there would be a negative impact. For 15 respondents it was unclear whether there was an impact or not and 15 people chose not to give a response to this question.

Of those who said the proposals would not have little or no impact, the following comments were made:

None / little impact because ... (comments coded)	Number of comments			
	Random Sample (779)		Universal Survey (426)	
<i>(Number of comments and % of all people who said there would be none / little impact)</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
<i>Said there would be No / little impact but didn't give a reason</i>	540	69%	239	56%
We already recycle / don't produce much waste / are a small household	133	17%	120	28%
None or little impact but I have concerns about smells, vermin, hygiene – especially when the weather is hot	29	4%	16	4%
None or little impact but there may be problems at certain times of the year (when go on holiday, at Christmas time)	25	3%	17	4%
None or little impact but I am worried about missed collections and having to wait a month	12	2%	15	4%
None or little impact except to make me recycle more	15	2%	12	3%
None or little impact but I may find it a bit confusing – having to remember which bin goes out when	8	1%	8	2%
None of little impact although the bin will be heavier	7	1%	1	0%
None of little impact except for occasional trips to tip	6	1%	3	1%
None or little impact but issues for flats / joint use of bins	6	1%	3	1%
None or little impact but I have concerns about where to put all the bins / don't have the space for all the bins	5	1%	8	2%
Generally little impact, but sometimes a full grey bin is unavoidable (large households have too much rubbish)	5	1%	5	1%
None or little impact but have got concerns about fly-tipping	4	1%	0	0%
<i>Other comment</i>	9	1%	6	1%
<i>Said there would be No / little impact but didn't give a reason</i>	540	69%	239	56%

Respondents said there would be a direct (negative) impact on their household in the following ways.

Negative impact because ... (comments coded)	Number of comments			
	Random Sample (276)		Universal Survey (249)	
<i>(Number of comments and % of all people who said there would be a negative impact)</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
I will have too much grey bin rubbish (over-flowing bin / extra bags)	136	49%	103	41%
Environmental / hygiene issues – it will smell (especially nappies, dog excrement, food waste) it will encourage vermin (maggots, rats)	115	42%	109	44%
We don't have the space for all the bins / we will need smaller bins / I only have a small bin so will struggle	41	15%	35	14%
There will be more fly-tipping / rubbish lying around	23	8%	15	6%
It will mean more trips to the tip to take the extra rubbish (a waste of time / petrol)	19	7%	29	12%
Issues for flats / joint use of bins	15	5%	1	0%
It's too complicated, takes too long to sort out the rubbish	12	4%	8	3%
An issue because of personal mobility	11	4%	3	1%
The bins will be heavier and will cause problems for me	10	4%	7	3%
It will cause real problems at certain times of the year (when go on holiday, at Christmas time)	9	3%	5	2%
There will be missed collections so this will be an impact	5	2%	8	3%
The proposal will have an impact on our household even though I recycle	2	1%	18	7%
<i>Other comment</i>	6	2%	17	7%
<i>Negative impact (but didn't give a reason)</i>	3	1%	8	3%

Differences between zones

The level of impact is fairly consistent across collection zones / days. There are no statistically significant differences between the results.

- Monday = 23% negative impact
- Tuesday = 25% negative impact
- Wednesday = 28% negative impact
- Thursday = 21% negative impact
- Friday = 30% negative impact

Differences between households

The random sample survey data shows that views differ between types of respondent. Statistically significant differences in the data are highlighted below:

- There is a direct link between household size and impact of the proposals. As the number of people in the household increases, the level of perceived negative impact increases:
 - Households with five or more people are significantly **more** likely to think they will be negatively impacted by the council's proposals (48% negative impact v 25% overall).
 - Households with four people are significantly **more** likely to think they will be negatively impacted by the council's proposals (49% negative impact v 25% overall).
 - Households with three people are significantly **more** likely to think they will be negatively impacted by the council's proposals (41% negative impact v 25% overall).
 - Two-person households are significantly **less** likely to think they will be negatively impacted by the council's proposals (17% negative impact v 25% overall).
 - One-person households are significantly **less** likely to think they will be negatively impacted by the council's proposals (15% negative impact v 25% overall).
- Those living in bungalows are significantly **less** likely to think they will be impacted by the council's proposals than those living in other types of houses (15% negative impact v 25% overall).

- Respondents from an ethnic minority household are significantly **more** likely to think they will be impacted by the council's proposals than those from white households (36% negative impact v 24%). The data also shows that ethnic minority households are more likely to be 5+ people (32% v 3% of white households) and are more likely to live in terraced houses (56% v 27% white households).
- Households that produce waste that includes disposable nappies or medical waste are significantly **more** likely to think the proposal will impact them than other households (48% negative impact v 21%).

Question 3: Support through the changes

The third question on the survey form asked residents what the council could do to support residents through the changes. Again, these comments have been categorised as follows;

What can the council do to support you? (comments coded)	Number of comments			
	Random Sample (1520)		Universal Survey (705)	
<i>(Number of comments and % of all people who provided a comment)</i>	<i>No.</i>	<i>%</i>	<i>No.</i>	<i>%</i>
Nothing (don't need support / nothing you can do)	346	23%	186	26%
Give us more information (when to put bin out, what goes in each bin, when the changes will be made, how info should be given e.g. calendars/leaflets/emails)	127	8%	131	19%
No support - just keep as it is now / don't change it	124	8%	131	19%
Improve the service (no missed collections, get the operatives to wheel the bins back up, don't tip other bins into mine)	80	5%	44	6%
Supply me with the other bins (extra bins, recycling bins)	47	3%	21	3%
Provide us with different containers (crates) smaller / bigger bins (crates, stackable)	45	3%	49	7%
Provide more / better quality / free food waste bags	28	2%	22	3%
Allow over-flow of rubbish / remove extra bags at the beginning (either for a little while or permanently)	23	2%	15	2%
Group collections together (e.g. collect all bins once a fortnight and nothing the week afterwards, collect two bins one week and two the week afterwards)	15	1%	14	2%
Have more flexibility in the service (e.g. extra collections of green bin in autumn, extra collections of grey bin at Xmas)	15	1%	15	1%
Accept more things (especially plastics) in the recycling bins	12	1%	7	1%
May need assisted collection	12	1%	0	0%
Offer a bin cleaning service	9	1%	6	1%
What can the council do to support you? (comments coded)	Number of comments			
	Random Sample (1520)		Universal Survey (705)	
Have separate nappy / medical waste collections	6	0%	8	1%
Provide rubbish / recycling collection points	4	0%	5	1%
<i>Comment did not answer the question properly</i>	48	3%	32	5%
<i>Other comment</i>	18	1%	32	5%
<i>Chose not to comment</i>	639	42%	49	7%

Respondents had lots of ideas about the method and timing of **information**, as detailed below:

- Inform people about the changes / when they are going to happen (through website, leaflets, newspaper, facebook, postal drops)
- Information / education on what can be recycled and where (e.g. leaflets, pictures on bins of the contents)
- Education – especially to those who don't recycle or children (workshops, roadshows, posters in shops, pictures on bins)
- Bin collection timetable (email reminders, website, calendars, leaflets, post drops) – also notify of any changes due to Christmas etc...
- Provide information on recycling rates and the importance of recycling

There were a number of comments relating to the provision of **different containers**, as detailed below:

- Tubs instead of bins or sacks, so they can be stacked to take up less room
- Bigger food bins
- Smaller recycling bins (as don't fill that often and will create more room)
- Bigger grey bins (to avoid overflow due to fortnightly collection)
- Smaller grey bins (to reduce the amount of waste people dispose of)
- Provide two grey bins (for those that produce a lot of general waste)
- Provide composting bins
- Provide better / more hygienic food and green bins
- Have lids on recycling crates
- Split bins (e.g. one half of bin for paper and one half for bottles)

Those who said **improve the service** commented on:

- Don't miss collections
- Have dedicated staff (telephone) to talk to and emergency call-out team for issues
- Stop refuse collectors tipping other people's rubbish (from boxes) into their bin
- Refuse collectors to return bins to households
- Ensure bins are collected on the correct days
- Ensure that bins are collected the next day when collection has been missed
- Refuse collectors not to drop litter / tidy-up any mess created

Those who said **have more flexibility in the service** commented on:

- Weekly green bin collections during summer months
- Extra bin collections at Christmas
- Allow occasional extra collections when bins are overflowing
- Weekly bins (all) collections during summer months

Comments related to **better waste food liners** included:

- Provide more food liners (some asked / left out and haven't received)
- Provide free food liners
- Provide bigger and stronger liners
- Ensure liners are biodegradable
- The original food liners were better than those currently provided

Question 4: Alternative suggestions

The final question asked whether residents could think of any alternative solutions to address the issues faced by the waste and recycling service. Again, these comments have been categorised as follows;

Can you think of any alternative solutions to address the issues faced by the waste and recycling service? (comments coded)	Number of comments			
	Random Sample (1520)		Universal Survey (705)	
<i>(Number of comments and % of all people who provided a comment)</i>	No.	%	No.	%
No	326	21%	153	22%
Need to change people's behaviour (educate, encourage, inform, incentivise)	79	5%	97	14%

Accept more things (esp. plastics – esp. yoghurt pots) in the recycling bins	62	4%	62	9%
Use enforcement / fines (for not recycling) people can pay for weekly collection	61	4%	55	8%
Keep it as it is now / don't change it	57	4%	47	7%
Save money by emptying recycling bins less often (especially beige and burgundy bins which won't smell / don't get full)	50	3%	28	4%
Provide different containers (stacked crates / bigger black bins, split bins, smaller)	37	2%	50	7%
Encourage supermarkets to produce less packaging / people produce less waste (reusable nappies, waste less food)	34	2%	35	5%
Introduce local rubbish / recycling collection points / re-open local tips	30	2%	41	6%
Have more flexibility in the service (e.g. extra collections of green bin in autumn but less over the winter period)	18	1%	26	4%
Improve the service (no missed collections, get the operatives to wheel the bins back up, don't tip other bins into mine)	18	1%	17	2%
Provide communal bins and encourage neighbours / people in flats to share	17	1%	16	2%
Group collections together (e.g. collect all bins once a fortnight and nothing the week afterwards, collect two bins one week and two the week afterwards)	14	1%	18	3%
Encourage garden composting	14	1%	12	2%
Incinerate / burn waste	7	0%	2	0%
Have one bin / less bins and a centralised sorting system	6	0%	15	2%
Supply me with the other bins (extra bins, recycling bins)	3	0%	7	1%
<i>Comment did not answer the question properly</i>	66	4%	32	5%
<i>Other comment</i>	30	2%	41	6%
<i>Chose not to comment</i>	695	46%	72	10%

Comments relating to **encouragement / incentives / education** included:

- Education and encouragement especially for those in low recycling areas, those that don't comply, children, in schools
- Do spot checks to check which houses are not complying
- Educate people on what can be recycled and where by using campaigns, leaflets, and pictures on bins
- Inform people of the actual costs involved in not recycling and recycling
- Inform people of the process of recycling (what happens e.g. plastic bottle)
- Inform people on the benefits of recycling
- Incentives to those people who recycle (including; cash, tax credits, shopping vouchers or reduction in council tax)

Comments relating to **different containers / size of containers** included:

- Combine recycling in a dual bin (one that is split into two)
- Larger grey bins (for those that produce too much general waste)
- Smaller bins (to create more space)
- Smaller grey bin (to reduce amount of general waste that can be disposed of)
- Provide two grey bins (for those households who produce too much waste)

Comments relating to **more flexibility in the service** included:

- Additional collections for those who need them
- Green bins / food waste to be collected weekly during the summer months
- Households only to put their bins out when they are full
- Households to have the option if they want weekly / fortnightly collections

Comments relating to **improving the service** included:

- Don't miss collections
- Put in place measures for bad weather (better equipment / vehicles)
- Refuse collectors to return bins to households

Appendix 4 – Service Response to Issues / Concerns

Key issues / concerns raised in consultation	Service response
<p>Concerns about environmental / hygiene issues including smells (from nappies, food waste, dog excrement) attraction of vermin/pests (maggots, rats), and environmental health implications of this.</p>	<p>The Waste Resources Action Programme and the Chartered Institute of Waste Management have carried out a scoping study of the potential health effects of fortnightly residual waste collections and have found that there is no evidence that fortnightly residual waste collections have led to any health impacts for householders. The report recommends good practice to limit nuisance to the householder and we would remind residents to follow this guidance which includes:</p> <ul style="list-style-type: none"> • keep containers out of direct sunlight • ensure waste is properly contained and that there is no access for flies or rodents e.g. use bin liners to contain your waste and keep your bin lid closed • use the liners provided to wrap food waste • clean your bins regularly <p>The Council will provide nappy sacks upon request to households with children in nappies to keep the smells contained.</p>
<p>Concerns about the space for all the different recycling bins. This was a particular problem for those living in terraced houses and flats (Comments included can't put bins in back street, children don't have room to play in back yard, having so many bins obstructs the pavements and makes the streets look unsightly)</p>	<p>Where residents living in houses and have very little outdoor space there are a number of options available:</p> <ul style="list-style-type: none"> • we are now able to provide smaller beige, burgundy and green bins (these bins are the same height as a standard bin, but take up less floor space) • we would encourage residents to share bins with neighbours • communal recycling points can be considered upon request <p>The new food waste container that is being proposed for properties not covered by the garden waste collection service would take up very little space. Excess recycling will always be collected as long as it is presented to the crews in a clear plastic bag next to the recycling bin on collection day. Flats and apartments will be assessed on an individual basis and we will work closely with the housing associations to look at implementing recycling facilities where possible and improving the bin stores.</p>
<p>Concerns about missed collections and if this happened the grey bin not being collected for a month (especially a problem in bad weather)</p>	<p>We will change the missed bin policy so that when a grey bin has been presented correctly on the scheduled collection day, but has not been emptied or logged as an issue by the crew, we will return to empty the bin. The resident must report the missed bin before 5.30pm the next working day after collection. The crew will return within the following 2 working days to empty the bin. If whole streets have been missed due to breakdowns etc. we will return within 2 working days to empty the bins.</p>
<p>Worries about fly tipping / rubbish lying around</p>	<p>The waste and recycling team are currently working closely with neighbourhood managers and Enforcement to undertake a door-stepping campaign to 40,000 households to highlight the problems of back street waste to reduce the amount of fly tipping in the back street.</p>
<p>Concerns that those in large households / large families (themselves) would struggle because they had too much grey-bin waste and those who had genuine medical needs (colostomy bags, feeding tubes) would struggle with fortnightly collection of grey bin waste</p>	<p>If you are recycling we expect that most households should be able to manage with fortnightly grey bin collections. The new proposal includes food waste recycling for households that do not have a food and garden waste collection service. This will further reduce the amount of waste going into the grey bins. There are some criteria which may allow a second grey bin to be allocated. These are:</p> <ul style="list-style-type: none"> • More than six people permanently resident on the household. Visitors or guests cannot be included. • More than 2 of the residents of the household in nappies. • One or more of the residents with a medical condition which

	results in the production of extra waste (non- clinical). E.g. packaging or incontinence pads.
Some residents commented that this had been done before and it didn't work last time, so why do it again?	Residents in Bolton can now recycle more of their waste at home. Since 2006 Bolton Council has introduced burgundy bins for the recycling of plastic bottles, glass bottles and jars, foil and aerosol cans and beige bins for cardboard, newspapers, drink cartons, wrapping paper and junk mail. Residents that have access to the green bin collection service can now recycle food waste and we propose that the remaining residents would be able to recycle food waste in a dedicated food waste container. This means that the amount of waste being placed in the grey bin should be significantly reduced.
Some residents said it wouldn't work because people (l) lack the motivation / education to do it	In the low performing areas, we have undertaken door stepping campaigns to raise awareness of the importance of recycling and to understand the barriers to recycling. We have also been working with schools, providing roadshows and talks and working with multi faith groups in the low performing areas to improve recycling participation.
Concern that the changes would lead to an increase in bin fires / bins stolen / vandalism (and the associated cost of replacing the bins)	We are continuing to work with our partners (G.M. Fire/Police) to educate members of the public around responsible and safe use of domestic & recycling waste receptacles.
The changes would result in more trips to the tip (waste of time / petrol / not got transport)	If you are recycling we expect that households should be able to manage with fortnightly collections of the grey bins. The new proposal includes food waste recycling for households that do not have a food and garden waste collection service. This will further reduce the amount of waste going into the grey bins.
Residents felt they needed more information in terms of collection days and what to put in each bin	<p>Further information can be found on the Bolton Council website. To increase participation and improve what can be recycled, we have held roadshows, recycling talks, school assemblies and have undertaken door stepping campaigns in low performing areas. The council waste and recycling vehicles also have information on what can be recycled.</p> <p>If the report is approved we would continue the work which has been undertaken and focus on the low performing areas, targeting schools and working closely with multi faith groups, neighbourhood managers, housing associations etc. to raise awareness of recycling.</p> <p>Residents can also sign up to recycle. This is a new campaign, funded by the Department for Environment, Food and Rural affairs. Residents who sign up will receive emails either giving reminders and tips about recycling or general service information.</p>
Some residents suggested a bin cleaning service, they felt that bins would get messy / smelly (especially green bin over winter months)	Residents can privately contract with local / national providers of bin cleaning services, however, if waste is correctly bagged this may not be required. It's the intention of the service to collect all bins at agreed frequency levels which should reduce the possibility of smells.
Some residents felt they would have problems at certain times of the year e.g. extra grey waste bin at Christmas time or extra green waste in autumn / summer	Almost all of the extra waste produced at Christmas can be recycled. For example wrapping paper and cardboard packaging can all be recycled in the beige bin, additional plastic bottles, glass bottles and jars, drinks and food cans can all be placed in the burgundy bin. Leftover food will now be able to be recycled either in the green waste bin or the proposed new food waste container. You could also take additional waste and recycling to Household Waste Recycling Centres and recycling bring sites.
Need better quality waste food bags, more of them, free	The Council currently provides compostable liners for the kitchen caddy and these are free of charge. Feedback from residents has indicated that the bags provided when the scheme was introduced were good quality

	but that they are having problems with the current bags. We have listened to residents and will ensure better quality bags are provided in the future.
Supply residents with the other recycling bins	<p>The Council provides free beige and burgundy recycling containers to all residents in Bolton. Those residents who are on a green bin collection service can also order a green bin and or kitchen caddy and under the new proposal those not covered by the garden waste service will be provided with a food waste container.</p> <p>You can order a recycling container in a number of ways: Visit www.bolton.gov.uk Email us at: wasteandrecycling@bolton.gov.uk Tel: 01204 336632</p> <p>We are also undertaking a door stepping campaign in Rumworth, Farnworth, Great Lever, Kearsley, Harper Green, Crompton and Halliwell to increase recycling, whereby residents can order recycling bins on their doorstep.</p>
Group all collections to certain days (all four bins collected fortnightly / two bins one week and two bins the next week)	The proposed collections will continue to be grouped but by waste type. One week will be non-recyclable waste collected via the grey bin and the following week will consist of recycling waste collected via the beige, burgundy and green bins. Properties that are eligible for the food only collection service will also receive a weekly collection of a food waste container.
Accept more plastics into the recycling bins (esp. yoghurt containers, margarine tubs)	<p>There is currently no stable market in the UK for low grade plastics like margarine tubs and yoghurt pots. The Materials Recovery Facility that separates the recycling collected in the burgundy bin has space on the end to allow the separation of the other plastics if a stable market is established.</p> <p>However this plastic that remains in the black bin does not go completely to waste as it has a high calorific value and therefore burns efficiently at the incinerator and helps generate electricity.</p>
For a settling in period allow over-flow, extra bags, no penalties if bin doesn't shut	The Council is aware that the new service will be a major change for many households and it may take several weeks for residents to take full advantage of all the recycling collection facilities available to them. The Recycling Officers and Enforcement team will be working together with residents in the first few weeks to help them manage their waste and get used to the new system.
Reduce the number of bins / split bins (half paper / half bottles)	Bolton Council is part of the Greater Manchester Waste Disposal PFI which commits the council to delivering 4 different waste streams. Collecting waste in the 4 separate containers allows the waste to be recycled effectively and ensure there is a stable market for the end product to be recycled.
Have one bin and a centralised sorting centre (unemployed etc.. to sort through rubbish)	The 9 Greater Manchester local authorities in the waste disposal contract have agreed a 4 waste stream collection service. Automated waste disposal facilities have been built to accommodate this agreement.
Have more / re-open local collection points for recycling	Where possible we are installing mini bring sites, but most of the sites needs permission from the landowners who are concerned of possible fly tipping.
Enforcement – fine people who do not comply	We are currently working on new initiatives to encourage behavioural change and help residents recycle more effectively. The recycling team and enforcement team are working together to reduce fly tipping and side waste and increase recycling.

