

BRISTOL CITY COUNCIL

Neighbourhoods Scrutiny Commission

23rd November 2015

Report of: Alison Comley, Strategic Director Neighbourhoods

Title: Waste Strategy Update – Phase 1 Summary

Ward: Citywide

Officer Presenting Report: Kay Russell, Strategic Planning Manager,
Business Change

Contact Telephone Number: 0117 903 7369

RECOMMENDATION

This item is for information – to keep Scrutiny members up to date on progress on the refresh of the 2009 Waste and Streetscene Strategy.

Summary

This report outlines activity undertaken as part of Phase 1 of the Strategy refresh. In brief, Phase 1 has concentrated on updating standard sections of the strategy, such as the key policy and legislative drivers, demographic data (where relevant) and links to other key Council documents, such as the Corporate Plan.

Evidence of best practice from the UK and worldwide on aspects of waste, streetscene and resource management and the strategies that underpin such activity has also been collated and will be used to inform later stages of the development of the strategy.

The significant issues in the report are:

Primarily section 4 – Context (pages 2-6 of this report). See also Appendix 1, section 5 (pages 14-15 of this report) for further detail on the timescale.

1. Policy

Bristol currently has a Waste and Streetscene Strategy, written in 2009, this report outlines progress being made to update and refresh the Strategy.

Consultation

2. Internal

None for this report. The Strategy refresh is being undertaken by officers in consultation with Scrutiny and the evidence gathered from two recent Waste Inquiry Days will feed into the revised Strategy. There will also be consultation with a range of internal stakeholders from other service areas such as Enforcement, Sustainability, Housing, Caretaking, Highways, Planning, Economic Development, Crime and Substance Misuse and Resilience.

3. External

None for this report, though part of the evidence base examined for the Strategy refresh will be feedback on waste and streetscene services that was generated when each of the 14 Neighbourhood Partnership areas drew up their key priorities as part of their Neighbourhood Plans. There will also be consultation with a range of external stakeholders as the Strategy develops, such as with representatives of Bristol Waste Company, Bristol Energy Company, the Chair of the Green Capital Resources Group, representatives from Department for Environment, Food and Rural Affairs (DEFRA), WRAP, Eunomia, Waste Consulting Ltd.

4. Context

- 4.1 Phase 1 of the Strategy refresh aimed to update and refresh standard sections in the existing report, such as the key policy and legislative drivers, demographic data (where relevant) and links to other key Council documents, such as the Corporate Plan. Evidence of best practice from the UK and worldwide on aspects of waste, streetscene and resource management and the strategies that underpin such activity has also been collated and will be used to inform later stages of the Strategy refresh.
- 4.2 The draft working title for the strategy is currently 'Waste and Resource Management Strategy'. It was felt that just simply calling it a 'Resource Strategy' may give people the impression it was related to Human Resources.

4.3 The policy and legal framework has been updated to reflect changes since 2009. For example, the EU is currently undertaking a review of Waste Policy and Legislation. The aim of the review is to help turn Europe into a 'circular economy', boost recycling, secure access to raw materials and create jobs and economic growth. The proposals are not yet finalised, but they do indicate a number of ambitious targets:

- Recycling and preparing for re-use of municipal waste to be increased to 70% by 2030;
- Recycling and preparing for re-use of packaging waste to be increased to 80% by 2030, with material-specific targets set to gradually increase between 2020 and 2030 (to reach 90% for paper by 2025 and 60% for plastics, 80% for wood, 90% of ferrous metal, aluminium and glass by the end of 2030);
- Phasing out landfilling by 2025 for recyclable (including plastics, paper, metals, glass and bio-waste) waste in non-hazardous waste landfills – corresponding to a maximum landfilling rate of 25%;
- Measures aimed at reducing food waste generation by 30% by 2025;
- Improving traceability of hazardous waste;
- Increasing the cost-effectiveness of Extended Producer Responsibility schemes by defining minimum conditions for their operation;
- Simplifying reporting obligations and alleviating burdens faced by small and medium-sized enterprises (SMEs);
- Improving the reliability of key statistics through harmonised and streamlined calculation of targets.

The final outcome of this review will, of course, have implications for the longer term ambitions of the Waste & Resource Management Strategy.

4.4 The section on the demographic profile of the city has also been updated and a section added which gives further explanation of what is meant by 'the circular economy'.

4.5 The refresh has revised its links to other key strategies, such as the Council's Corporate Plan. The latest Corporate Plan highlights six priority areas which are linked to the Mayor's vision for Bristol:

- Healthy and Caring Bristol
- Keep Bristol Moving
- Global Green Capital
- Keep Bristol Working and Learning
- Building Successful Places
- Vibrant Bristol

4.6 These priorities are underpinned by three cross-cutting themes:

- Addressing Inequalities of health, wealth and opportunity in the city
- Active Citizens who play an active role in the life of the city
- Empowered City which is in control of its own future and where governance fits the mayoral model.

4.7 The Waste and Resource Management Strategy has links to the 'Global Green Capital' priority of the Council's Corporate Plan, which has broader aims than just focusing on specific activities planned for the city in its European Green Capital year. It also looks to the future, with ambitions to further develop the green economy within the city. A resource based approach to waste can undoubtedly make a contribution to this goal. For example, the Green Alliance has estimated that keeping just five materials (Wood, Textiles, Electronics, Food, and Plastics) out