Encourage garden composting	<p>Composting at home turns most kitchen and garden waste into a rich compost to keep your garden blooming year after year.</p> <p>Home composting is nature's way of recycling and helps to reduce the amount of waste we put into our bin. By home composting kitchen and garden waste you can easily produce fresh compost. This can then be used to improve the quality of your soil and you're well on your way to a more beautiful garden.</p> <p>Approximately thirty percent of householders are already composting at home, but Bolton Council would like to encourage more householders from across Bolton to consider home composting as an effective way of dealing with their food and garden waste.</p> <p>As part of the Greater Manchester Waste partnership we have teamed up with getcomposting.com to provide reduce priced compost bins. For further information on home composting or to order a home compost bin visit www.getcomposting.com or telephone 0844 571 4444</p>
Improve the service generally – no missed bins, operatives to leave bins near drive, don't tip waste from one box / bin into other bins, operatives to take bins even if they are heavy	<p>The Council is committed to providing a high quality collection service and will be making a big effort to ensure that there are no missed collections and that waste containers are returned to their correct collection point.</p> <p>Tipping waste from one bin into another is not something the Council endorses as it is an unsafe method of working and any staff operating this way will be asked to stop immediately.</p> <p>De-cantering the contents of recycling boxes into bins is allowed on the basis it saves time and prevents spillage as the box does not have to be emptied directly into the vehicle.</p> <p>We are unable to empty wheeled bins if they are too heavy as the bin lift may not be able to lift the bin or may fall off the back of the vehicle and cause injury to workers.</p>
Save money by collecting some recycling (the cleaner waste – paper, bottles) less often	<p>We are currently proposing to continue to collect both recycling waste streams, co-mingled and pulpables (burgundy and beige bins), every fortnight in order to encourage residents to recycle more. We will be monitoring the expected increase in recycling and looking at how full the bins are and may consider this option in the future.</p>
Some residents didn't understand how the proposals would save money (esp. with cost of weekly food waste collection, cost of extra containers etc.)	<p>The majority of the projected financial savings from this proposal are through the expected waste disposal savings. By implementing managed weekly waste collections we are encouraging residents to recycle more. The grey bin waste currently (12/13) costs us £210 per tonne to dispose of whereas recycling waste (burgundy and beige containers) gains us an income of £25. Green and food waste also costs us significantly less to dispose of at £55 a tonne.</p>
Older people / disabled people would have problems due to the bin being heavier	<p>The Council will continue to offer the Assisted Collection Service to residents who meet specific criteria. Residents who would like a permanent or temporary assisted collection can contact Access Bolton to request the service.</p>

Encourage communal bins amongst neighbours	The Council are happy for residents to share waste and recycling bins if they desire and communal facilities can be considered if residents feel they would be the best provisions for their area.
Is it possible to trial an area to see if it will work?	We have looked closely at the implementation of managed weekly waste collections in other Greater Manchester boroughs and there is a lot of evidence to show that it makes a big difference in increasing the recycling rates and reducing residual waste. We have visited other boroughs and will be learning lessons from these visits.
Where has the extra money gone that central government promised to retain weekly collections?	Bolton Council applied for funding from central government to retain weekly collections. An announcement was made in November and unfortunately we were unsuccessful in securing any funding.
Just collect all green bins / food waste fortnightly / weekly instead of a two tier system	<p>The collection of the food waste container will take place weekly. A 23 litre container is the industry standard for weekly food waste collections as it provides adequate capacity for high density properties with little or no gardens.</p> <p>Households currently covered by the green waste service currently have a 240 litre bin and therefore sufficient capacity for fortnightly collections.</p>
When the grey bin fills up – people will just use the recycling bins for general rubbish. Other people will contaminate my recycling bins when their bins are full.	The recycling crews do lift the lids of both recycling containers to check for contamination. Any recycling containers containing general rubbish will not be emptied.
There are few household waste collection sites in the borough, so people are going over the border – this means other authorities get the income	The Household Waste Recycling Centres are funded and managed centrally by the Greater Manchester Waste Disposal Authority which means that no individual borough receives more than their share of any income.
The proposals will mean that bin operatives will lose their job	Under the proposals there are no plans to reduce the number of bin operatives as we will need staff for the introduction of the food waste collections.
Does reducing the service mean we will get a council tax discount	No, as council tax is not a specific charge for any of the services provided by the council. When the council tax charge is set for the year this involves taking into account the amount of income the council needs to raise in order to provide all council services and balance the budget.
Issues with flats (some aren't given the opportunity to recycle, some have issues with space to store bins)	We are carrying out an audit of all flats to ensure they all have accesses to recycling facilities. Where space is an issue we will work with the management agencies to see how facilities can be installed.
Why doesn't the Council receive an income for green waste? Shouldn't this be a business opportunity for the Council?	Green waste is collected together with food waste which is processed through a facility called In Vessel Composting. This treats the waste and removes the harmful bacteria turning it into useful compost. Unfortunately the cost of the process to treat the waste is greater than the income received for the compost.
Why don't supermarkets, such as Tesco and Asda etc., make carrier bags out of the same material as Bolton Councils compostable bags i.e. food caddy	The compostable bags are not strong enough to carry shopping and there is a risk of the bags splitting due to heavy items and items which have sharp edges.

liners?	
How will the food waste container be emptied?	This will be emptied weekly directly into a waste collection vehicle or via a 'slave' bin into the vehicle.
Can the Council increase frequency of emptying the bring sites?	Yes the Council can do this if there is a need to do so and this is assessed on a case by case basis.
Will communications to the Call Centre be improved?	The Council has recently introduced in cab technology into the waste vehicles which will improve the information that the call centres operatives have available to them on a daily basis.
Will the Council use social media to advise of service disruption?	The Council does use Facebook and Twitter to give out messages about the waste service and will use it in future if there are any widespread service disruptions, particularly during bad weather in the winter. We also have an email service that residents can sign up for to receive information about recycling and any service disruption messages.
I have a green bin but would prefer a food waste container / who gets what bin and why?	<p>As long as the property is eligible to receive the weekly food waste collection service (terraced property without a garden for example) then then a green bin can be exchanged for a food waste container.</p> <p>Properties with gardens will not qualify for a food waste container. A green bin will be provided and emptied every fortnight. The bin can be used to dispose of garden and food waste together.</p>
Can the Council clear rubbish dumped into private roads/streets?	The Council does not remove waste from privately owned land/areas. However, the Council does possess powers to request the removal of waste/litter from private land, by serving the land owner with a legal notice, ordering them to clean up the waste.
How much does Fly tipping cost the council?	Bolton Council spends over 2 million pounds on keeping the town clean and tidy this would include fly tipping on Council land or adopted highway.

FREQUENTLY ASKED QUESTIONS

9th October 2012

1. WILL I LOSE MY JOB OR BE MADE REDUNDANT AS PART OF THIS REVIEW?

Permanent members of staff in the Waste and Fleet Management Service employed by Bolton Council will not be made redundant as part of the Managed Weekly Collections Review Proposal. (The staffing figures in the report include an additional 20% for sickness and annual leave cover).

2. WILL CONTRACTUAL OVERTIME CHANGE AS RESULT OF THIS REVIEW?

The Managed Weekly Collection review which covers the period from 2013/14 to 2014/15 does not include any proposals to change the contractual terms and conditions of the operational staff in the Waste & Fleet Management service employed by Bolton Council.

3. AS A LOADER WILL I STILL RECEIVE 'ACTING UP' PAY IF I DRIVE ON THE ODD OCCASION?

Acting up pay will still be paid when loaders drive on the odd occasion.

4. AS A CONTRACTED DRIVER, WILL I LOSE MY ENHANCEMENT IF I DON'T SECURE A POSITION AS A DRIVER ON THE NEW ROUNDS?

The Managed Weekly Collection review which covers the period from 2013/14 to 2014/15 does not include any proposals to change the contractual terms and conditions of the operational staff in the Waste & Fleet Management service employed by Bolton Council. The service is expecting fewer rounds to be available and therefore will potentially have more drivers than rounds. Any contracted driver who does not secure a permanent route in May 2013 will still receive the same pay and continue to work under the same terms and conditions.

5. WILL THE NEW FOOD WASTE COLLECTION SERVICE BE DELIVERED ON A TASK AND FINISH BASIS?

The current arrangements for the collection of the green / food waste will continue as the arrangement suits this seasonal service which would be very difficult to manage in any other way.

6. WILL THE FOOD AND GARDEN WASTE BE COLLECTED SEPARATELY?

A mixture of food and garden waste will be collected on the food and garden rounds as residents can place food and garden waste in the green bin and the on street container.

7. HOW CAN WE INCREASE PARTICIPATION ACROSS LOW PERFORMING WARDS?

The service has prepared a communication plan which has elements that focuses on the low participating areas. The planned activities will include visits to local schools, supermarkets and community events by recycling officers in the recycling team.

A presentation will be delivered to all 18 area forums to explain the proposals and answer questions from residents. Bolton Council will commence a door knocking campaign in the low participating areas in partnership with the Councils Neighbourhood Managers and key community leaders and groups. A session will be held with all elected member's to secure their involvement in increasing recycling in each ward and develop ideas on how the Council can support residents in increasing recycling.

8. WHAT WILL THE CREWS ROLE BE IN WORKING WITH RESIDENTS IN LOW PARTICIPATING WARDS?

Crews will be asked to do the following:

- Ensure all work is carried out in a safe and proper manner in compliance with the Health and Safety at Work Act and the Authority's Codes of Practice. Provide face- to- face and written advice to residents in order to maximise recycling levels and meet recycling targets.
- Order recycling equipment on residents' behalf and collect excess recycling material from all domestic properties.
- Carry out on-going assessment of recycling materials collected to reduce contamination level.
- Contribute to and participate in recycling campaigns and activities necessary to meet recycling targets.

9. DOES ANY LEGISLATION EXIST THAT COULD BE USED TO FORCE PEOPLE TO RECYCLE?

There is no legislation that forces people to recycle. However the Council does have legal enforcement powers that can be instigated when appropriate.

10. HOW WILL WE STOP PEDESTRIANS FROM TRIPPING OVER THE ON STREET FOOD ONLY CONTAINER AND MAKE IT VISIBLE TO STAFF DURING DARK MORNINGS ETC.?

The on street food only container will have reflective strips to ensure that is visible when presented for collection. Modifications have also been made to the on street food only container that will restrict the collection of rainwater on the lid.

11. WHO WILL COLLECT MISSED BINS?

The Council will return for missed bins with 48 hours. The missed bins will be collected by an assist crew or crews in the area within the 48 hour period.

12. WHO ARE WEBASPX?

Webaspx help clients to analyse run and improve their services through award winning software technology. Webaspx will assist Bolton Council to improve operational efficiency, reduce cost, reduce risk when implementing new practices, evaluate new ways to deploy their resources and reduce CO2 emissions.

The Webaspx Waste Management Suite software and the Round redesign support packages specialises in a range of sectors including waste management, street cleansing, highways, chemicals and others and they regularly work across local government, national government and service providers in the private sector.

13. WILL A CREW BE DISMISSED IF THEY REGULARLY FAIL TO COMPLETE A ROUND?

The service is working with Webaspx to ensure that all of the rounds are achievable. The development of the rounds will be based on projected tonnages, location to and from the tip etc. Webaspx will explain in detail how the design is developed during the crew workshops. The crews will be invited to attend the workshops and provide valuable input into the development of the rounds.

14. HOW MANY DOMESTIC ROUNDS WILL EXIST UNDER THE NEW PROPOSALS?

Webaspx is redesigning the rounds and the number of rounds will be confirmed after the crew workshops.

16th October 2012

15. WILL A CREW BE DISMISSED IF THEY REGULARLY DON'T COMPLETE?

The rounds are being designed to be achievable in the first place and so we are not anticipating any issues around crews not being able to complete. We have researched other Authorities performances for comparability and we fair well. Crews are assisting us in designing the rounds and are a valuable contribution to getting them right.

Once the new rounds start crews will be given advice and support in the first weeks of collection and we shall have our Bartec system in place which details the routes for staff also. It's understood we may have some teething problems to begin with however good planning and working together will help us to reduce any negative impacts on our residents.

As I hope it is already known that crews are never automatically dismissed we have disciplinary procedures or capability procedures in place that would have to be gone through before any such drastic action would even be considered. I would sincerely hope that with help and assistance given by the waste management team that the rounds would indeed be achievable and only if still in disagreement over achievability and after rounds tested by another crew taking the legally required breaks would any further action be considered. It is believed that any of this can be avoided as the rounds will be designed as achievable in the first place with crew input.

1. ARE THE GREEN WASTE ROUNDS STAYING THE SAME SIZE WHEN THE FOOD WASTE SERVICE IS INTRODUCED TO THEM?

No, these rounds are being designed from scratch with the food waste integrated properly; we are going to use this opportunity to iron out some unevenness in garden waste services as well, which the crews have asked for. We don't have the final numbers of staff and vehicles yet as its being redesigned but they are set to increase.

2. WILL THE FOOD / GARDEN WASTE SERVICE STILL NEED A MORE FLEXIBLE WORKING ARRANGEMENT?

Yes, unlike other services we see a definite change in tonnages during some months, even with food waste collections introduced; therefore we need to be particularly flexible to be as efficient as possible.

3. WERE OTHER OPTIONS CONSIDERED APART FROM THIS PROPOSAL?

Yes, and we continue to examine other options as part of the consultation process, we are receiving feedback all the time on suggestions of how to change the proposal.

This proposal was agreed as the starting point as it achieved the financial target required as well as potentially hitting our challenging recycling targets.

4. DO WE GET PAID FOR LUNCH HOURS?

No, staff do not get paid for lunch hours and are taken as unpaid across all services, therefore we should NOT include this time when calculating our paid working hours.

5. HOW WILL AGENCY STAFF BE SELECTED WHEN THE NEW ARRANGEMENTS COMMENCE?

Please remember that the numbers for losses are not yet settled as we await severance requests coming in. The closing date for these is 31st October.

Agency staff are employed directly by Adecco and therefore the Agency shall be the primary decider in these matters.

I would like to reassure staff that I shall oversee this personally and ensure the decisions to keep agency staff or not are totally transparent and not influenced internally.

6. WHEN ARE NEW TIPPING FACILITIES AVAILABLE?

The new tipping facilities for food and garden waste are due to be ready in March 2013, these are at Over Hulton and the Disposal Authority are keeping us updated that they are on track to open on time. This will shorten several days on travelling time.

For Beige and Burgundy bins tipping facilities are also going to be available at Over Hulton, this again will help us shorten travelling time on some days going forward, we are led to believe we shall have this extra facility by March 2014 but we are hoping it may be earlier. We shall keep staff informed.

1) ARE CREWS PAID FOR THE BREAKS THAT THEY TAKE DURING THE WORKING DAY?

- a) There are no changes proposed to the current flexible arrangements for breaks. Crews are not paid for any breaks that they take during the course of the working day. This is in accordance with the terms and conditions for all Council employees. Staff are legally required to take a 30 minute break if they work over 6 hours but this is unpaid.

2) HOW DOES A RESIDENT OBTAIN APPROVAL FOR AN ASSISTED COLLECTION?

- a) Automatically Eligible
 - i) If the customer meets **ALL** the following criteria- *lives on their own, is elderly and frail, and the bins are easily accessible* then they will automatically be eligible for the service. This means NO site visit is required. Back office will post out assisted collection stickers and add them to the assisted list. It will take 7 working days for the assisted collection to become fully operational.
- b) Not Automatically Eligible-Site Visit Required
 - i) When customer is not automatically eligible but still requests an assisted collection due to health or other issues then a site visit will be required. The site visit will be done by a Team Leader or Recycling Officer within 7 working days.

3) HOW MANY ASSISTED COLLECTIONS ARE PROVIDED BY THE SERVICE?

- a) There are currently 4873 assisted collections

4) WHEN WAS THE LAST PURGE OF THE ASSISTED COLLECTIONS REGISTER?

- a) A large amount of work was carried out in 2009 in the back office to review the assisted collections in Bolton and this process is continually on-going. Any concerns highlighted by crews or other sources about eligibility for assisted collections will be assessed by Team Leaders and amended where necessary.

5) CAN WE CONSIDER THE INTRODUCTION OF COLLECTION POINTS FOR ALL BACK STREETS?

- a) Collection points can be considered for a small number of properties provided access or safety is an issue for the collection teams or the collection vehicle, however a blanket introduction of collection points does not form part of this proposal. There is still a responsibility to collect assisted bins even if a collection point is approved. We already have a list of locations that will need risk assessing before any collection proposal is implemented

6) Will there be a four week grace period for residents to put out excess waste?

- a) It's important that because of the proposed major change to the service that the Council provides sufficient support to residents who may struggle to adjust to the changes in collections at least in the early weeks. Support may include removing some excess waste and providing advice and guidance on recycling and waste reduction. The number of weeks grace as residents adjust has not yet been decided and members will need to agree this.

7) COULD THE START TIME FOR ALL DRIVERS BE 06:45HRS WITH LOADERS AT 7:00HRS. (THOSE 15 MINUTES MAKE THE HARD TO GET TO AREAS ACCESSIBLE).

- a) Management are willing to consider an earlier start time provided that a collective agreement can be reached with the Trades Unions where the majority of collection staff agree to start and finish work at a different time.

8) MANNING UP CONSISTENCY - WHEN ONE MEMBER IS OFF WHY DO WE HAVE TO HAVE A DIFFERENT MAN EACH DAY (ONLY ON OCCASIONS).

- a) Management try to make sure that collection teams receive a regular crew member to help with service continuity however on occasions unplanned absences, different skills and rotating agency staff may mean several staff members covering one position over a number of days.

9) IS GREEN WASTE STILL GOING TO BE SAME LADS ON

- a) All the collection routes (including Green and Food waste routes) will be available for all staff to express an interest in as part of the new collection proposals which are due to start in April and May 2013.
- b) A criteria for selecting staff for routes has not yet been agreed between Management and Trade Unions but is currently being discussed as part of the staff consultation process.

30th October 2012

1) CAN BANK STAFF BE USED INSTEAD OF AGENCY STAFF TO PROVIDE A KNOWLEDGEABLE POOL OF STAFF THAT IS FAMILIAR WITH THE JOB?

- a) Once the permanent staffing requirements for the new routes are fully confirmed we will consider the benefits and most appropriate approach for covering sickness, absence and holidays etc. This will include an assessment of whether the use of agency or the creation of a casual bank of staff is the most suitable to meet the requirements of the service.

2) ARE THE TERMS AND CONDITIONS OF THE DRIVERS THAT FAIL TO SECURE A PERMANENT ROUND, GOING TO CHANGE?

- a) There are no proposals to amend the existing terms and conditions as part of this proposal between 2013/14 and 2014/15.

3) WILL DRIVERS WHO DO NOT SECURE A PERMANENT ROUND RECEIVE ANY PROTECTION TO THEIR TERMS AND CONDITIONS?

- a) There are no proposals to amend the existing terms and conditions as part of this proposal between 2013/14 and 2014/15.

6th November 2012

4) CAN CLOCKING IN BE CONSIDERED FOR ALL OPERATIONAL STAFF?

- a) The starting times for operational staff are being discussed and currently there is no proposal from management to introduce "clocking in" as it was understood that staff preferred the flexibility of the current arrangements.
However if staff/Trades Unions feel that they wish management to consider this, a proposal should be put forward through the usual channels.

5) WHY DO MEMBERS OF STAFF WHO HAVE WORKED ON A SERVICE FOR OVER 20 YEARS HAVE TO REAPPLY TO CONTINUE TO WORK THE SAME SERVICE?

- a) No one will need to reapply for their posts as there are no redundancies proposed in this review. However, as stated previously if there are more drivers than dedicated rounds then a process may be required to select who will become drivers without a permanent round. The method of selection for this and for the allocation to rounds is being discussed with the Trade Unions.

6) STAFF MEMBERS WHO HAVE ATTENDED CREW POLISHING SESSIONS TO DATE THINK THAT THEY WILL STAY ON THESE ROUNDS IN THE FUTURE AND BELIEVE THAT THE NUMBER OF BINS THAT THEY WILL COLLECT WILL BE REDUCED. IS THIS THE CASE?

- a) Staff who currently drive or load on rounds that are similar to or overlap with the proposed new rounds were invited to assist with the round polishing process. This has been an extremely useful process and is now almost complete for the domestic rounds. A similar process will take place for the new recycling and green/food rounds. If staff have been involved in this process it does not mean that they will be assigned to the round they have advised on.
All staff will be asked for their preferences as to which type of round they would prefer to work on and a staff selection process will be agreed with the Trade Unions. This is likely to take place in the New Year after a decision on whether to implement the changes has been taken by Elected Members.

7) I HAVE APPLIED FOR VS / VER, WHEN WILL I BE ABLE TO LEAVE MY EMPLOYMENT WITH BOLTON COUNCIL?

- a) The closing date for VS/VER applications was 31 October 2012 - these applications will then be reviewed by all Departmental Management Teams to establish which applications will be accepted and the timing of these, in line with business requirements. If employees have specified a date and their application is accepted, then the service will endeavor to accommodate this request wherever possible.

8) WHY CAN'T ALL THE CREWS THAT HAVE ALWAYS WORKED ON RECYCLING ROUNDS STAY ON THEM, SO THEY ALL KNOW WHAT THEY ARE DOING AS THERE HAVE NEVER BEEN ANY PROBLEMS WITH THEM?

- a) In order to be fair and consistent it has been agreed that all staff will be displaced from their current route prior to the proposed new service starting. Discussions are currently taking place to agree criteria for selecting staff for proposed new routes from April and May next year. If you have any ideas about what should be included in the criteria then please speak to your Trade Union Representative or your Team Leader.

20th November 2012

1) CAN CLOCKING IN BE CONSIDERED FOR ALL OPERATIONAL STAFF?

- a. Currently there is no proposal from management to introduce "clocking in" as it was understood that staff preferred the flexibility of the current arrangements. However if staff/Trades Unions feel that they wish management to consider this, a proposal should be put forward through the usual channels.

2) WHAT ARE THE IMPLICATIONS OF CLOCKING IN AND CLOCKING OUT?

- a. There are a number of implications for staff as follows:-
- i. Staff would not be able to take advantage of the 'individual round completion' element currently enjoyed by most staff, this enables staff to work efficiently yet safely and get out of the persistent wet weather when they have done, many staff comment that they do not want clock card working to be introduced and so this has to be considered much more widely.
 - ii. Every member of staff would be required to start and finish at the depot rather than join rounds and would have a responsibility to record their start and finishing times to ensure they receive the correct pay. Individual clock cards would be used to record hours and checked each week with any discrepancies challenged
 - iii. Loaders would no longer be able to meet collection vehicles at the start of collection days and would be required to provide their own transport to and from the depot.

This would include finding an appropriate parking spot as close to the depot as possible should they use a car. This could cause parking problems for staff and residents.

3) WHY DO MEMBERS OF STAFF WHO HAVE WORKED ON A SERVICE FOR OVER 20 YEARS HAVE TO REAPPLY TO CONTINUE TO WORK THE SAME SERVICE?

- a. No one will need to reapply for their posts as there are no redundancies proposed in this review. However, as stated previously if there are more drivers than dedicated rounds then a process may be required to select who will become drivers without a permanent round. The method of selection for this and for the allocation to rounds is being discussed with the Trade Unions.

4) WHY CAN'T ALL THE CREWS THAT HAVE ALWAYS WORKED ON RECYCLING ROUNDS STAY ON THEM, SO THEY ALL KNOW WHAT THEY ARE DOING AS THERE HAVE NEVER BEEN ANY PROBLEMS WITH THEM?

- a. In order to be fair and consistent it has been agreed that all staff will be displaced from their current route prior to the proposed new service starting. Discussions are currently taking place to agree criteria for selecting staff for proposed new routes from April and May next year. If you have any ideas about what should be included in the criteria then please speak to your Trade Union Representative or your Team Leader.

5) STAFF MEMBERS WHO HAVE ATTENDED CREW POLISHING SESSIONS TO DATE THINK THAT THEY WILL STAY ON THESE ROUNDS IN THE FUTURE AND 5) BELIEVE THAT THE NUMBER OF BINS THAT THEY WILL COLLECT WILL BE REDUCED. IS THIS THE CASE?

- a. Staff that currently drive or load on rounds that are similar to or overlap with the proposed new rounds were invited to assist with the round polishing process. This has been an extremely useful process and is now almost complete for the domestic rounds. A similar process will take place for the new recycling and green/food rounds. If staff have been involved in this process it does not mean that they will be assigned to the round they have advised on. All staff will be asked for their preferences as to which type of round they would prefer to work on and a staff selection process will be agreed with the Trade Unions. This is likely to take place in the New Year after a decision on whether to implement the changes has been taken by Elected Members.

6) WHY HAS MANAGEMENT ONLY SHOWED THE DRIVERS OF DOMESTIC REFUSE ROUNDS THE NEW MAPS AND NOT THE WHOLE CREW?

- a. Management asked that a representative from each domestic waste crew to attend the recent meetings to view and assess the proposed collection maps. Out of 15 crews affected 13 crews nominated drivers and 2 crews nominated loaders. Should however any other member of staff wish to view the proposed collection maps then please speak to a member of management so that this can be arranged?

7) I HAVE APPLIED FOR VS / VER, WHEN WILL I BE ABLE TO LEAVE MY EMPLOYMENT WITH BOLTON COUNCIL?

- a. The closing date for VS/VER applications was 31 October 2012 - these applications will then be reviewed by all Departmental Management Teams to establish which applications will be accepted and the timing of these, in line with business requirements. If employees have specified a date and their application is accepted, then the service will endeavor to accommodate this request wherever possible.

8) WHY DOES THE GREEN WASTE SERVICE HAVE TO OPERATE ON GROUP TASK AND FINISH?

- a. The Green Waste service is a slightly different service, it's seasonal and participation fluctuates so staff do have to be more flexible.

9) WHY DOES THE GREEN ROUND OPERATE ON A 74 HOUR FORTNIGHT?

- a. It operates this way to meet seasonal and geographical demands on collections. The winter period is often much quieter than the summer season, participation on this scheme also fluctuates according to good weather. Some areas have a larger green bin count and demand than other areas and by increasing core hours on some days it reduces the need to employ extra vehicles and staff for short periods of time. Any increase in hours on one day is compensated by less hours on another day so that a maximum of 74 hours (2 weeks x 37 hours) is worked. To change the way this service works and impacting on its flexibility would not be operationally efficient and best use of resources.

10) WHAT WOULD HAPPEN IF PEOPLE DON'T GET THEIR FIRST OR SECOND CHOICE AND ARE PUT ON THE GREEN WASTE SERVICE?

- a. Once all the preferences have been submitted a pre-agreed selection criteria will be applied which will define who is allocated to each round.

11) WHO DECIDES WHO GETS WHAT ROUND?

- a. The preferences will be shared with the Trade Unions and if there are any cases of people not getting their 1st or 2nd choice then the pre-agreed selection criteria will come into play. There will not be a selection panel, Management, Trade Unions and staff will all be involved in the selection process.

12) CAN THE TRADE ROUND AND SKIP ROUND TO BE INCLUDED IN THE CHOICES ALONG WITH RECYCLING, GREEN AND DOMESTIC?

- a. There is soon to be a reduction in the Trade Rounds as was previously agreed with the Trade Unions; the Drivers will be reduced from 3 to 2. Whichever Driver is not selected for the Trade Rounds will be put into the big pot for the new rounds. The Bin Delivery Round is a lower grade job and one of the posts is reduced hours therefore this service will not be put into the pot. No changes are being made to the Farm Rounds as part of the consultation. In summary, the Trade/Skip/Bin Delivery/Farm Rounds are currently outside of the consultation process so it is not proposed that they will be included in the pot.

13) WILL THE DRIVERS WHO ARE CURRENTLY CARRYING OUT RECYCLING DUTIES, BE INCLUDED IN THE REVIEW FOR THEIR DRIVER ROLES?

- a. The interim Recycling Officers will be included in the review as their substantive posts have not changed.

14) WHAT SUPPORT WILL BE GIVEN TO THE SUPPORTED WORKERS?

- a. There are currently no supported workers employed within the service. Previously staff redeployed from the Supported Employment factory at Bolmoor were initially supported but are now fully integrated into the collection service as Loaders. Should these staff or any other member of the workforce require additional support to help them with the proposed changes to the service in 2013 then this will be made available at the appropriate time.

15) HAVE MANAGEMENT ASSESSED THE LONG TERM IMPACT ON THE HEALTH SAFETY AND WELFARE OF CREWS, WHEN DESIGNING THE NEW ROUNDS AND IF SO WHAT RISK CONTROL MEASURES HAVE BEEN DEFINED?

- a. Yes management have taken into account the impact the new routes may have on the health, safety and welfare of staff.
- b. Extra resources will be introduced within the recycling and garden/food waste collection services to take account of the potential increase in recycling participation and extra tonnage.
- c. Domestic waste collection rounds are not being reduced by 50% even though collections are being halved under the new service proposal. To take account of any extra tonnage round resources are being increased when compared to existing routes.
- d. All collections days are being redesigned for 6.5 hours of work (includes travelling, collecting and tipping) Monday to Thursday and 6 hours on Friday which is 1 hour less than the standard working day of 7.5 hours (Monday to Thursday) and 7 hours (Friday). Each collection day therefore has 1 hour built in for contingencies and lost time.

16) THE HEALTH AND SAFETY EXECUTIVE RECOMMENDED GOOD PRACTICE IS FOR MANAGEMENT TO ENCOURAGE CREWS TO TAKE REGULAR BREAKS TO RECOUP AND REPLENISH SO WHY MARK HOBAN IS KEEN ON IMPLEMENTING LESS OR SHORTER BREAKS?

- a. Management has always advised staff that a minimum of a 30 minute unpaid break period is required to be taken by anyone working a 7.5 hour or 7 hour day. Longer unpaid break times can be taken but it is the responsibility of individual crews to take and manage any extra unpaid break time which satisfies individual needs without affecting service delivery.

17) DURING THE MODERNISATION IN 2009, THE TRADES UNIONS SECURED AN AGREEMENT WITH MANAGEMENT FOR A 15 MINUTE PAID BREAK. WILL THIS BE UPHELD?

- a. In line with the Working Time Directive, employees are entitled to a 20-minute rest break if the working day is longer than six hours.
- b. Employees within the Council are not entitled to paid breaks, however within the waste service it may be possible to build in an additional 15 minutes into the round design to allow for toilet/comfort requirements due to the nature and locations of the work.

27TH NOVEMBER 2012

1) WHAT HAPPENS IF A MEMBER OF STAFF IS LEFT WITH THEIR THIRD OPTION BUT IS UNABLE TO WORK A 74HOUR FORTNIGHT?

- a. The member of staff would not be able to work on this particular service as collection rounds will be designed around a 74 hour working fortnight. If this arises it will be discussed with the individual concerned.

2) HOW WILL THE GREEN ROUND OPERATE IF THE OPERATIVES HAVE TO CLOCK ON AND CLOCK OFF?

- a. If a clocking in/out system were introduced any staff working within the garden and food waste collection service would need to start and finish work within the individual route times. Some days would be longer than the usual hours but these would be compensated by shorter days. The maximum core hours over a ten day collection period would be 74 hours (2 weeks x 37 hours) for a Loader and 79 hours (2 weeks x 39.5 hours) for a contracted Driver.

4th DECEMBER 2012

1) KEEP SMOKERS AND NON-SMOKERS APART.

- a. The Council operates a Smoke Free Policy in all its buildings, vehicles and areas of work. There is therefore no need to separate those staff who smoke and those who do not. Management will investigate any contravention of the policy and will take appropriate action which may include formal action and offers of support to stop smoking.

- b. Management have and will continue to enforce this policy when they witness or are made aware of contraventions by staff from the Waste Management service. Management will again remind staff of the Smoke Free policy before April 2013.

c. Policy Excerpt:

- i. Smoking will be prohibited in the following areas:-
 1. All property occupied by Council employees (unless exempt), this includes all offices, shops, markets, temporary accommodation, site accommodation, garages, warehouses, site buildings and portacabins etc.
 2. At the entrances, exits, front, back and perimeter of buildings,
 3. Reception areas, waiting rooms, rest rooms, corridors, stairs and toilets,
 4. All Council owned, leased or rented vehicles,
 5. Officers' private vehicles while transporting official passengers on Council Business (including service users),
 6. All members rooms, including members lounge and dining areas,

7. All Council owned public buildings including function rooms, theatres, cafes, licensed premises, sports and recreational facilities - the sale of tobacco products will also be prohibited in all of these outlets,
 8. Youth Clubs.
-
- ii. All employees are prohibited from smoking during working hours. Where there are existing arrangements for smoking breaks, managers must inform all employees that these arrangements will cease from 29th December 2006. Council employees may not smoke during working time and employees must not absent themselves from their place of work during work time for the purposes of smoking.
 - iii. Designated smoking areas will be closed and there will be no outdoor smoking shelters and no facilities indoors.
-
- 2) **WOULD IT BE POSSIBLE TO STAY WITH A CREW OF NON-SMOKERS AS I DO NOW BECAUSE AFTER GIVING UP SMOKING AFTER 20 YEARS I WOULD RATHER NOT BE NEAR IT IF POSSIBLE?**
 - a. See answer to question 1.
 - 3) **KEEP CREWS TOGETHER THAT ALREADY WORK WELL TOGETHER AND WANT TO STAY TOGETHER, TOGETHER.**
 - a. Management together with staff and Trade Unions will do their very best to ensure that all individual round allocation requests are considered in line with the agreed selection criteria. Unfortunately it is very unlikely that all requests will be granted.
 - 4) **KEEP CREWS WORKING IN SIMILAR AREAS AS BEFORE?**
 - a. See answer to question 3.
 - 5) **COULD WE KEEP THE SAME CREW AS PRESENT BECAUSE TIMEKEEPING AND PUNCTUALITY IS GOOD, WE ALL KNOW HOW EACH OTHER WORK BEST. WE ALL GET ON WELL AND IF POSSIBLE TO KEEP WELL WORKING CREWS TOGETHER TO KEEP OUTPUT HIGH SURELY THAT'S GOT TO BE GOOD FOR THE SERVICE.**
 - a. See answer to question 3.
 - 6) **ALSO WE ALL LIVE IN SIMILAR AREAS SO THAT IN ITSELF HELPS FOR KEEPING TRANSPORT AND PUNCTUALITY HIGH.**
 - a. See answer to question 3.
 - 7) **WE ALL AS A CREW KNOW THE ROUND VERY WELL AND AS WE KNOW CHANGES TO ROUTE ARE COMING BUT IF PLANNED WELL TO KEEP RESIDENT AND CREW DISRUPTION TO A MINIMUM WE MAY BE ABLE TO DO SIMILAR BASED ROUTES WE KNOW WHICH WILL MINIMISE PROBLEMS.**
 - a. See answer to question 3.



Introduction

This report is based on the feedback from UNISON and GMB members meetings. It does not take into account any queries made directly to management.

Union meetings have been held jointly with Unison & GMB Members.

UNISON and GMB have engaged in meetings with management and we believe that the process management have adopted to consult with the unions has been professional, courteous and information has been shared and provided promptly. Unison and GMB acknowledge and appreciate the good industrial relations we have with the management team within Environmental Services and look forward to continuing this relationship in the future.

Unison and GMB support the principle recycling in Bolton and understand the financial potential of increasing our recycling targets.

Most issues raised by our members are around working practices with little contractual changes

Main Issue **Agency Staff**

One of the main aims of the Trade Unions is to achieve a workforce not reliant on agency staff. The significant use of agency staff over the years is costly, divisive and not productive.

In appendix 5 of the proposal it states that there will be a usage of a maximum of 21 agency staff per week to cover for annual leave and sickness absence leave for FTE staff and seasonal work.

Management have noted our concerns and have not opposed them in principle, management have agreed to deal with this at the end of the consultation period, Unison and GMB have stated our position and we look forward to this issue being resolved prior to implementation of the proposal by April 2013.

Other Areas of Concern:

1. Selection Criteria

The number of contracted drivers who applied and were granted VS/VER did not prevent the necessity of a selection process. Therefore in consultation with members a selection method was put forward through the consultation process:

1.1 Contracted Drivers:

- Contracted Drivers should have first preference for a driver post.
- If there are more drivers than posts then a selection process would be initiated i.e. interview process
- Successful candidates would choose the service they would prefer to work in on a 1st, 2nd and 3rd choice basis.
- The unsuccessful drivers would be spare drivers used to cover for sickness and annual leave

- The unsuccessful drivers would be asked to choose which service they would like to work on as loaders based on the choice process outlined above

Our Members who are contracted drivers were concerned about the potential detrimental effect to their terms and conditions should they be unsuccessful in gaining a driver role. In the consultation meeting on 23rd October, Malcolm Cox confirmed that terms and conditions would not be changed as part of this proposal between 2013/14 and 2014/15 this information was forwarded to our members.

1.2 Loaders:

- The loaders would use the 1st, 2nd 3rd choice criteria to choose to work on their preferred service.

2. Other Service Areas:

Members had questioned why other areas of the service had not been included in this review which would widen their choice of work areas. These are:

- Commercial Waste
- Bin deliveries
- Skip Round
- Rural Routes

The Unions jointly asked management for the reasons why these services were excluded in the current review. Management response is as follows:

- Commercial Waste – already recently had a undergone a separate savings review which had included a crew selection process
- Bin deliveries – Lower grade of pay than Driver/Loader posts
- Skip Round – This is 4 day week route not 5 days as with the current Driver/Loader role
- Rural – Already operating a managed weekly collection service and therefore a review is not required for this service.

We advised our members in a joint member meeting of the management's response and both Unison and GMB did not receive any objections to the response.

3. Round Completion

A key concern of our members which was raised at every joint member meeting was around the potential increase in weight of the grey domestic bins due to the managed weekly collection system.

With an ageing workforce and heavier bins, members are concerned about the detrimental effect this could have on their health and wellbeing.

Unison and GMB have raised these very important concerns to management.

Management have advised that rounds would be smaller than they are currently and this should alleviate concerns of members. Management also advised that the rounds in Bolton are smaller than in other AGMA authorities, although this may be the case, each town is demographically and populated differently so the comparison cannot be completely accurate.

Management have advised that 45 minutes has been built into each round to cater for breakdowns, traffic and other issues which may delay the collection operation.

Although our members do not fully agree with management's response, Unison and GMB will monitor this and any on-going issues can be taken to management and then if necessary through the JOG/DJCC process.

4. Redeployed Staff from Bolmoor:

Unions also advised management of members concerns around the weight of the wheeled bins and workload for their colleagues recently redeployed into the service from Bolmoor. Management have assured the Unions that these members of staff are now fully trained and

integrated into the service and that any member of staff experiencing difficulties would have support from management.

5. Terms and Conditions:

Our members advised us that they had been provided with a 15 minute paid break during the round redesign in 2009 and members wanted assurances that this paid break would continue. Management had confirmed that terms and conditions would not be changed as part of this proposal between 2013/14 and 2014/15. Management have confirmed that a paid break will continue due to the operational nature of the work and the requirement of welfare facilities.

6. Vehicle Issues:

During consultation our members have raised their concerns regarding certain difficulties they are encountering with the new vehicles recently brought into the service which are used for waste/recycling collections.

Our members have informed us that the vehicle steering lock on the new vehicles is not as strong as those on the older vehicles. The steering problem has created difficulties with the reversing manoeuvre as the new vehicles are 5" longer in length. Also the "well" to the rear of the new vehicle is much smaller and shallower than the older type of vehicle: more compaction is necessary adding more time onto a collection round, resulting in more time required to work through the collection rounds. Members are concerned this will impact on their ability to complete their work.

Unison and GMB raised the issues during the consultation meeting on 6th November - Item 6 - "Issues Raised by Trade Unions." Management advised that our Transport Engineers/Mechanics had looked into this and they had advised that there would not be a problem. Our members disagree with this and again the issue was raised in the final management meeting held with all staff on 28th November.

Management have suggested that the new rounds would have a new geography therefore the need for constant reversing would be reduced therefore the vehicle locking issue should not create a problem. Our members disagree with this response; our residents within the borough still require their bins emptying from the same locations. Our members have felt that on this issue their concerns have not been alleviated and they are still worried that these vehicle issues will impact on round completion.

7. In Conclusion

The vehicle issues and other on-going concerns post implementation can be monitored and taken to management and through the JOG and DJCC process if necessary.

Jackie Peploe
Unison Convenor
Environmental Services

Stephen Dickinson
GMB Convenor
Environmental Services

Appendix 6b – Managements Response to the Trade Unions Reponse on the Managed Weekly Waste Collection Proposal 2012

Most of these issues are operational and can be discussed and resolved through JOG or Health and Safety meetings going forward.

Heavier Bins

The bins will be heavier due to the fortnightly collections and the rounds have been reduced in size to accommodate for the extra time required to manoeuvre the heavier bins. Route polishing has demonstrated that the majority of collection days are smaller. Revised routes are designed to take account of extra waste yield which includes newer vehicles with a larger payload capacity. Other Authorities in Greater Manchester have introduced fortnightly bin collections and have not seen any significant increase in manual handling issues. Bolton shall ensure that additional training on manual handling occurs.

The Trades Unions have been involved in the development of the risk assessment for the new on street food container and the crews will receive further training on manual handling of these. The risk assessments have been shown to the Trade Unions and comments requested back, further assessment shall continue to be done. The final assessments shall be approved by the Councils Health & Safety representative.

Driver and crew selection process / criteria

Management had a “preference” from the outset that the selection criteria for the drivers and the crews should come directly from the operational staff and the Trades Unions; this was to ensure that the workforce felt the process had been entirely neutral and fair.

The Trades Unions held a meeting with members to discuss the driver and crew selection criteria on the 1st November 2012, 6th November and also on the 28th November 2012 and fed back their findings to management during the weekly Trades Unions meetings.

The process to select driving and loading staff for the new driving and loading positions has been agreed with the staff and Unions and this process will be conducted by Management in February 2013. All staff will be asked to choose which service they would prefer to work on ranking them 1st, 2nd and 3rd. It is hoped that most staff will get to work on their first or second choice service. In order to select staff fairly a short interview process will be carried out and those who came out on top will be given their first choice.

The Trades Unions have requested the following:

Contracted Drivers:

Contracted Drivers should have first preference for a driver post. If there are more drivers than posts then a selection process would be initiated i.e. interview process. Successful candidates would choose the service they would prefer to work in on a 1st, 2nd and 3rd choice basis. The unsuccessful drivers would be spare drivers used to cover for sickness and annual leave. The unsuccessful drivers would be asked to choose which service they would like to work on as loaders based on the choice process outlined above

Terms and conditions for contracted drivers without a permanent round

The Managed Weekly Collection review which covers the period from 2013/14 to 2014/15 does not include any proposals to change the contractual terms and conditions of the operational staff in the Waste & Fleet Management service employed by Bolton Council. The service is expecting fewer numbers of rounds in some services to be available and therefore will potentially have more drivers than rounds. Any contracted driver who does not secure a permanent route in May 2013 will still receive the same pay and continue to work under the same terms and conditions.

Working time directive / Paid breaks

In line with the Working Time Directive, employees are entitled to a 20-minute rest break if the working day is longer than six hours. Employees within the Council are not entitled to paid breaks, however within the waste service it has been agreed to build in an additional 15 minutes into the round design to

allow for toilet/comfort requirements due to the continuous outside nature of this work, geographical locations of the work and availability of immediate facilities on occasions.

Bolmoor staff

There are currently no supported workers employed within the service. Previously staff redeployed from the Supported Employment factory at Bolmoor were initially supported but are now fully integrated into the collection service as Loaders. Should these staff or any other member of the workforce require additional support to help them with the proposed changes to the service in 2013 then this will be made available at the appropriate time.

Round completion

The rounds have been designed to be achievable in the first place and so the service is not anticipating any issues around crews not being able to complete. The service has researched other Authorities performances for comparability and Bolton fair well. Crews have participated in designing the rounds and have made a valuable contribution to ensuring that they are achievable.

Once the new rounds start, crews will be given advice and support in the first weeks of collection.

Vehicle issues

The new vehicles were procured as part of a larger AGMA vehicle procurement exercise. Sister vehicles are operating in very similar geographical locations across Greater Manchester and to-date only Bolton's crews have raised this as potential issue, we are continuing to monitor. As for the well sizes, the Faun Body has a 1.1m cubic well & the Semat Body has a 1.2m cubic well which does not really make a great deal of difference.

Over the past year the refuse service have hired a number of these refuse vehicles, with the exact combination of chassis, body & bin lift & at no time has it made apparent to fleet or waste management that there was an issue regarding the turning circle or well sizes of these vehicles. Crews and union stewards were involved in the procurement of the vehicles and asked for feedback before they were bought.

Agency staff

Once the permanent staffing requirements for the new routes are fully confirmed we will consider the benefits and most appropriate approach for covering sickness, absence and holidays etc. This will include an assessment of whether the use of agency or the creation of a casual bank of staff is the most suitable to meet the requirements of the service.

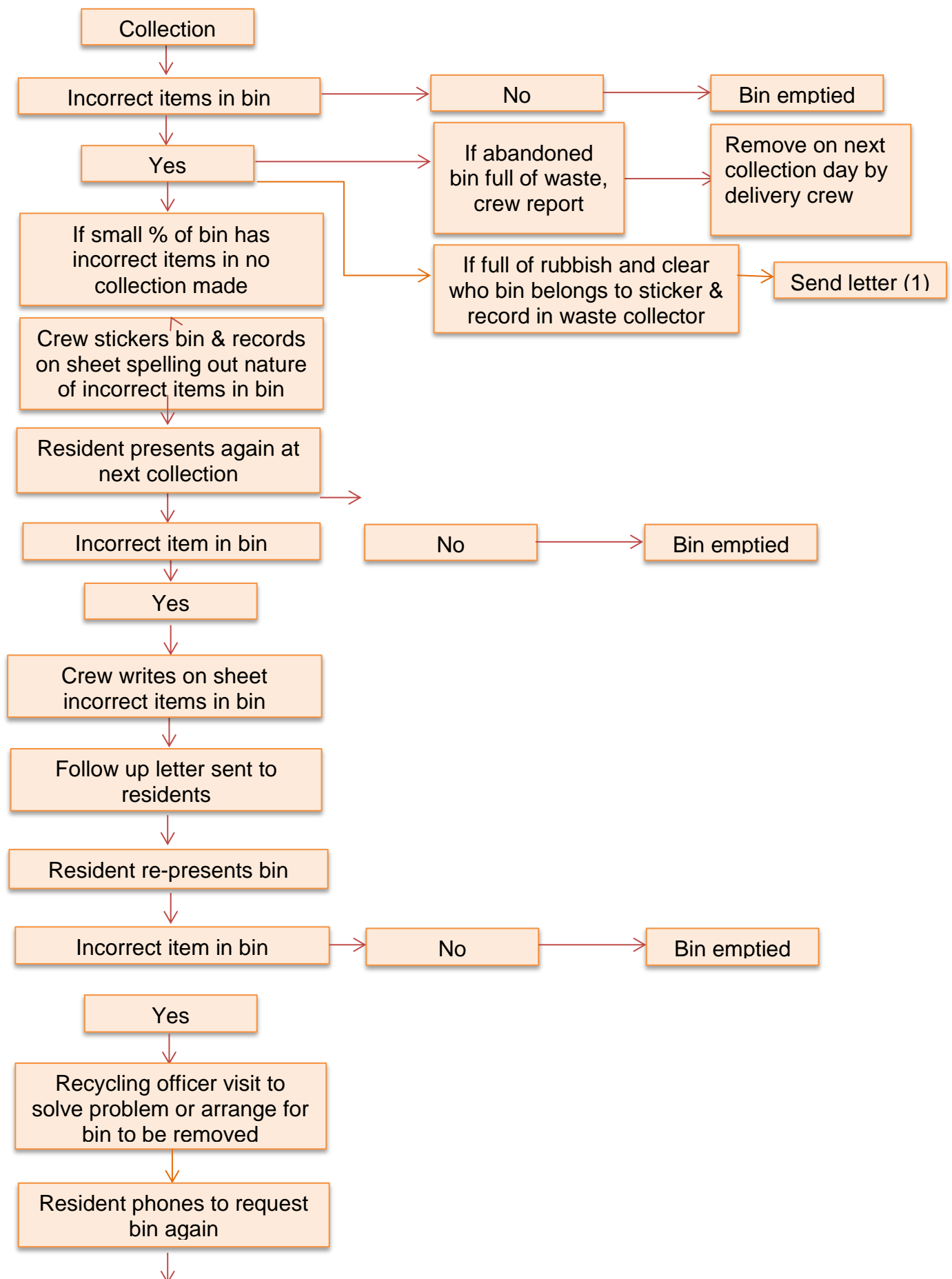
Appendix 7 - Proposed policy changes with the implementation of managed weekly collections

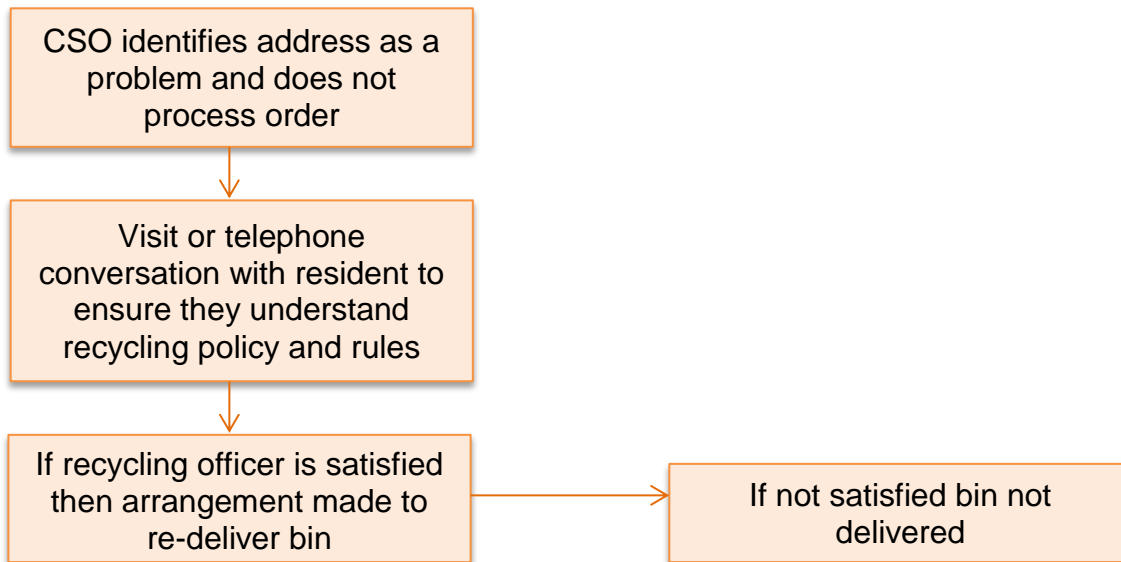
	Policy	Proposed change
1	Missed domestic (grey) bins	When a grey bin has been presented correctly on the scheduled collection day, but has not been emptied or logged as an issue by the crew, we will return to empty the bin. The resident must report the missed bin before 5.30pm the next working day after the collection was due. The crew will return within the following 2 working days to empty the bin. If whole streets have been missed due to breakdowns etc. we will return within 2 working days to empty the bins.
2	Missed recycling bins	When a beige or burgundy bin has been presented correctly on the scheduled collection day but has not been emptied or logged as an issue by the crew, we will remove excess on the next scheduled collection. The resident must report the miss before 12 noon on the day before the next collection so the crew are aware to take excess. If whole streets have been missed due to breakdowns etc. we will return within 2 working days to empty the bins
3	Missed food waste container (on-street)	When a food waste container has been presented correctly on the scheduled collection day but has not been emptied or logged as an issue by the crew, we will return to empty the container. The resident must report the missed collection before 5.30pm the next working day after the collection was due. The crew will return within the following 2 working days to empty the container. If whole streets have been missed due to breakdowns etc. we will return within 2 working days to empty the containers.
4	Missed green bins	When a green bin has been presented correctly on the scheduled collection day but has not been emptied or logged by the crew as an issue then we will return on the same day the following week to empty the bin. The customer must report the miss before 12 noon on the day before the remedial collection would take place (e.g. a bin missed on a Wednesday can be reported up to 12 noon on the following Tuesday and the crew will return on the following day.) If whole streets have been missed due to breakdowns etc. we will return within 2 working days to empty the bins.
5	Excess waste	Side or excess waste will not be removed for grey, green or on-street food waste container collections and the bins must be presented with the lids closed flat. Excess waste for beige and burgundy bins will be removed if placed in clear bags at the side of the recycling bin.
6	Heavy bins	When a bin cannot be safely moved to the refuse collection vehicle (RCV) or raised on the lifting mechanism due to the weight then the bin will not be emptied. A sticker will be placed on the bin to advise the customer to remove some of the waste and present the bin on the next scheduled collection.
7	Recycling bins containing incorrect items	If, on collection, a crew finds non-recyclable items in a recycling bin, green waste bin or food waste container it will not be emptied. The full procedure that will be followed is shown

		below in appendix A.
8	Extra bins (grey)	<p>To promote the use of all recycling bins and encourage the reduction of waste Bolton Council provides one grey bin to each household. There are, however, certain criteria which may allow a second grey bin to be allocated.</p> <p>These are:</p> <ul style="list-style-type: none"> • More than six people permanently resident In the household. Visitors or guests cannot be included. • More than 2 of the residents of the household in nappies. • One or more of the residents with a medical condition which results in the production of extra waste (non-clinical). E.g. packaging or incontinence pads. <p>Residents that wish to apply for a second bin will be sent the letter and form shown in appendix B, which they must complete. If required a recycling officer will then visit the resident and a decision will be made on the application.</p>
9	Extra bins (recycling)	Households are provided with one burgundy and one beige recycling bin. Requests for additional recycling bins will be considered on a case by case basis and provided if the resident can prove they are required to enable them to recycle effectively.
10	Extra food waste containers	Households covered by the food waste collection service are provided with one on-street food waste container. Requests for additional containers will be considered on a case by case basis and provided if the resident can prove they are required to enable them to recycle effectively. Advice on food waste reduction will be provided.
11	Extra bins (green)	Households are provided with one green bin only and cannot apply for a second green waste bin under any circumstances.
12	Assisted collections	<p>Assisted collections are provided for residents who, for reasons of age, infirmity, mobility or health are unable to place their bins out for collection. To automatically qualify for an assisted collections a resident must be over 72 years of age, live alone and have no-one who could help place the bins out for collection. If a resident does not automatically qualify then they will be required to complete a form to request the service as shown in appendix C. This will be posted out to them and they must complete and return the form. If the form is not returned within 28 days it will be assumed that assistance is not required and the request will be closed down. If the form is completed and returned but it is felt that more information is needed a home visit may be arranged and carried out by a recycling officer or team leader. All information provided will be treated in the strictest confidence.</p> <p>To keep our records up to date the allocation of assisted collections will be reviewed regularly.</p>
13	Replacement wheeled bins	Residents are responsible for the care and safety of their bins. All recycling bins are currently provided free of charge and grey bins are free if they have to be replaced through damage or loss reported by the crew or general wear and tear. The customer will have to pay an administration and delivery

		<p>charge for grey bins that have been lost, stolen, damaged or set on fire. The bin remains the property of Bolton Council</p> <p>In order to reduce the number of bins stolen or lost residents are encouraged to only place their bins out on collection day and return them to their property as soon as possible after they have been emptied.</p>
14	Recycling bags and boxes	Bags and boxes will no longer be proactively promoted or offered, but can be made available to residents if required.
15	Collection points	<p>Where there are access restrictions, or the current collection point poses a health and safety risk to crews or members of the public, it may be necessary for an alternative collection point to be set up. This will normally be a central, easily accessible location for both residents and collection crews. The residents take the bins to the collection point where they can be collected by the crew, emptied and returned to the same location. Customers are responsible for taking their own bins back to their properties after emptying and should not leave them at the collections points.</p> <p>Assisted collections will remain unaffected by the creation of a collection point only if it remains safe for the crews to collect and take the bin to the RCV. If the access conditions are hazardous then bags will be provided and the crew will collect and take these to the vehicle. Bags will be left by the crew after each collection.</p>
16	Collection times	Unless a previous collection time has been agreed, or there is an authorised assisted collection provided, all residents should place their refuse and recycling containers at the edge of their property or agreed collection point by 7.30 on the scheduled collection day. Collections can take place up to 6.30pm and residents should take their bins back in as soon as possible after they have been emptied. If the bin has not been emptied by 6.30pm residents should take the bin back into their property and contact Access Bolton on the next working day to report the missed collection.
17	Bank holiday collections	The Council currently carries out normal refuse and recycling services on bank holidays except during the Christmas period. Separate arrangements are made for the Christmas period each year and details will be made available on the Councils web site and communicated to residents.
18	Disruptions to collections due to bad weather	When severe weather conditions prevent bin collections taking place for more than 7 days and we cannot guarantee the collections will take place the following week the Council will provide collection points across the borough where residents can take their waste. The location of these collection points will be available on the Council website, One Stop Shop and the local media.

Appendix A - Process for Incorrect Items in Recycling Bins





Appendix B - Additional bin letter and request form

Date:

Environmental Services

Wellington House,
Bolton BL3 5DX

Tel: 01204 336632

Fax: 01204 336709

www.bolton.gov.uk

Dear Sir/Madam

APPLICATION FOR ADDITIONAL BIN

Thank you for your recent request for an additional bin.

To enable us to process your request, please complete the enclosed form and return to the address above within 28 days. Please ensure that you provide **ALL** of the information requested and fill in **ALL** sections on the form. Please indicate on the form which of the following 3 criteria you wish to use to support your application:

1. More than six people permanently resident in the household (visitors or guests cannot be included)
2. Two or more of the residents of the household in nappies
3. One or more of the residents with a medical condition which results in the production of extra waste (non- clinical). E.g. packaging or incontinence pads.

Application forms which are returned incomplete will not be processed and if you do not return the form we will assume that you no longer wish to proceed with the request.

Once all the documentation has been returned the information will be assessed and if needed, a home visit from a recycling officer may be arranged. After this has been completed you will receive notification of whether your application has been successful and information about how your assisted collection will work.

Please continue to place your bins out for collection whilst you are waiting for the outcome of your application and if you require any further assistance or information please contact Access Bolton on 01204 336632.

Yours sincerely

Waste and Recycling Team
Environmental Services

PLEASE NOTE THIS APPLICATION CAN ONLY BE CONSIDERED FOR HOUSEHOLDS OF SIX OR MORE PERMANENT RESIDENTS THAT ARE USING ALL RECYCLING FACILITIES PROVIDED OR HOUSEHOLDS WITH EXCEPTIONAL CIRCUMSTANCES.

I wish to apply for an additional bin because (please tick as appropriate):

- There are more than six people permanently resident in my household.
(Visitors or guests cannot be included) ☐
- There are more than two residents in my household in nappies ☐
- One or more of the residents in my household has a medical ☐ condition which results in the production of extra waste (non- clinical). E.g. packaging or incontinence pads.

Name	
Address	
Post code	
Telephone number and email address	

Please provide details of all residents (and ages) that reside at this address:

Name Date of birth

Name Date of birth

Name Date of birth

Name Date of birth

Name Date of birth

Name Date of birth

Name Date of birth

Name Date of birth

(If you need to add any other people please use the back of this form)

Did you have an additional bin at a previous address? Yes/No

If yes, please provide your previous address:.....

.....

Is there any member of you household with a medical condition, which results in the production of extra waste? Yes/No

If yes, please provide details

.....

.....

Do you have a burgundy bin? Yes/No

What do you use this for?

.....

Do you have a beige bin? Yes/No

What do you use this for?

.....

Do you have a green bin (if applicable at your address)? Yes/No

What do you use this for?

.....

If a green bin is not applicable at your address, do you use a food waste container?
Yes/No

I understand the details I have provided will be verified by Bolton Council and that the provision of an additional bin may be reviewed by the Council at any time. I agree to inform the Council of any change in my circumstances which will mean I no longer require this additional bin.

Signed

Date

Appendix C - Assisted letter and request form

Date:

Environmental Services

Wellington House,

Bolton BL3 5DX

Tel: 01204 336632

Fax: 01204 336709

www.bolton.gov.uk

Dear Sir/Madam

APPLICATION FOR ASSISTED COLLECTION

Thank you for your recent request for assisted collection.

To enable us to process your request, please complete the enclosed form and return to the address above within 28 days. Please ensure that you provide **ALL** of the information requested and fill in **ALL** sections on the form. Application forms which are returned incomplete will not be processed. If you do not return the form we will assume that you no longer wish to proceed with the request.

Once the form has been returned the information will be assessed and if needed a home visit from a recycling officer may be arranged. After this has been completed you will receive notification of whether your application has been successful and information about how an assisted collection works.

Please continue to place your bins out for collection whilst you are waiting for the outcome of your application and if you require any further assistance or information please contact Access Bolton on 01204 336632.

Yours sincerely

Waste and Recycling Team
Environmental Services

Direct 01204 336632
Line:

PLEASE BE AWARE THAT IF THERE ARE ANY MEMBERS OF YOUR HOUSEHOLD WHO ARE OVER 16 AND ABLE BODIED YOUR APPLICATION WILL NOT BE APPROVED.

I wish to apply for assistance with collection of my bins:

Name	
Address	
Post code	
Telephone number Email address	

Please provide details of all residents (and ages) that reside at this address:

Name Date of birth

Name Date of birth

Name Date of birth

Name Date of birth

(If you need to add any other people please use the back of this form)

Have you had assisted collection at a previous address? Yes/No

If yes, please provide your previous address:

.....

.....

Please provide details of why you require assistance with this service:

.....

.....

.....

I understand the details I have provided will be verified by Bolton Council and that this service may be reviewed by the Council at any time. I agree to inform the Council of any change in my circumstances which will mean I no longer require this service.

Signed

Date

Appendix 8 - Post decision communication

Property Description	Communication Required for Food Waste Collections	Communication Required for Managed Weekly
Properties currently covered by the food and garden service and remaining on that service	None	New Waste and Recycling Calendar
Properties currently covered by food and garden service and moving to the food only service	Letter - Currently covered by the green waste service. If you would prefer to swap your bin for a food waste container please let us know. If you would like to keep your green bin then you are welcome to do so. Details of how to order internal caddy if don't have one.	New Waste and Recycling Calendar
Properties going on food only service that don't currently have a garden waste bin	Letter - Informing residents that a food waste container, kitchen caddy and roll of liners will be delivered and when they will receive them.	New Waste and Recycling Calendar

Appendix 9 - Implementation Timetable

ITEM	START	END	Notes
Communication	December	April	The food only leaflets will be distributed with the food waste container and therefore must be available before containers arrive in Bolton following manufacture.
Round redesign	November	March	Maps required to guide distribution of containers and managed weekly collection calendars.
Waste Collector Software	December	April	ICT - Upload new round data from Webaspx into Waste Collector. Testing until go live.
Bolton Council ICT	December	March	Update Bolton Councils online software and train contact centre staff and temporary staff.
HR	January	February	Address voluntary severance and voluntary early redundancy outcomes, finalise crew & driver selection, if necessary recruit staff from redeployment / finalise training requirements.
Training	February	March/ April	Training for staff on new vehicles, new services and all health & safety aspects of the service.
Food Only Collection	April		Collection of the food only service will commence approx. 4 weeks before the managed weekly collections
Managed Weekly Collection	May		

Equality Impact Assessment

Part 1: Screening Form

Title of report or proposal:
Managed weekly collection: consultation response

Department:	Environmental Services
Section/SIAP unit:	Waste and Fleet Management
Date:	28 th January 2013

This report is for decision and is therefore subject to an Equality Impact Assessment. The following questions have been completed to ensure that this proposal, procedure or working practice does not discriminate against any particular social group. Details of the outcome of the Equality Impact Assessment have also been included in the main body of the report.

Equality Impact Assessment Questions

1. **Describe in summary the aims, objectives and purpose of the proposal, including desired outcomes:**

The aim of this project is to increase Bolton's recycling rate, ensure that Bolton's waste streams are dealt with in a more sustainable manner, reduce the residual waste collected and landfilled and therefore reduce increasing pressure on Council's waste disposal costs. The community strategy sets out an aim to increase recycling by 5% which this project will help achieve. The new waste collection service for the residents of Bolton will include:

Domestic Waste	Fortnightly collection of 240l domestic waste bin
Recycling	Fortnightly collection of both the beige and burgundy recycling 240l bins
Food and Garden Waste	Fortnightly mixed food and garden waste collections to properties with gardens. Approximately 77,500 properties will receive the food and garden waste collection service every fortnight using the green bin. There are 8208 properties currently participating in the food and garden collection service that will be offered the option to exchange their green bin for a food waste caddy as they have little or no garden. If they would prefer to keep the green bin then they are welcome to do so.
Food Only	Weekly food waste collection service to households without a

	green bin service. Approximately 37,000 properties will receive a weekly food waste collection service using a 23 litre food waste container or communal container in flats/apartments where appropriate. The 8208 properties described above may also choose to participate in this service
Flats and apartments	Each block of flats / apartments have been assessed individually. Some will remain on a weekly service, if they have reduced capacity and some will receive a fortnightly collection.
Hard to reach	The 1727 properties on the hard to access collection route will not be covered by either food or food and garden service.

The main changes to the waste collection services are reducing domestic grey/black bin collections from weekly to fortnightly and at the same time introducing a weekly food waste service to households without a green bin service. Evidence from other Greater Manchester boroughs who have introduced similar waste collection regimes has shown a significant drop in the amount of residual waste collected and a corresponding increase in recycling. If Bolton follows this pattern then a predicted £2.4m of savings would be made on the Council's waste disposal costs in addition to the collection savings. This would make a significant contribution towards delivering the Council's overall budget savings required in 2013-15.

2. Who are the main stakeholders in relation to the proposal?

The following stakeholders have been identified:

- Operational waste management staff
- Back office waste management staff
- All residents in Bolton who receive a spectrum of waste collection activities
- Greater Manchester Waste Disposal Authority
- Other partner Greater Manchester local authorities
- Local faith groups
- Elected Members
- Waste and Resources Action Programme (WRAP)
- Department for Environment Food and Rural Affairs (DEFRA)
- Area forums
- Access Bolton staff
- Bolton Community Housing
- Carers
- NHS
- GM Fire Service
- Bolton Accredited and Registered Landlords Organisation (BARLO)
- Agency Staff

3. In summary, what are the anticipated (positive or negative) impacts of the proposal?

Under national equality legislation, the council must have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups of people
- Foster good relations between different groups of people

As a universal service, the proposed move to managed weekly collections would affect all users of the doorstep waste and recycling service, as all users would see a change in their service. However, there may be particular impacts for some groups which would need to be managed appropriately, in order to ensure that the managed weekly doorstep waste and recycling service is accessible for Bolton's diverse communities. These impacts, and a summary of the Councils proposed interventions are set out below.

Positive

- Increase in Bolton's recycling rate which will help us to achieve the 5% improvement target set out in the community strategy, and have a positive impact on environmental sustainability.
- Reduction in the amount of waste being sent to landfill, which will have a positive environmental impact.
- To remove increased tonnage of biodegradable food waste from residual waste stream.
- Reduce the Authority's increasing disposal costs, by reducing the amount of residual waste collection that will not go to landfill with PFI in end
- It is not envisaged that any permanent operational staff will be made redundant with this proposal
- The current food and garden service will be extended across the borough to all properties where possible.

Negative

- Residents may find it difficult at first to adjust to the new collection regimes, so communications will need to be as thorough as possible.
- Residents may not like to separate their food waste
- There is a perception that storing food waste separately increases odours and pests
- Some residents in terraced properties or flats may have inadequate storage space for additional recycling containers and so consideration for these residents will have to be taken into account, particularly if they have large families. Should they be appropriate, residents, Elected Members and the Council will work together to secure a consensus on the location of communal facilities that meet all Health & Safety requirements.
- Through consultation, families with a member or members with specialist medical needs said they were likely to be affected by the proposals, so consideration will need to be given for these families. Specialist medical groups / service providers have been contacted directly including the NHS bowel clinics, community nurses and health visitors to explain the proposed changes and the availability of additional bins and scented nappy bags
- Larger families, especially those with children in nappies or special medical needs, may have difficulty managing their waste with fortnightly residual

collections. There are certain criteria which may allow a second grey bin to be allocated to residents who are recycling as much waste as they can. These are:

- - More than six people permanently resident on the household. Visitors or guests cannot be included.
 - Two or more of the residents of the household in nappies.
 - One or more of the residents with a medical condition which results in the production of extra waste (non- clinical). E.g. packaging or incontinence pads.
- The fortnightly collections may lead to heavier bins which would become difficult for some residents to manoeuvre. The service offers assisted collections to residents who, for reasons of age, infirmity, mobility or health are unable to place their bins out for collection.
- It is likely that agency staff employed by the waste service will be affected by these changes as the service will not require as many regular agency workers.

4. With regard to the stakeholders identified above and the diversity groups set out below:

	Is there any potential for (positive or negative) differential impact?	Could this lead to adverse impact and if so what?	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason?	Please detail what measures or changes you will put in place to remedy any identified adverse impact
Race	<p>Communications – some residents who do not use English as their first language may find it difficult to understand the changes to their waste service.</p> <p>Respondents from an ethnic minority household are more likely to say there will be a negative impact on their household than respondents from a white household. This may be particularly relevant for large households, and those in terraced houses.</p>	<p>Yes these residents may not understand the changes to the service. This could result in collection days being missed, or contamination of the recycling bins with the wrong waste.</p> <p>Larger households may have difficulty managing their waste with fortnightly residual collections.</p> <p>Larger households living in smaller properties with small yard areas may have insufficient capacity to store waste containers.</p>	<p>As part of its strategy for delivering its budget, the council has sought to make savings from universal services, in order to offer a degree of protection for services for the borough's most vulnerable people. However, it will be necessary to consider the particular needs of residents from ethnic minority households, as set out in the next column.</p>	<p>Public consultation has been undertaken on the proposals, and the service has worked with local community groups and their interpreters to deliver key messages to residents who do not use English as their first language.</p> <p>The interpreters supported the delivery of the Councils door knocking campaign in areas of low participation and distributed leaflets containing information on what can go in the respective bins. The leaflets also contain symbolic images that communicate the key messages for those who may not have English as a first language. Presentations have been delivered to area forums community groups and faith groups, to ensure that the</p>

				<p>proposed changes are effectively communicated. This will continue to be a priority before and during implementation of the changes.</p> <p>Large families may be eligible for additional waste containers, as set out above. Where households have insufficient capacity to store their bins, residents can identify mutually convenient collection points within their neighbourhood, where appropriate.</p>
Religion	No specific impacts in relation to religion have been identified at this time.	No specific impacts in relation to religion have been identified at this time.	No specific impacts in relation to religion have been identified at this time.	No specific issues in relation to religion were raised during consultation.
Disability	<p>Bins may be heavier which may mean that they are harder to manoeuvre for older or disabled residents.</p> <p>Some residents may find it difficult to manoeuvre their food waste bin onto the street</p>	Yes some residents may find it difficult to put their bin out for collection, and residents who generate large volumes of medical waste may have difficulty managing their waste with a fortnightly residual collection.	As part of its strategy for delivering its budget, the council has sought to make savings from universal services, in order to offer a degree of protection for services for the borough's most vulnerable people. However, it will be necessary to consider the particular needs of people who have a disability, as set out in the next column.	Assisted bin collections will continue to be offered for eligible customers, and it is anticipated that there may be an increase in requests for this service. Extra resources will be put in place to assess the need for assisted collections as requested.

	<p>for collection, and some residents may be unable to empty their kitchen caddy into their on street food caddy regularly enough.</p> <p>Feedback from the consultation has confirmed that some residents are concerned that they will be unable to manoeuvre heavy bins.</p> <p>Feedback from consultation has shown that residents who generate larger volumes of medical waste / nappies have expressed concerns regarding capacity of the bins to store their waste for two weeks.</p>			<p>An additional bin will be offered for eligible customers who generate larger volumes of medical waste (see policies in appendix 9), and it is anticipated that there may be an increase in requests for this service.</p> <p>To meet the demand, extra resources will be put in place to assess the need for additional bins as requested.</p> <p>The availability of large size scented nappy bags will be investigated as this would assist with reducing odours from medical waste especially during the warmer months.</p>
Gender (including gender reassignment)	No specific impacts in relation to gender have been identified at this time.	No specific impacts in relation to gender have been identified at this time.	No specific impacts in relation to gender have been identified at this time.	No specific issues in relation to gender were raised during the consultation.

Age	<p>Residual Bins will be heavier which may mean that they are harder to manoeuvre for older or disabled residents.</p> <p>Feedback from the consultation has confirmed that some residents are concerned that they will be unable to move heavy bins.</p> <p>Respondents have highlighted that some residents may find the proposal confusing as some people currently struggle to remember which bin should be presented on collection day.</p>	Yes some residents may find it difficult to put their bin out, and may require support to respond to the new collection arrangements.	<p>As part of its strategy for delivering its budget, the council has sought to make savings from universal services, in order to offer a degree of protection for services for the borough's most vulnerable people. However, it will be necessary to consider the particular needs of older people, as set out in the next column.</p>	<p>Assisted bin collections will continue to be offered for eligible customers, and it is anticipated that there may be an increase in requests for this service.</p> <p>Extra Recycling Officer resources will be put in place to assess the need for assisted collections as requested. Please see policies in appendix 9.</p> <p>Communication will be a priority in advance of and during the implementation of the changes. Pictorial images will be used in all communication material to deliver key messages clearly.</p>
Sexuality	No specific impacts in relation to sexuality have been identified at this time.	No specific impacts in relation to sexuality have been identified at this time.	No specific impacts in relation to sexuality have been identified at this time.	No specific issues in relation to sexuality were raised during consultation.

<p>Caring status (including pregnancy & maternity)</p>	<p>Households with young children in nappies or with adults with medical needs may not have enough capacity in their residual container. In addition they may be concerned about this waste being collected every 2 weeks due to potential odours.</p> <p>Furthermore, pregnant women may find it difficult to manoeuvre heavy bins.</p> <p>Feedback from the consultation has confirmed that some residents are concerned about bin capacity and odours for families with babies (e.g. nappy waste) and those with relatives with medical needs.</p>	<p>Potentially not enough storage capacity and potential for unpleasant odours due to this waste being stored for 2 weeks.</p>	<p>As part of its strategy for delivering its budget, the council has sought to make savings from universal services, in order to offer a degree of protection for services for the borough's most vulnerable people. However, it will be necessary to consider the particular needs of families with caring responsibilities, as set out in the next column.</p>	<p>Additional bins will be offered for eligible customers (see policies in appendix 9), and it is anticipated that there may be an increase in requests for this service. To meet the demand, extra resources will be put in place to assess the need for additional bins as requested.</p> <p>Nappy bags will be supplied free of charge from the Council's one stop shop on request to help reduce odours.</p> <p>In addition, a general education programme on how to reduce, reuse and recycle your waste will be available.</p> <p>Information on managing medical waste will be developed in partnership with the NHS and distributed to residents via Health Visitors, Community Nurses and Tube Fed, Bowel and Incontinence Clinics.</p>
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Marriage and civil partnership	No specific impacts in relation to marriage and civil partnership have been identified at this time.	No specific impacts in relation to marriage and civil partnership have been identified at this time.	No specific impacts in relation to marriage and civil partnership have been identified at this time.	No specific issues in relation to marriage and civil partnership were raised during consultation.
Socio-economic	<p>Consultation feedback showed that, across the zones, there were no statistically significant differences in support for the proposals or the potential impact anticipated.</p> <p>However, households with large families living in smaller terraced houses may have difficulty managing their waste due to lack of storage space and higher than average waste production. This is likely to be of particular relevance to households in deprived areas, where there is higher density of housing.</p> <p>Households without the</p>	<p>These households may find it difficult to manage their waste with a fortnightly residual waste collection without increased education on how to recycle effectively.</p> <p>In addition, there may be an increase in litter and/or fly tipping if households do not increase their recycling as a result of the changes.</p> <p>Some residents have some concerns about the availability of space for children to play, which will be reduced for some properties by the introduction of a 23l food only container and up to three 140l / 240l bins. However, a significant number of properties in low to medium density areas</p>	<p>As part of its strategy for delivering its budget, the council has sought to make savings from universal services, in order to offer a degree of protection for services for the borough's most vulnerable people. Potential ways to mitigate the impact on households in deprived communities are set out in the next column.</p>	<p>Mitigating measures proposed:</p> <p>The Council will make available smaller containers for residents living in properties with small external yards or encourage residents to share bins. Communal recycling facilities will be considered and agreed by the council, residents and elected members in locations that meet all health and safety requirements.</p> <p>Additional bins will be offered for eligible customers (see policies in appendix 9).</p> <p>Recycling education programme including door knocking in low participation areas will continue to be rolled out.</p>

<p>Socio-economic</p>	<p>use of a car may not be able to use the Household Waste Recycling Centres to take additional waste.</p> <p>During festive periods there would be a bigger impact on this group.</p> <p>In addition, some residents raised concerns during the consultation about bins taking up / removing play space for children in small yards</p> <p>Furthermore, some residents have raised concerns about and perceived unfairness of the difference in service for those properties with green bins (which would be collected fortnightly) and those with food caddies (which would be collected weekly).</p>	<p>are likely to have space for a 240l green bin which provides greater capacity for the storage of food and garden waste over a two week period.</p> <p>The type of green/food bin which a property receives will be based on the nature of the property. For example, terraced houses where storage space is limited would receive a caddy, while properties which have a garden or greater storage space would receive a green bin.</p>		
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<p>Other comments or issues</p>	<p>Overall impact on the borough – there may be a general increase in complaints from residents who are unhappy with the fortnightly residual collection and the implementation process. The mitigation for this is a good communication campaign to explain the benefits of the new collection arrangements. There will be constant monitoring after implementation to understand how well the new way of operating is bedding in (missed bins, complaints, crews managing to complete their rounds etc.), and operational processes will be reviewed accordingly. See policies in appendix 9.</p> <p>People living in flats / maisonettes are less likely to support the council’s proposals than those living in other types of houses. To address this matter the Council will individually assess every block of flats / apartments for its suitability for adapting to managed weekly collections based on capacity. Flats that use shoots for waste disposal from the individual units within will not be placed on managed weekly collections due to the risks surrounding blocked shoots.</p> <p>The level of support is consistent across collection zones / days, with respondents who have their bin collected on a Thursday or Friday slightly less likely to support than other bin collection days. Wards within the Thursday and Friday Collection Zones have been identified as ‘low participation’ areas and targeted by GMWDA and Neighbourhood Services to deliver door knocking campaigns to increase recycling.</p> <p>Health – there is a perception around environmental health issues regarding the collection of food waste in the summer. Food waste caddies will be collected weekly and liners will be provided to residents to cut down on odours and pests. During the summer months scented nappy bags should eliminate odours and the black bin could be used as a last resort.</p> <p>Operational Staff – it is envisaged that containers will be heavier on domestic and recycling rounds and therefore additional training will be given to staff to ensure they are handling the containers correctly. In addition it is probable that there may be an increased number of assisted collections due to the weight of the bins which will mean more work for the crews; this will be accounted for in the redesign.</p> <p>There will be less rounds available in the new service which will mean that some drivers will not have a dedicated round. The new rounds will be balanced and most will have a reduced number of bins for collection to reflect the bins being heavier and taking slightly longer to manoeuvre. The managed weekly proposal would not require any reduction in the permanent staff, but would mean a reduction in the number of agency staff working for the Council.</p> <p>Trades Unions meeting have taken place every week throughout the consultation period. Operational issues regarding health and safety have been discussed in great detail and documented in the Trades Unions Minutes. Issues covered have included the requirement for high visibility stickers to be placed on the food only containers, arrangements for new</p>
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	<p>gloves and reductions in the round size to accommodate for the bins being heavier and take longer to move.</p> <p>Call centre staff – it is likely that the call centre will experience higher than normal call volumes especially in the initial implementation phases. Additional staff will be required during this busy period to cover the phones in order to ensure that customers' queries are dealt with.</p> <p>Festive periods – households normally produce additional waste during festive periods and this may be when many households struggle to cope with the reduced capacity – additional waste can be taken to the Household Waste Recycling Centres. Almost all of the extra waste produced at festive periods as can be recycled. For example wrapping paper and cardboard packaging can all be recycled in the beige bin, additional plastic bottles, glass bottles and jars, drinks and food cans can all be placed in the burgundy bin. Leftover food will now be able to be recycled either in the green waste bin or the proposed new food waste container. You could also take additional waste and recycling to Household Waste Recycling Centres and recycling bring sites. Excess recycling waste will be collected by the crews during the festive period as long as it is placed in a clear plastic bag and presented next to the recycling bin.</p>
<p>Please provide a list of the evidence used to inform this EIA, such as the results of consultation, service take-up, service monitoring, surveys, stakeholder comments and complaints where appropriate.</p> <p>If you have undertaken consultation as part of the proposal, the consultation manager will upload it on to the corporate database.</p>	<p><i>Evidence used:</i></p> <ul style="list-style-type: none"> • <i>Waste tonnage information – waste data flow</i> • <i>Projected tonnages for 12/13 onwards if we did not change collection regime</i> • <i>Waste levy model – used to project disposal savings</i> • <i>Actual tonnages from other boroughs who have managed weekly collections</i> • <i>Data from previous implementation of managed weekly collections in Bolton</i> • <i>In cab technology data</i> • <i>WRAP reports</i> • <i>Recycling participation monitoring exercise March 12</i>

	<ul style="list-style-type: none">• <i>Public consultation</i>
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5.a Are there any gaps in your evidence or conclusions that make it difficult for you to quantify the potential adverse impact?

This project assumes that households will be encouraged to change their behaviour as a result of the cycle change. This has been proven to occur as other Local Authorities have adopted similar changes. Recycling has been proven to increase as a result of reduced domestic waste capacity. Other local authority areas that have already gone alternate weekly have shown this to be the case. However, if behaviour does not change enough in Bolton we may initially see more fly tipping and recycling bin contamination issues which would subsequently have to be addressed under the Councils Enforcement policies.

5.b If so, please explain how you will explore the proposal in greater depth or please explain why no further action is required at this time.

Further study on behaviour change in other areas as a result of alternate weekly collections. Advice will be sought from Waste Resources Action Programme (WRAP).

You may wish to consider undertaking secondary data analysis, further consultation or research or investigating best practice. If you are planning to undertake further consultation or research as a result of this EIA, please contact the Consultation Manager on ext. 1083.

Equality Impact Assessment

Part 2: Consultation Form

(To be completed where consultation has been undertaken)

This report is for decision and is therefore subject to an Equality Impact Assessment. The proposal was also subject to consultation and this Equality Impact Assessment (Consultation Form) provides details of the consultation results.

The following questions have been completed to ensure that this proposal, procedure or working practice does not discriminate against any particular social group. This has been ensured by undertaking consultation. Details of the outcome of the consultation have also been included in the main body of the report.

This form asks you to provide details of all the consultation undertaken specific to the proposal you are making, either prior to the EIA or as part of it and the results of this.

1. Consultation with staff

- a. Please summarise the consultation undertaken with staff and their Trades Unions regarding this proposal.

A period of formal consultation with Trades Unions, staff and stakeholders took place from 24th September until 30th November. Key features of this consultation process included:

- i) A letter was distributed to all operational staff on the 3rd September 2012 following the Council's announcement that significant savings needed to be made and outlined the saving to be made over the next two years. The letter to all operational staff outlined the next steps and invited staff to the staff briefing session to learn more about the proposals.
- ii) All affected staff received a staff consultation pack which included a copy of the Report that was approved by the Executive Cabinet Member Environment, Regulatory Services and Skills on the 19th September 2012.
- iii) Staff briefings on the proposal took place with all permanent staff on 20th and 21st September 2012.
- iv) Additional briefing sessions took place on the 26th September for those staff who may have been on leave during the initial briefing.
- v) A drop in session was also arranged on the 27th September for staff to raise any initial concerns with the management team.
- vi) Weekly meetings took place with trades unions to work through the proposals and their implications for staff. The minutes of the meeting were circulated to all operational staff along with a weekly frequently asked questions (FAQs) log.
- vii) FAQs and minutes of the meeting were posted in each crews driver pack, the Staff Canteen, in the reception at Wellington House and also uploaded to the Kiosk PC located in the staff canteen. Information was provided on a computer set up in the staff canteen.
- viii) Time off was provided for trades unions officials to meet with and provide support to staff.

- ix) A selection of food only containers was made available for the back office and operational staff to review from a domestic and operational perspective. A small survey was created to gather feedback on the design features and the information gathered formed the basis of the tender specification documentation.
- x) The Council employed a company called Webaspx to assist with this process using specialist software and expertise. All staff were invited to attend a briefing session on the round redesign process which provided an opportunity for the staff to raise questions about the methodology used by Webaspx.
- xi) Once the initial draft rounds were produced they were initially reviewed by Management and then all crews were asked to attend and assist with polishing the draft new rounds. The crews reviewed the rounds at a street by street level to help ensure that the rounds are absolutely achievable and that the right streets were collected together.
- xii) A large number of minor amendments were made as a result of this process which proved highly useful.
- xiii) Diagrams of the draft new rounds were displayed in the reception at Wellington House.
- xiv) A suggestions box was placed on reception in Wellington House for staff to submit suggestions / comments. During the consultation process a number of concerns and queries were highlighted either by the Unions or individuals and these were addressed and answered by management via the Frequently Asked Questions (FAQs). Please see appendix 2 for a list of all FAQs and responses that were agreed with the Trades Unions prior to their distribution to the crews.
- xv) The process to select driving staff for the new driving positions and crews for the new rounds will be agreed with the staff and Trades Unions and the process conducted by the Management.

- b. Please summarise the results of this consultation, including key issues arising and any changes being made to the proposal as a result of the consultation

Amongst many questions raised and answered during the Trades Unions meetings, the main issues focused upon health & safety issues surrounding the new food only containers and the driver and crew selection process.

Food Only Container - Health & Safety Issues

The Trades Unions raised an issue regarding the visibility of the food only containers when presented for collection during the dark winter months.

The management researched the availability of effective and affordable materials to ensure that the food only containers would be visible to pedestrians and crew during the winter months.

The management did not do a tender as purchasing from framework will ensure that fluorescent strips are present on each side of the on street food waste containers to increase their visibility in the dark.

The Waste & Fleet Management Service presented the risk assessment for the food waste container on the 20th November 2012. The presentation covered the Health & Safety issues regarding the emptying of the containers, the use of additional bins and how the service would ensure that the on street food only caddy would be remain visible.

Heavier Bins

The bins will be heavier due to the fortnightly collections and the rounds have been reduced in size to accommodate for the extra time required to manoeuvre the heavier bins. The Trades Unions have been involved in the development of the risk assessment for the new on street food container and the crews will receive training on manual handling and the procedures to empty the food only container and heavier bins. The risk assessments will be assessed and approved by the Councils Health & Safety representative.

Driver and crew selection process

Management had a “preference” from the outset that the selection criteria for the drivers and the crews should come directly from the operational staff and the Trades Unions; this was to ensure that the workforce felt the process had been entirely neutral and fair.

The Trades Unions held a meeting with members to discuss the driver and crew selection criteria on the 1st November 2012, 6th November and also on the 28th November 2012 and fed back their findings to management during the weekly Trades Unions meetings.

The Trades Unions have requested the following:

Drivers

- 1 Contracted drivers to be given their preferred option first where possible.
- 2 The remaining drivers (non contracted) to be interviewed but also preference accommodated where possible.
- 3 Simple Interview process will then decide remaining places.

Loaders

All loaders to be interviewed

1st Option

2nd Option

3rd Option

A formal joint response from the GMB and Unison Trades Unions was received on the 30th November 2012. The full response can be found in appendix 3.

2. Consultation with customers and other stakeholders

a. Please summarise the consultation undertaken with customers and other stakeholders regarding this proposal (refer back to the stakeholders identified in your screening form)

(i) Operational permanent and agency waste management staff
Please see section 1a above.

(ii) Back office waste management staff
Staff received an informal briefing on the proposals to raise awareness on the content of the report and the need for cooperation going forward to support the implementation of the new service if approved.

(iii) All residents in Bolton
The communication plan included:

- A feature article in the autumn edition of the Bolton Scene
- Distribution of 8000 surveys to randomly selected addresses across the five collection zones.
- The survey was available in both electronic and hard copy format and could be completed online or sent to residents in the post with a free to return envelope.
- A universal survey was also available, which could be completed by any interested party
- The consultation period was promoted on the Council's Website
- Door knocking campaigns were delivered across low participating areas to raise awareness on the consultation period and encourage people to recycle more.

(iv) Meetings were held with the following organisations with a presentation on the proposals followed by a question and answer session

- Greater Manchester Waste Disposal Authority
- Waste and Resources Action Programme (WRAP)
- Area Forum meetings (Questions raised at Area Forums have been incorporated in appendix 6)

- Member only Meetings
- Bolton Community Housing
- NHS Bladder and Bowel specialist
- NHS Health visitor teams (need to chase up)
- GM Fire Service
- Bolton Accredited and Registered Landlords Organisation (BARLO)
- Department for Environment Food and Rural Affairs (DEFRA)
- Other partner Greater Manchester local authorities
- Local faith groups
- Carers
- Elected Members
- Access Bolton staff
- Cleaner Greener Partnership
- Bolton at Home Environmental Partnership
- Bolton Council of Mosques

- b. A summary of the results of this consultation, including key issues arising and any changes made to the proposal as a result of the consultation can be found in appendix 6 - Key issues raised in the public consultation process.

This EIA form and report has been checked and countersigned by the Departmental Equalities Officer before proceeding to Executive Member(s)

Please confirm the outcome of this EIA:

No major impact identified, therefore no major changes required – proceed	<input type="checkbox"/>
Adjustments to remove barriers / promote equality (mitigate impact) have been identified – proceed	<input checked="" type="checkbox"/>
Continue despite having identified potential for adverse impact/missed opportunities for promoting equality – this requires a strong justification	<input type="checkbox"/>
Stop and rethink - the EIA identifies actual or potential unlawful discrimination	<input type="checkbox"/>

Report Officer

Name: Donna Ball, Assistant Director Waste & Fleet Management

Signature: _____

Date and Contact No: 28th January 2013
01204 336713

Departmental Equalities Lead Officer

Name: Angela Lunt, Business Partner Adults & Environmental Services

Signature: _____

Date and Contact No: 28th January 2013
01204 336760

Appendix 11 – Managed Weekly Collections Proposal Report

Report to: Executive Cabinet Member
Environment, Regulatory Services
and Skills

Date: 19th September 2012

Report of: Director of Environmental Services

Report No: ECME/41/12

Contact Officer: Donna Ball

Tele No: 01204 336713

Report Title: Managed Weekly Waste Collection Proposal Paper

Confidential /

Non Confidential:

(**Confidential Not for Publication**)

This report is exempt from publication by virtue of Paragraph 1 of Schedule 12A to the Local Government Act 1972.

Purpose:

The purpose of this report is to seek approval to consult on the proposal to implement managed weekly collections.

Recommendations:

The Executive Cabinet Member is recommended to approve the attached report for consultation purposes with residents, trades unions, staff and other key stakeholders and agree the changes to waste policies outlined in appendix 8, numbers 1, 4 and 6.

Decision:

Background Doc(s):

'Budget Update and Savings Options 2013-15' report to Cabinet on 3rd September 2012.

(for use on Exec Rep)

Signed:

Leader / Executive Cabinet
Member

Monitoring Officer

Summary:

In his report to Cabinet on 3rd September 2012 entitled 'Budget Update and Savings Options 2013–15', the Deputy Chief Executive identified the Council's saving target for the period 2013–15 as £35.6m. The report included a specific savings target of £2.6m for the Waste Collection and Disposal Service. This is in the context of waste disposal costs rising from £15.8m in 2011/12 to a forecast £24.7m in 2015/16. These costs could rise even further as other Greater Manchester Authorities make changes to their waste collection services.

In order to deliver the required savings and minimise the rising costs of waste disposal, this report contains a proposal for the introduction of a Managed Weekly Collection Service for the residents of Bolton. There will be full consultation with residents, trades unions, staff and other key stakeholders. If the proposal were to be approved, (after consultation), it would result in the deletion of 8 full time posts (which are currently covered by Agency staff).

The consultation with residents will run from 24th September 2012 to 16th November 2012.

The consultation with Trades Unions and staff will run from 24th September 2012 to 30th November 2012.

The results of the consultations will be reported back to the Executive Cabinet Members in December 2012 or January 2013.

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1.0 Background and Challenges ahead

- 1.1 In his report to Cabinet on 3rd September 2012 entitled 'Budget Update and Savings Options 2013–15', the Deputy Chief Executive identified the Council's saving target for the period 2013–15 as £35.6m. The report included a specific savings target of £2.6m for the Waste Collection and Disposal Service. Waste collection and disposal is an increasingly expensive service for the Authority. Collection services currently costs Bolton Council £6.5 million a year and disposal costs £19.3 million. The costs of disposing of residual waste are due to increase substantially over the next few years due to landfill tax and other cost escalations and this will place considerable strain on Council budgets if the costs of the residual waste stream are not effectively managed. If we continue to dispose of the same amount of residual waste (black bin waste) each year the cost of disposal is likely to increase from 2011/12 figure of £15.8 to £24.6 million by 2015/16 which in the current economic climate is not sustainable. With increasing demand on budgets across all areas of the Council the waste service needs to increasingly contribute to overall savings in order to achieve the Councils on-going aims to protect the most vulnerable in Adults and Childrens services.

2011/12 Levy £	2012/13 Levy £	2013/14 Levy £	2014/15 Levy £	2015/16 Levy £
£15,826,707	£19,306,000	£22,969,000	£24,101,000	£24,662,000

- 1.2 To sustain this potential growth in waste levy costs would require an additional £8.8 million to be found for Bolton Council's Disposal costs. One reason we have these rising costs is that, in Bolton, black bin residual waste is not being recycled at the same rate as other Greater Manchester Authorities. These other Greater Manchester Authorities have introduced Managed weekly collections to their residents or greatly reduced black bin capacity. Due to the escalating costs there is an urgent need to substantially decrease the amount of black bin waste that we collect and improve the tonnages that we collect through our recycling waste streams. If we don't make savings in this area then the Council will be forced to look elsewhere for additional savings. Bolton is now recycling 30.6% of its waste stream which is good considering we have not introduced managed weekly collections but in order to increase our recycling rate further and cut costs dramatically we need to reduce black bin frequency and improve further our recycling collections.
- 1.3 Therefore, the focus of attention must be to reduce the tonnage in the residual/black bin waste stream as this is the most expensive waste stream, currently costing us over £210 per tonne in April 2012, (changes according to taxes levied), whilst also increasing those waste streams for which we receive an income of £25 per tonne i.e. paper/card and co-mingled glass, cans and plastic bottles. It makes little sense to continue disposing of an entirely avoidable waste stream. Whilst there may be some inconvenience experienced initially as residents become attuned to the new recycling services offered it without doubt makes economic and environmental sense to adopt changes in the Waste and Recycling services.
- 1.4 In 2010/11 the recycling rate was circa 28% and with the introduction of the food waste service and the campaign to increase recycling this has risen to 30.6% in 2011/12. Bolton has slowly slipped to the bottom of the recycling table out of the 9 authorities in Greater Manchester in terms of recycling performance. This is largely due to other Greater Manchester Councils introducing managed weekly black bin collections in order to increase the amount of material recycled and reduce the

amount of residual waste collected. The top performing authorities for 2010/11 were Stockport (49.32%), Trafford (40.79%), and Oldham (38.89%) Councils. With the settling in of their new collection systems this gap looks set to increase at a far greater rate in 11/12. The table at appendix one shows all of the authorities recycling rates over the last 5 years and the current rate for Q1 and Q2 for 2011/12. We must aim to improve our recycling rate to at least 40% if we are to mitigate the considerable cost increases shown above.

- 1.5 Each year, tonnages forecast are forecast by each authority with revisions submitted to the Waste Disposal Authority (WDA). This is part of the (IAA) Inter Authority Agreement and is an analysis of our projected tonnages based on our collection regimes. This allows the WDA to recalculate the levy and apportion the costs between the participating authorities. Any changes in collection services (implemented by other authorities) that result in a reduction in residual waste going through the Private Finance Initiative can have a significant financial impact for Bolton Council as it leads to a redistribution of the costs. If Bolton Council is unable to meet the challenge of diverting waste from landfill, it will have to pick up the shortfall in residual waste disposal costs.

2.0 National and Regional position on Managed Weekly Collections

- 2.1 Over 59% of all Local Authorities now operate a Managed Weekly household waste recycling service with residual waste collected one week and recycling waste collected the next. Once managed weekly recycling collections are adopted it is well evidenced that it delivers significant behaviour change and drives up recycling rates and participation from residents.
- 2.2 It is unfortunate that despite education campaigns and requests for residents to recycle that a large number of residents will not recycle unless the service is adapted in a way that encourages it. The Chartered Institute of Waste Management (CIWM) say that “limiting the collection of unsorted residual waste from our houses helps to change behaviour because it encourages us to separate the waste types and recyclables.” Bolton’s recycling rate has steadily increased due to the introduction of recycling services and education campaigns, and is now at approximately 32%. However, we are now sliding to the bottom of the recycling league in Greater Manchester as other Authorities have introduced variations of the managed weekly collections or reduced capacity in black bin collections, this has greatly increased their recycling, and reduced their residual black bin waste. Stockport and Trafford, for example, are now expecting to report 60% recycling figures for 2011/12, and Oldham, Tameside, Bury and Rochdale are heading to over 40%, all of which pushes additional costs onto Bolton’s residual waste disposal budget.
- 2.3 In many areas managed weekly collections have been introduced with little or no opposition and in some areas with public support. However, suitability of schemes is subject to the characteristics of the area and successful introduction requires effective consultation and good project planning. Bolton will perform a wide ranging and effective consultation on managed weekly collections and thorough project planning shall be adhered to. Bury, Oldham, Tameside, Rochdale and Stockport now have settled managed weekly schemes.
- 2.4 The principal concerns from some residents around managed weekly collections are perceptions around potential health risks associated with food waste remaining in the bins for up to two weeks. However, according to a scoping study by Waste Resources Action Programme (WRAP), there is no evidence of increased health risk with managed weekly collections, provided common sense precautions are advised to residents and these are adopted. Nevertheless, some authorities have adopted weekly food waste recycling as some residents have an expectation that some “smelly”

waste is removed once a week. The proposal contained with this report for consultation offers such a solution.

- 2.5 Bolton in 2005/2006 attempted the introduction of fortnightly Black Bin collections in an attempt to drive up the recycling rate, however, this was attempted at a time when households had few recycling facilities and was very difficult for householders to manage with the capacity they had. Since then recycling in the Beige Bin for cardboard, paper, tetrapacks and recycling in the Burgundy Bin for glass, cans, plastic bottles has been introduced. Food and garden waste to 70,000 properties has been introduced and in this proposal food waste recycling to Bolton's remaining homes will ensure wide ranging recycling facilities are in place. WRAP's 2007 guidance to introducing managed weekly collections states that such collection regimes must be accompanied by a high quality recycling service.

3.0 Legalities

- 3.1 Section 45 of the Environmental Protection Act 1990 imposes a duty on local authorities to collect and dispose of household waste but there is nothing in the Act or any regulations relating to it that imposes any particular frequency of collection on Authorities. Legislation does require a reduction in the amount of waste going to landfill and an increase in recycling in order to help address the environmental impacts of waste. At the same time councils are required to produce a good quality local service as efficiently as possible within their financial constraints.
- 3.2 As a result, many councils have now adopted managed weekly collections, as it greatly encourages the recycling of household waste and diverts waste away from the residual (black bin) waste stream. Managed weekly collections release staffing resources, money, equipment and fuel, but also, if food waste collections are introduced, diverts resources into recycling rather than simply throwing valuable waste away.

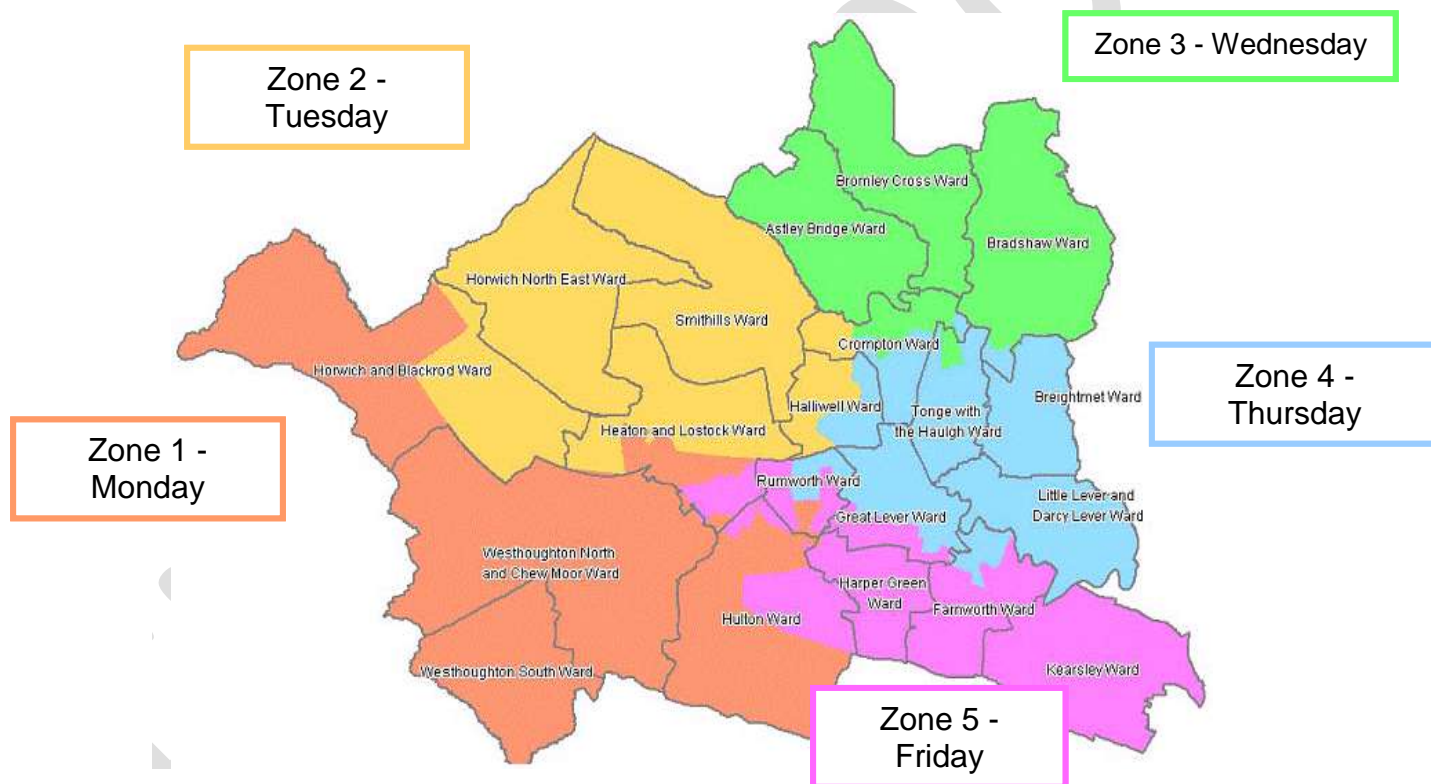
4.0 Bolton's Current Waste Collection Service

4.1 Bolton Council currently delivers the following waste collection service to the residents of Bolton:

Domestic Waste	Weekly collection of 240l domestic waste bin
Co-mingled (recycled)	Fortnightly collection of 240l bin / box
Pulpables (recycled)	Fortnightly collection of 240l bin / sack
Food / Garden Waste	Fortnightly food/garden mix waste from October 2011 to garden properties

4.2 The only exception to the above collection regime are the 1412 households on the rural collection service. These residents receive a fortnightly residual/ black bin waste collection service and a four-weekly recycling collection. This collection regime and frequency runs with very few problems or complaints.

4.3 Bolton's collection rounds are split into five zones and the expectation is that rounds will, in the main, stay committed to these existing zones to limit change to residents as much as possible:



5.0 Proposed Managed Weekly Collection Service

Domestic Waste	Fortnightly collection of 240l domestic bin waste
Recycling	Fortnightly collection of both recycling 240l bins (as current)
Food / Garden Waste	Fortnightly mixed food and garden waste collections to garden properties
Food only	Weekly food waste collection service to households without a green bin service/garden (new service)

PROPOSAL		<p>Annual savings for managed weekly proposal (from 13/14):</p> <p>Collection - £229,935</p> <p>Disposal - £ 2,418,481</p> <p>Total - £ 2,648,416 (13/14 position)</p>																		
Week 1																				
Week 2																				
Week 3																				
Week 4		<p>HR and staffing implications:</p> <p>Summer - 139 Winter - 128</p> <p>Potential Redundancies – 0 <i>No permanent staff reductions but up to 8 agency released</i></p> <table> <thead> <tr> <th>Service</th><th>Staff numbers</th><th>Vehicle numbers</th></tr> </thead> <tbody> <tr> <td>Domestic</td><td>39</td><td>13</td></tr> <tr> <td>Recycling</td><td>53</td><td>13</td></tr> <tr> <td>Green and Food</td><td>36/25</td><td>11</td></tr> <tr> <td>Others</td><td>11</td><td>11</td></tr> <tr> <td>Total</td><td><u>139/128</u></td><td><u>48</u></td></tr> </tbody> </table> <p>NB. / denotes difference between summer and winter</p>	Service	Staff numbers	Vehicle numbers	Domestic	39	13	Recycling	53	13	Green and Food	36/25	11	Others	11	11	Total	<u>139/128</u>	<u>48</u>
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Total	<u>139/128</u>	<u>48</u>																		

NB. All of the potential savings in the disposal costs highlighted in this report are subject to change if another local authority within Greater Manchester changes its collection regime as this would impact on the levy charges, based on the implementation date of May 2013 and the indications are that this is imminent.

All of the financial details and assumptions can be found in Appendix 2, 3 and 4.

The predicted recycling rate for this proposal is 41% but this could potentially hit 43% if additional funds were available for a further campaign to increase recycling.

6.0 Weekly Collection Support Scheme Bid

- 6.1 The Government has announced the Weekly Collections Support Scheme and Local Authorities have been invited to bid for funding in order to return to weekly collections or to retain weekly collections. The Government announcement made £250 million available to all Local Authorities, and completed first stage bids were submitted on the 11th of May 2012.
- 6.2 Bolton Council submitted an outline bid for a total of £21m which is the estimated amount required to maintain weekly residual waste collections for a 5 year period and introduce a weekly food waste service to all households in Bolton. Feedback was received from the Department for Environment Food and Rural Affairs (DEFRA) at the end of June 2012 and officers submitted a final bid on the 17th of August 2012. The final decision is expected from DEFRA in October 2012.

7.0 HR and staffing implications

- 7.1 If the proposal were to be approved, (after consultation), it would result in the deletion of 8 full time posts (which are currently covered by Agency staff). It is anticipated that this will be comprised of 3 drivers on Grade 5 and 5 loaders on Grade 4. The table at Appendix 5 shows the reductions in staffing levels that would be required for the proposal compared to current levels of staffing. Currently 118 permanent operational staff are employed by Bolton Council to deliver this service and an additional 25 - 29 agency staff are used on a regular basis (reducing to approx. 18 in the winter months).
- 7.2 The proposals anticipate the redesign of collection rounds, which may have an impact on staff in relation to which routes they operate, however there are no proposals to make changes to working methods/ roles and responsibilities of the Driver/Loader role. Some drivers may find themselves as spare drivers and no longer have a dedicated round as there will be less rounds than previously. During the formal consultation period management will consult on a set of criteria to allocate crews to the new rounds.

8.0 Staff Consultation Process

- 8.1 The proposals set out in this report are for consultation only at this stage. It is intended that the proposals contained within this report be the subject of a period of formal consultation with trades unions, staff and stakeholders. Key features of this consultation include:
- There are no permanent staff at risk of redundancy
 - Regular meetings will take place with trades unions to work through the proposals and their implications for staff
 - Time off provided for trades unions officials to meet with and provide support to staff
 - Individual and corporate support sessions for staff
 - Stakeholder consultation comprising a full consultation process with the general public on the impact of the proposals on the residents of Bolton
- 8.2 Following the close of consultation on the 30th November 2012, proposals will be amended to take account of the responses received and alternatives put forward as appropriate. It is anticipated that formal approval of the final (revised) proposals will be in January 2013 with implementation in May 2013.

9.0 Public Consultation process

9.1 Proposed methodology

The purpose of the consultation is to seek information from residents, stakeholders and staff regarding the impact of the proposed change. This is to ensure that important decisions, which may affect local services, are made by councillors with a full knowledge of local views and issues.

It is suggested that a **stratified random sample survey** is posted to a sample of **8000** households in Bolton (stratified by the five waste collection zones). This sampling method will ensure that the council has a statistically reliable and representative set of results that can then be generalised to the population of Bolton.

Only those addresses selected randomly will have the opportunity to take part in the sample survey, so a **universal survey** will also be made available on-line (paper version on request) so that anyone with an interest can have their say on the proposals.

The questionnaire will give a description of the proposal then ask for people's views on the proposal, the impact of the proposal and what can be done to mitigate the impact and support people through the changes. A copy of the questionnaire can be found in Appendix 6.

The consultation will run between 24th September and midnight on 16th November (a period of 8 weeks).

9.2 Maximising responses

The consultation will be promoted via a press release and the council's website, where it will feature as a campaign on the home page to ensure maximum prominence.

Editorial will also be included in the Autumn edition of **Bolton Scene**, which is distributed to every household in Bolton, and additional promotion will be made via Bolton Council's Twitter feed.

Paper copies of the consultation can be made available in the one stop shop and other customer points if required.

Reminders about the consultation and deadlines will be sent via an updated press release.

10.0 Implementation timetable

10.1 An implementation timetable with details of the key milestones can be found in appendix 7. A detailed project plan is also available.

11.0 Round redesign process

11.1 Work is underway to consider the best way to redesign the rounds based on the managed weekly proposal. Estimates were used to calculate the original collection savings discussed in this report and these have since been verified by the round redesign process. The Council has employed a

company called Webaspx to assist with this process by using specialist software designed for this usage.

Working groups will be set up with staff from all of the collection services to challenge and verify the assumptions input into the Webaspx system. The aim is to achieve rounds that staff feel are manageable, managers agree are the best way to deliver the service, and the general public are able to easily adjust to.

- 11.2 The current green waste service will continue to be collected on a fortnightly basis, residents are able to put both garden waste and food waste into their green bin. Most residents who currently do not have access to the green waste service will be put onto a weekly food caddy service for food waste only.

12.0 Proposed waste policy changes

- 12.1 A summary of all the relevant waste policies are included at Appendix 8 along with the proposed service improvements if this proposal were to be accepted. In summary these are:

- Missed domestic bins and missed on street caddies would be returned for within 48 hours (which is not something we currently provide);
- Extra resources would also be made available to the recycling team to support residents who are struggling to manage their waste requirements under the new arrangements, (including the collection of side waste during the transition period if necessary).

13.0 Equality Impact Assessment (EIA)

- 13.1 Under the Equality Act 2010, the council must have due regard to:

- Eliminating unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act;
- Advancing equality of opportunity between people who share a protected characteristic and people who do not share it; and
- Fostering good relations between people who share a protected characteristic and people who do not share it.

- 13.2 It is therefore important to consider how the proposals contained within this report may positively or negatively affect this work. To support this analysis, an Equality Impact Assessment ("EIA") screening form has been completed for the proposals outlined in this report, and is attached at Appendix 9.

- 13.3 Most households will find that they are able to manage their household waste with more than adequate capacity with this new collection regime. Bolton households have gone from having 1 x 240 litre bin to the ability to have 4 x 240 litre bins or 3 in terraced areas. It will mean that some households will need to recycle more than they currently do. Households on the rural route in Bolton have been on a similar regime (without green waste) since August 2011, and very few issues with capacity have been reported to the Waste Service. Only a dozen complaints have been received from rural residents about this new collection service, which is 0.01% of residents.

- 13.4 The EIA looks at the anticipated (positive and/or negative) impacts of the proposal on people from Bolton's diverse communities, and whether any group (or groups) is likely to be directly or indirectly differentially affected.
- 13.5 Due to the nature of the proposals, it is possible that there could be some adverse impact for a variety of groups. This analysis is set out in more detail in the EIA.
- 13.6 The analysis of equality impact will be tested during consultation, and an updated EIA will be included with the report setting out the final proposals.

14. Communications Programme

- 14.1 Communication will be vital during the implementation of the managed weekly waste collection scheme and will be important factor in the success of the project. The key stakeholders can be divided into the following groups and different messages and methods will be used to communicate with them.
- Elected Members
 - Residents in Bolton
 - Media
 - Local
 - Regional
 - Staff
 - Operational waste staff
 - Back office staff
 - Contact centre staff
 - All staff
 - Trade Unions
 - Unison
 - GMB
 - Key partners
 - GMWDA
 - Stronger Communities Partnership
 - Faith Leaders Forum
 - Cleaner, Greener Forum
- 14.2 The public consultation process has already been discussed in section 9 and this will be key to understanding the views of residents in Bolton and what the Council can do to support them. The consultation process will be launched in the September edition of the Scene which is delivered to all households in Bolton and will give them information on how they can have their say on this proposal. It will also be promoted via the One Stop Shop, Libraries, Social Media and the Website. Presentations will be given to various forums and community groups to encourage residents to recycle and promote the consultation process.
- 14.3 The plan is to target areas that have low recycling participation rates to increase the recycling prior to implementation of the new service. Many of Bolton's high density terraced housing areas will be door knocked to encourage residents to recycle and take orders for recycling containers.

- 14.4 A key aspect of the communication campaign will be challenging the common misunderstandings that are associated with managed weekly collections such as the storage of odorous waste for excess periods of time. With the new service all residents will be able to dispose of their food waste on a weekly basis either via their green bin, their on street food caddy or their grey bin depending on which service they receive. Through clear and concise communication via various channels, the aim is to achieve successful behaviour change in order that the new service is implemented as smoothly as possible.
- 14.5 The table at Appendix 10 shows the proposed communications programme for the managed weekly scheme.

15.0 Conclusion

- 15.1 In conclusion, in order to increase Bolton's recycling rate, and therefore reduce our collection and disposal costs it is requested that the proposal outlined in this report be considered. Switching to a managed weekly waste collection service would encourage residents to recycle more and consider waste minimisation. Other boroughs in Greater Manchester, who have switched to managed weekly collections, have seen an immediate rise in recycling and drop in residual waste.

16.0 Recommendations

- The Executive Cabinet Member is recommended to approve the proposals as set out in this report for consultation purposes with trades unions, staff and stakeholders
- The Executive Cabinet Member is recommended to agree the changes to waste policies outlined in appendix 7, numbers 1, 4 and 6.

Appendix 1 – Greater Manchester Waste and Recycling Collection Services

Authority	Total recycling rate 2006/07	Total recycling rate 2007/08	Total recycling rate 2008/09	Total recycling rate 2009/10	Total recycling rate 2010/11	Total recycling rate 2011/12	Size of residual container	Frequency of service-residual waste
Stockport MBC	30.36%	35.37%	39.19%	41.43%	49.32%	62.62%	140 lt.	fortnightly
Trafford MBC	25.45%	28.00%	33.73%	44.42%	40.79%	49.21%	140 lt.	weekly
Oldham MBC	15.53%	20.04%	27.74%	36.66%	38.89%	41.01%	240 lt.	fortnightly
Wigan MBC	21.87%	26.34%	27.94%	32.89%	35.92%	34.38%	240 lt.	fortnightly
Tameside MBC	22.72%	27.09%	28.78%	33.69%	35.01%	39.23%	240 lt.	fortnightly
Greater Manchester WDA (MBC)	25.72%	29.27%	31.56%	33.70%	33.95%	36.79%	-	-
Salford City Council MBC	20.37%	23.86%	25.47%	32.17%	32.19%	36.33%	240 lt.	weekly
Rochdale MBC	18.69%	24.82%	32.93%	33.02%	30.28%	35.87%	240 lt.	fortnightly
Manchester City Council MBC	18.99%	21.56%	20.24%	18.81%	25.69%	34.00%	240 lt.	both
Bury MBC	22.96%	26.36%	26.87%	27.79%	24.26%	33.71%	240 lt.	fortnightly
Bolton MBC	29.24%	30.58%	30.55%	29.00%	24.24%	30.63%	240 lt.	weekly

Appendix 2 - Assumptions and Clarifications

The staffing numbers in this report start from the baseline of all current full time agency staffing numbers having been released (8 approx) and a smaller number of seasonal flexi hour variation posts when required (1-9) potentially for approx. 4 – 5 months of the year depending upon service demand and weather.
Levy forecasts have been predicted upon other Local Authorities “As Is” position. This position can change and the levy implications for Bolton change if for example another Authority introduces Managed weekly collections or further recycling initiatives that reduce their residual waste streams.
Some increased fly tipping should be anticipated with the introduction of Managed weekly collections however within Greater Manchester this has not been greatly reflected. A budget of £100k should be allocated in the first year for clean ups.
1 enforcement officer for 12 months and 0.5 Marcomms officer for introduction of any changes.
Full project plan for the proposal has been produced with EIA
Tonnage forecasting and therefore forecasted levy tonnage information has been obtained by utilising two other Greater Manchester neighbouring Authorities “full year” AW effects and Bolton’s own trend tonnage information over a number of years.
Our 13/14 position has been used in the proposal presented to highlight the savings that could be made in that year, there will be slight fluctuations according to tonnages/prices/ levy costs in different years but this is shown in our appendices.
All vehicle costing include 15% for servicing, breakdowns, other vehicle off road issues.
The proposal only includes frontline operational staffing numbers, back office staff levels have not been taken into consideration at this stage, however will be once implementation has commenced.
All staffing costs include 20% cover due to sickness and Annual leave entitlements.
The proposal includes an additional bin delivery vehicle as we expect a large increase in bin orders for at least the first year

Appendix 3- Financial Overview – Proposal – Managed Weekly collections with fortnightly food and garden and weekly food only

COLLECTION

Financial Year	Revenue Budget savings	Additional Staffing Budget (Non-operational) required	Additional Communications Budget required	Capital required	Recycling Rate
12/13	0	£97,126 (3)	£118,540	£537,000 (2)	
13/14	(£229,935) (1)	£0	£0	£0	41%
14/15	(£229,935) (1)	£0	£0	£0	
15/16	(£229,935) (1)	£0	£0	£0	

DISPOSAL

Financial Year	WDA Disposal Forecast and Budget	Total (Savings)/cost against WDA Forecast
2012/13	£19,306,000	0
2013/14	£22,969,000	-£2,418,481
2014/15	£24,101,000	-£2,552,723
2015/16	£24,662,000	-£2,554,064

Please note that all levy costs are subject to change if other Greater Manchester Authorities amend their figures

Full roll out in April/ May 2013 used for the purpose of this modelling

Notes:

- 1 Includes £150k for vehicle replacement programme
- 2 Includes food only capital £357k and 10,000 recycling and green bins £180k, please note increase in costs due to increase in prices
- 3 Includes 1 x enforcement officer for 1 year, 0.5 Project Manager for 1 year, 0.5 Marketing and Comms for 1 year, 2x Recycling Officers for 6 months, 1 x admin support for 6 months

Appendix 4 - Assumptions used in the financial calculations for collections and disposal

Option	Collection	Staffing and vehicles (Collection savings)	Assumptions tonnages & recycling rate (disposal savings)
Current	Domestic – weekly	21 vehicles 65 staff	541 kg/ household collected in 10/11
	Recycling – Co-mingled and pulpables – fortnightly both bins	12 vehicles 48 staff	72 kg/ household pulpables collected in 10/11 76kg/ household co-mingled collected in 10/11
	Green and food – fortnightly	Summer – 7 vehicles, 25 staff Winter – 6 vehicles, 14 staff	156 kg/ household collected in 10/11
Managed Weekly Proposal	Domestic - fortnightly	11 rounds, 13 Vehicles 39 staff More than half of staff and vehicles retained, as the bins would be heavier and would require extra tip trip	445kg/ household, tonnage based on kg/ per household figures from Oldham.
	Recycling – Co-mingled and pulpables – fortnightly both bins	11 rounds, 13 vehicles 53 staff Emptying 2 bins fortnightly – increased vehicles slightly from current as expect tonnages to rise, staffing remains same (driver plus 3 loaders)	97kg/ household pulpables, 93kg/ household co-mingled. Average of Rochdale and Oldham tonnage, same collection frequency
	Green and food – fortnightly green bins and weekly food only	Summer – 7 vehicles, 25 staff Winter – 6 vehicles, 14 staff Same vehicles and staff as current collection service, would expect tonnages to increase slightly but current rounds have capacity to accommodate extra tonnage 4 food only vehicles 11 food only staff Driver plus 2 loaders to cover 51,000 properties without a green bin service	195 kg/ per household, tonnage based on actual green waste tonnage for 10/11 and added tonnage for winter months (from 09/10 figures) as collections were suspended in 10/11. Also includes project tonnage for food in with garden. 55kg/ household for food only – based on a WRAP report on tonnages collected by other local authorities that have already implemented a food only scheme.

Appendix 5 – Staffing requirements for proposed Managed Weekly collection service

	Current staffing levels		Managed Weekly Proposal	
	Summer	Winter	Summer	Winter
Domestic	64	64	39	39
Recycling	48	48	53	53
Green	25	14	25	14
Food only	0	0	11	11
Deliveries	2	2	3	3
Trade	4	4	4	4
Skip	1	1	1	1
Assist	3	3	3	3
Totals	147	136	139	128
Permanent	118	118	118	118
Approx agency usage	29	18	21 (-8)	10 (-8)

Managed weekly bin collection: have your say

The proposal

The council is proposing to change the way it collects your rubbish, with the aim of recycling more and throwing away less.

This proposal will save £2.6 million mainly from waste disposal costs and ease the savings requirement on other services such as those for vulnerable adults and children.

We now want to ask for your views about the proposed changes illustrated in the diagram below:



Your views on the proposal

Q1 What are your views on the proposal?

The impact

Q2 What (if any) impact will the proposal have on your household?

Support

Q3 What can we do to help support you through the changes?

Alternative solutions

Q4 Can you think of any alternative solutions to address the issues faced by the waste and recycling service?

About you

So that we are able to analyse the impact of the proposal on different households, we would be grateful if you could answer the following questions. All the information below will remain confidential and will only be used to analyse your answers.

Q5 What kind of property do you live in? (tick one box only)

- | | | |
|--|--|--|
| <input type="checkbox"/> Detached house | <input type="checkbox"/> Bungalow | <input type="checkbox"/> Room only (sharing bathroom / kitchen / WC) |
| <input type="checkbox"/> Semi-detached house | <input type="checkbox"/> Flat / Maisonette | <input type="checkbox"/> Caravan / mobile home (permanently sited) |
| <input type="checkbox"/> Terraced house | <input type="checkbox"/> Bedsit / studio | |

Q6 What is your postcode?

Q7 What is the total number of people living in your house?

Q8 Does your household produce waste that includes disposable nappies or medical waste (e.g. incontinence pads) (tick one box only)

- ☐ Yes ☐ No

Q9 On which day is your waste / recycling collected? (tick one box only)

- ☐ Monday ☐ Tuesday ☐ Wednesday ☐ Thursday ☐ Friday

Q10 Is there at least one person in your household able to put the bins out for collection? (tick one box only)

- ☐ Yes ☐ No

Q11 Do you currently have assisted collection? (tick one box only)

- ☐ Yes ☐ No

Q12 What is your ethnic origin? (tick one box only)

- | | |
|---|--|
| <input type="checkbox"/> White British | <input type="checkbox"/> Black / African / Caribbean / Black British |
| <input type="checkbox"/> Other white | <input type="checkbox"/> Other ethnic group |
| <input type="checkbox"/> Mixed / multiple ethnic groups | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> Asian / Asian British | |

Q13 Do you currently have a.... (tick one box per row)

	Yes	No
Burgundy bin (glass, plastic bottles, cans)	<input type="checkbox"/>	<input type="checkbox"/>
Green box (glass, plastic bottles, cans)	<input type="checkbox"/>	<input type="checkbox"/>
Beige Bin (mixed paper and card)	<input type="checkbox"/>	<input type="checkbox"/>
Clear sack (mixed paper and card)	<input type="checkbox"/>	<input type="checkbox"/>
Green Bin (garden waste)	<input type="checkbox"/>	<input type="checkbox"/>
Food caddy (for food waste)	<input type="checkbox"/>	<input type="checkbox"/>

If you would like to order a burgundy bin, beige bin, green bin or food caddy please go to www.bolton.gov.uk/loverecycling , email wasteandrecycling@bolton.gov.uk or telephone 01204 336632 to request one.

Thank you. Please return your completed questionnaire in the pre-paid envelope provided by Friday 16 November 2012. You do not need a stamp.

Appendix 7 – Implementation Timetable

Policy Development Group	19 th September 2012
Executive Cabinet Member	19 th September 2012
Public Consultation	24 th September 2012 to 16 th November 2012
Consultation with Trades Unions and Staff	24 th September 2012 to 30 th November 2012
Report back to Executive Cabinet Member	December 2012 or January 2013
Target Implementation Date	April / May 2013

Appendix 8 - Proposed policy changes with the implementation of managed weekly collections

	Policy	Current	Proposed change	Comments
1	Missed bins - domestic	We currently do not go back for missed domestic bins but allow residents to put excess waste out on the following collection date. The only exception is the rural route where we return within 3 days.	To return for missed domestic bins within 48 hours	If domestic waste was only collected fortnightly it would not be acceptable for residents to wait for 4 weeks for a domestic waste collection.
2	Missed bins – recycling	We currently do not go back for missed recycling bins and will remove excess on their next collection date.	No change	
3	Missed bins - green	We currently return for missed green bins on the same day the following week	No change	
4	Missed bins – on street caddies	NA	To return for missed domestic bins within 48 hours	If food was not collected it would not be acceptable to residents to wait for 2 weeks for a collection
5	Closed lids	Lids must be closed and crews will not empty the bin if it is more than 45 degrees open for health and safety reasons. A sticker informing the resident why the bin was not emptied is placed on the bin.	No change	There may need to be some flexibility with this policy for the first few weeks as long as the bin is not unsafe to empty.
6	Side waste	Side waste is not collected on the domestic service but recycling would be collected if presented in a clear plastic bag.	New Policy	In the first few weeks it is proposed that there would be a mop up team collecting side waste with a Recycling Officer speaking to residents about managing their waste. New side waste policy: <ol style="list-style-type: none"> 1) Sticker on bin and take excess waste 2) Recycling officer visit 3) Hand over to Education & Enforcement team
7	Extra bins	If a resident phones to request an additional bin then the CSO will first of all check to see if they are recycling and then ask questions to check they meet the criteria for gaining an extra	No change	Extra resources in the recycling team will be required prior to the implementation of the managed weekly scheme and for the first few months.

		bin. If they are not recycling then they will order some recycling containers to be delivered. If they are recycling and they meet the criteria then a waste audit pack is sent out for completion including a waste diary. A recycling officer will then visit the household to assess the need for an extra bin. If an extra bin is required then a 140 litre bin is provided.		
8	Assisted Collections	If a resident phones up to request an assisted collection the CSO will ask various questions and if they meet the criteria then they will be provided with an assisted collection service. If they don't meet all of the criteria then a Team Leader will pay a visit to the resident to assess their need.	No change	The volume of requests for assisted collections may increase due to heavier bins.
9	Contamination	The crews check all recycling and green bins before emptying them and if they are contaminated then they will put a sticker on the bin informing the resident why they could not empty it and it is reported via the in cab technology. If the bin is contaminated for a 2 nd time a recycling officer either pays a visit or sends a letter. If the bin is reported contaminated for the 3 rd time then it is removed.	No change	With a large amount of households new to recycling participating in recycling there may be more issues with contamination which will require more resources to deal with.
10	Recycling boxes and bags	Currently boxes and bags are offered as alternatives to the 240 litre containers for recycling.	It is proposed that boxes and bags are no longer proactively offered	Some residents with space issues may find it a problem finding room for the large 240 litre recycling containers and will be offered smaller 140 litre bins.

Equality Impact Assessment Part 1: Screening Form

Title of report or proposal:
Managed Weekly Waste Collections

Department:	Environmental Services
Section/SIAP unit:	Waste and Fleet Management
Date:	

This report is for decision and is therefore subject to an Equality Impact Assessment. The following questions have been completed to ensure that this proposal, procedure or working practice does not discriminate against any particular social group. Details of the outcome of the Equality Impact Assessment have also been included in the main body of the report.

Equality Impact Assessment Questions

1. Describe in summary the aims, objectives and purpose of the proposal, including desired outcomes:

The aim of this project is to increase Bolton's recycling rate, ensure that Bolton's waste streams are dealt with in a more sustainable manner, reduce the residual waste collected and landfilled and therefore reduce increasing pressure on Council's waste disposal costs. The community strategy sets out an aim to increase recycling by 5% which this project will help achieve.

The new waste collection service for the residents of Bolton will include:

Domestic Waste	Fortnightly collection of 240l domestic waste bin
Recycling	Fortnightly collection of both recycling 240l bins
Food and Garden Waste	Fortnightly mixed food and garden waste collections to properties with gardens
Food Only	Weekly food waste collection service to households without a green bin service

The main changes to the waste collection services are reducing domestic collections from weekly to fortnightly and at the same time introducing a weekly food waste service to households without a green bin service. Evidence from other Greater Manchester boroughs who have introduced similar waste

collection regimes has shown a significant drop in the amount of residual waste collected and a corresponding increase in recycling. If Bolton follows this pattern then a predicted £2.4m of savings would be made on the Council's waste disposal costs in addition to the collection savings. This would make a significant contribution towards delivering the Council's overall budget savings required in 2013-15.

2. Who are the main stakeholders in relation to the proposal?

The following stakeholders have been identified:

- Operational waste management staff
- Back office waste management staff
- All residents in Bolton who receive a spectrum of waste collection activities
- Greater Manchester Waste Disposal Authority
- Other partner Greater Manchester local authorities
- Local faith groups
- Elected Members
- Waste and Resources Action Programme (WRAP)
- Department for Environment Food and Rural Affairs (DEFRA)
- Area forums
- Access Bolton staff
- Bolton Community Housing
- Carers
- Bolton Accredited and Registered Landlords Organisation (BARLO)
- Bolton's Affiliation of Tenants and Residents Associations (BATRA)
- Agency Staff

3. In summary, what are the anticipated (positive or negative) impacts of the proposal?

Under national equality legislation, the council must have due regard to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups of people
- Foster good relations between different groups of people

As a universal service, the proposed move to managed weekly collections would affect all users of the doorstep waste and recycling service, as all users would see a change in their service. However, there may be particular impacts for some groups which would need to be managed appropriately, in order to ensure that the managed weekly doorstep service is accessible for Bolton's diverse communities. These impacts are set out below.

Positive

- Increase in Bolton's recycling rate which will help us to achieve the 5% target set out in the community strategy, and have a positive impact on environmental sustainability
- Reduction in the amount of waste being sent to landfill, which will have a positive environmental impact
- To remove increased tonnage of biodegradable food waste from residual waste stream
- Reduce the Authority's increasing disposal costs, by reducing the waste sent to landfill
- It is not envisaged that any permanent operational staff will be made redundant with this proposal

Negative

- Residents may find it difficult at first to adjust to the new collection regimes, so communications will need to be as thorough as possible.
- Some residents in terraced properties or flats may have inadequate storage space for additional recycling containers and so consideration for these residents will have to be taken into account, particularly if they have large families. Communal, shared facilities may be considered
- Residents may not like to separate their food waste
- There is a 'perception' that storing food waste separately increases odours and pests
- Larger families, especially those with children in nappies, may have difficulty managing their waste with fortnightly residual collections so consideration will be given to these
- It is likely that agency staff employed by the waste service will be affected by these changes as the service will not require as many regular agency workers

4. With regard to the stakeholders identified above and the diversity groups set out below:

	Is there any potential for (positive or negative) differential impact?	Could this lead to adverse impact and if so what?	Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group, or for any other reason?	Please detail what measures or changes you will put in place to remedy any identified adverse impact
Race	Communications – some residents who do not use English as their first language may find it difficult to understand the changes to their waste service	Yes these residents may not understand the changes to the service. This could result in collection days being missed, or contamination of the recycling bins with the wrong waste	No – it will be necessary to make sure that the proposed changes are effectively communicated to all of Bolton's diverse communities	Public consultation will be undertaken on the proposals. Specific engagement will be undertaken with community groups and faith groups, to ensure that the proposed changes are effectively communicated
Religion	No specific impacts in relation to religion have been identified at this time	No specific impacts in relation to religion have been identified at this time	No specific impacts in relation to religion have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration
Disability	Bins may be heavier which may mean that they are harder to manoeuvre for older or disabled residents Some residents may find it difficult to manoeuvre their food waste bin onto the street for collection Some residents may be unable to empty their kitchen caddy into their on street food caddy regularly enough	Yes some residents may find it difficult to put their bin out for collection	As part of its strategy for delivering its budget, the council has sought to make savings from universal services, in order to offer a degree of protection for services for the borough's most vulnerable people. However, it will be necessary to consider the particular needs of people who have a disability, as set out in the next column	Assisted bin collections will be offered for eligible customers. Extra Recycling Officer resources will be put in place to assess the need for assisted collections if requested due to an anticipated increase in requests. In addition, feedback from the consultation will be used to inform the final proposals

Gender (including gender reassignment)	No specific impacts in relation to gender have been identified at this time	No specific impacts in relation to gender have been identified at this time	No specific impacts in relation to gender have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration
Age	Residual Bins will be heavier which may mean that they are harder to manoeuvre for older or disabled residents	Yes some residents may find it difficult to put their bin out	As part of its strategy for delivering its budget, the council has sought to make savings from universal services, in order to offer a degree of protection for services for the borough's most vulnerable people. However, it will be necessary to consider the particular needs of older people who may have difficulty putting their bin out, as set out in the next column	Assisted bin collections will be offered for eligible customers. Extra Recycling Officer resources will be put in place to assess the need for assisted collections if requested due to an anticipated increase in requests. In addition, feedback from the consultation will be used to inform the final proposals
Sexuality	No specific impacts in relation to sexuality have been identified at this time	No specific impacts in relation to sexuality have been identified at this time	No specific impacts in relation to sexuality have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration
Caring status (including pregnancy & maternity)	Households with young children in nappies or with adults with medical needs may not have enough capacity in their residual container. In addition they may be concerned about this waste being collected every 2 weeks due to potential odours. Furthermore, pregnant	Potentially not enough storage capacity and potential for unpleasant odours due to this waste being stored for 2 weeks	As part of its strategy for delivering its budget, the council has sought to make savings from universal services, in order to offer a degree of protection for services for the borough's most vulnerable people. However, it will be necessary to consider the particular needs of families with caring responsibilities who may have difficulty putting their bin out, as set out in the next column	Waste audits, which involve a visit from a recycling officer to assess the household's waste and recycling capacity, would be conducted for larger families with children in nappies and adults with medical needs. Households that are recycling as much as possible and still unable to cope with the reduced residual waste collections will be

	women may find it difficult to manoeuvre heavy bins.			<p>offered an additional residual container.</p> <p>Free nappy bags could be made available on request to help reduce odours available from the One Stop Shop.</p> <p>Education programme on how to reduce, reuse and recycle your waste</p> <p>In addition, feedback from the consultation will be used to inform the final proposals</p>
Marriage and civil partnership	No specific impacts in relation to marriage and civil partnership have been identified at this time	No specific impacts in relation to marriage and civil partnership have been identified at this time	No specific impacts in relation to marriage and civil partnership have been identified at this time	Anything relevant to this area raised in the consultation process will be taken into consideration
Socio-economic	Households with large families living in smaller terraced houses may have difficulty managing their waste due to lack of storage space and higher than average waste production. This is likely to be of particular relevance to households in deprived areas, where there is higher density of housing	<p>These households may find it difficult to manage their waste with a fortnightly residual waste collection without increased education on how to recycle effectively.</p> <p>In addition, there may be an increase in litter and/or fly tipping if households do not increase their recycling as a result of the changes</p>	<p>As part of its strategy for delivering its budget, the council has sought to make savings from universal services, in order to offer a degree of protection for services for the borough's most vulnerable people.</p> <p>Potential ways to mitigate the impact on households in deprived communities are set out in the next column.</p>	<p>Mitigating measures proposed:</p> <ul style="list-style-type: none"> - Large family waste audits to give households additional capacity if required - Smaller recycling receptacles such as boxes, bags, 140 litre containers could be made available to households that have

	<p>Households without the use of a car may not be able to use the Household Waste Recycling Centres to take additional waste</p> <p>During festive periods there would be a bigger impact on this group</p>			<p>insufficient storage space.</p> <ul style="list-style-type: none"> - Possible communal recycling facilities - Recycling education programme including door knocking in low participation areas <p>In addition, feedback from the consultation will be used to inform the final proposals</p>
Other comments or issues	<p>Overall impact on the borough – there may be a general increase in complaints from residents who are unhappy with the fortnightly residual collection and the implementation process. The mitigation for this is a good communication campaign to explain the benefits of the new collection arrangements. There will be constant monitoring after implementation to understand how well the new way of operating is bedding in (missed bins, crews managing to complete their rounds etc).</p> <p>Health – there is a perception around environmental health issues regarding the collection of food waste in the summer – food waste caddies will be collected weekly and liners will be provided to residents to cut down on odours and pests</p> <p>Operational Staff – it is envisaged that containers will be heavier on domestic and recycling rounds and therefore additional training will be given to staff to ensure they are handling the containers correctly. In addition it is probable that there may be an increased number of assisted collections due to the weight of the bins which will mean more work for the crews; this will be accounted for in the redesign. There will be less rounds available in the new service which will mean that some drivers will not have a dedicated round. The managed weekly proposal would not require any reduction in the permanent staff, but would mean a reduction in the number of agency staff working for the Council.</p> <p>Policy Changes – operational processes will be reviewed on completion of the consultation process</p> <p>Call centre staff – it is likely that the call centre will experience higher than normal call volumes especially in the initial implementation phases. Additional staff will be required during this busy period to cover the phones in order to ensure that customers' queries are dealt with.</p>			

	<p>Festive periods – households normally produce additional waste during festive periods and this may be when many households struggle to cope with the reduced capacity – additional waste can be taken to the Household Waste Recycling Centres</p>
<p>Please provide a list of the evidence used to inform this EIA, such as the results of consultation, service take-up, service monitoring, surveys, stakeholder comments and complaints where appropriate.</p> <p>If you have undertaken consultation as part of the proposal, the consultation manager will upload it on to the corporate database.</p>	<p><i>Evidence used:</i></p> <ul style="list-style-type: none"> • <i>Waste tonnage information – waste data flow</i> • <i>Projected tonnages for 12/13 onwards if we did not change collection regime</i> • <i>Waste levy model – used to project disposal savings</i> • <i>Actual tonnages from other boroughs who have managed weekly collections</i> • <i>Data from previous implementation of managed weekly collections in Bolton</i> • <i>In cab technology data</i> • <i>WRAP reports</i> • <i>Recycling participation monitoring exercise March 12</i>

5.a Are there any gaps in your evidence or conclusions that make it difficult for you to quantify the potential adverse impact?

This project assumes that households will be encouraged to change their behaviour as a result of the cycle change. This has been proven to occur as other Local Authorities have adopted similar changes. Recycling has been proven to increase as a result of reduced domestic waste capacity. Other local authority areas that have already gone alternate weekly have shown this to be the case however if behaviour does not change enough in Bolton we may initially see more fly tipping and recycling bin contamination issues which would subsequently have to be addressed.

5.b If so, please explain how you will explore the proposal in greater depth or please explain why no further action is required at this time.

Further study on behaviour change in other areas as a result of alternate weekly collections. Advice will be sought from Waste Resources Action Programme (WRAP). In addition, public consultation on the proposals will be undertaken, and will be used to inform the final proposals.

You may wish to consider undertaking secondary data analysis, further consultation or research or investigating best practice. If you are planning to undertake further consultation or research as a result of this EIA, please contact the Consultation Manager on ext. 1083.

This EIA form and report has been checked and countersigned by the Departmental Equalities Officer before proceeding to Executive Member(s)

Please confirm the outcome of this EIA:

No major impact identified, therefore no major changes required – proceed	<input type="checkbox"/>
Adjustments to remove barriers / promote equality (mitigate impact) have been identified – proceed	<input checked="checked" type="checkbox"/>
Continue despite having identified potential for adverse impact/missed opportunities for promoting equality – this requires a strong justification	<input type="checkbox"/>
Stop and rethink - the EIA identifies actual or potential unlawful discrimination	<input type="checkbox"/>

Report Officer

Name: Donna Ball

Signature: _____

Date and Contact No: _____

Departmental Equalities Lead Officer

Name: Angela Lunt

Signature: _____

Date and Contact No: _____

Appendix 10 – Managed Weekly Communications Plan

Waste and Fleet VFM Programme

Waste Minimisation, Increasing Recycling and Decreasing Contamination

No	RAG	Done	Activity	Assigned to
			Councillor and Management	
	0%	<input type="checkbox"/>	Submit Report to Director and Assistant Director of Waste and Fleet	
	0%	<input type="checkbox"/>	Take report to PDG	
	0%	<input type="checkbox"/>	Provide workshops for Councillors	
	0%	<input type="checkbox"/>	Leading up to introduction provide councillors with weekly updates	
	0%	<input type="checkbox"/>	For first month of new service provide daily updates to councillors and management	
		<input type="checkbox"/>	Consultation with Waste and Recycling	
	0%	<input type="checkbox"/>	Send letter to crews	Waste
	0%	<input type="checkbox"/>	Advise Waste staff of change in service - letter and big briefing	Waste
	0%	<input type="checkbox"/>	Updates in monthly Bulletin	Waste
	0%	<input type="checkbox"/>	Provide workshops to waste and fleet	Waste
	0%	<input type="checkbox"/>	Polish maps	Waste
		<input type="checkbox"/>	Consultation with residents	
	0%	<input type="checkbox"/>	Draft Consultation	All
	0%	<input type="checkbox"/>	Agree questions	All
	0%	<input type="checkbox"/>	Publish Consultation	Marcomms
	0%	<input type="checkbox"/>	Promote via phone lines in one stop shop	Marcomms
	0%	<input type="checkbox"/>	Promote on the OSS screens	Marcomms
	0%	<input type="checkbox"/>	Upload onto website	Marcomms
	0%	<input type="checkbox"/>	Consultation in Scene	Marcomms
		<input type="checkbox"/>	Communication within Council	
		<input type="checkbox"/>	Contact Centre	
	0%	<input type="checkbox"/>	Advise contact centre of change in service	Waste
	0%	<input type="checkbox"/>	Provide training to contact centre	Waste
	0%		Arrange training for Access Bolton Floorwalkers	Waste
	0%		Provide support to contact centre	Waste
	0%		Provide updates with contact centre	Waste
		<input type="checkbox"/>	Unions	
	0%	<input type="checkbox"/>	Advise unions of change in service	Waste
	0%	<input type="checkbox"/>	Regular updates	Waste
		<input type="checkbox"/>	Enforcement Team	
	0%	<input type="checkbox"/>	Advise Enforcement of change in service	Waste
		<input type="checkbox"/>	Neighbourhood Managers	
	0%	<input type="checkbox"/>	Advise Enforcement of change in service	Waste
		<input type="checkbox"/>	Bolton at Home	
	0%	<input type="checkbox"/>	Advise Enforcement of change in service	Waste

	<input type="checkbox"/>	Green liaison officers	
0%	<input type="checkbox"/>	Advise green liaison officers	Waste
	<input type="checkbox"/>	All Staff	
0%	<input type="checkbox"/>	Global emails	Marcomms
0%	<input type="checkbox"/>	Information in Bob	Marcomms
0%	<input type="checkbox"/>	Information on intranet	Marcomms
	<input type="checkbox"/>	Communication with Residents - Food only roll out	
0%	<input type="checkbox"/>	Letter to residents	Marcomms
0%	<input type="checkbox"/>	To inform residents of food waste collections	Marcomms
0%	<input type="checkbox"/>	To include opt out of green caddy	Marcomms
	<input type="checkbox"/>	Delivery of letter to resident	Marcomms
0%	<input type="checkbox"/>	A5 4PG leaflet - 10 versions	Marcomms
0%	<input type="checkbox"/>	To include why the change	Marcomms
0%	<input type="checkbox"/>	What can be recycled	Marcomms
0%	<input type="checkbox"/>	Collection dates (10 Versions)	Marcomms
0%	<input type="checkbox"/>	Delivery of caddy and leaflet (includes caddy, liners and leaflet)	Waste
0%	<input type="checkbox"/>	Opt out of food caddies containers	Web
0%	<input type="checkbox"/>	Online	Web
0%	<input type="checkbox"/>	Link to opt out	Web
0%	<input type="checkbox"/>	Lagan	OSS
0%	<input type="checkbox"/>	Option to opt out	OSS
0%	<input type="checkbox"/>	Door knocking to residents to increase participation	Waste
	<input type="checkbox"/>	Communication with Residents - Managed weekly	
0%	<input type="checkbox"/>	A5 leaflet	Marcomms
0%	<input type="checkbox"/>	To include why the change	Marcomms
0%	<input type="checkbox"/>	What can be recycled	Marcomms
0%	<input type="checkbox"/>	Collection dates (20 Versions)	Marcomms
0%	<input type="checkbox"/>	Delivery of leaflet to households	Waste
	<input type="checkbox"/>	Communication with all Residents	
		Media Liaison	
0%	<input type="checkbox"/>	Press briefing on proposals	Marcomms
0%	<input type="checkbox"/>	Press statement	Marcomms
0%	<input type="checkbox"/>	Replying to press enquiries	Marcomms
0%	<input type="checkbox"/>	Vehicle signage	Marcomms
0%	<input type="checkbox"/>	Promote the change on the side of waste and recycling vehicles	Marcomms
0%	<input type="checkbox"/>	Promote what can be recycled in the containers	Marcomms
0%	<input type="checkbox"/>	Area Forums	Waste
0%	<input type="checkbox"/>	Arrange and attend area forums	Waste
0%	<input type="checkbox"/>	Emails	Waste

0%	<input type="checkbox"/>	Provide residents who have provided their emails for the reward and recognition funding with information	Waste
0%	<input type="checkbox"/>	Information points	
0%	<input type="checkbox"/>	Displays in One stop shop	Waste
0%	<input type="checkbox"/>	Information on OSS Screens	Marcomms
0%	<input type="checkbox"/>	Arrange displays at libraries and other Access points	Waste
0%		Sound bites for Access Bolton	Waste
0%	<input type="checkbox"/>	Road shows	Waste
0%	<input type="checkbox"/>	Set up road shows throughout Bolton	Waste
0%	<input type="checkbox"/>	Attend Road shows throughout Bolton	Waste
0%	<input type="checkbox"/>	Bolton Scene	Marcomms
0%	<input type="checkbox"/>	Advert in Bolton Scene	Marcomms
0%	<input type="checkbox"/>	Social networking sites	Marcomms
0%	<input type="checkbox"/>	Provide regular updates and information on twitter and Facebook	Marcomms
0%	<input type="checkbox"/>	Website	Waste
0%	<input type="checkbox"/>	Update webpages	Waste
0%	<input type="checkbox"/>	Update collection information for residents	Waste
0%	<input type="checkbox"/>	Have a web banner	Marcomms
0%	<input type="checkbox"/>	Information on front page of website	Marcomms
0%	<input type="checkbox"/>	DO it online	Web
0%	<input type="checkbox"/>	Order recycling containers on line	Web
0%	<input type="checkbox"/>	Report missed collections	Web
0%	<input type="checkbox"/>	Order bulky collections	Web
0%	<input type="checkbox"/>	Order and pay for grey bins (lost, damaged or stolen)	Web
0%	<input type="checkbox"/>	Request an extra grey bin for large families	Web
0%	<input type="checkbox"/>	Report damaged containers	Web
0%	<input type="checkbox"/>	Complaints	Waste
0%		Draft letters for complaints	Waste
		Partnership and Joint Working	
0%		GMWDA	Waste
0%		Advise WDA of change in service	Waste
0%		Work with the WDA	Waste
0%		Bolton News	Marcomms
0%		Set up regular meeting with Bolton News	Marcomms
0%	<input type="checkbox"/>	Stronger communities partnership	Waste
0%	<input type="checkbox"/>	Neighbourhood Managers	
0%	<input type="checkbox"/>	Faith Leaders Forum	Waste
0%	<input type="checkbox"/>	Advise Faith Leaders Forum of change in service	Waste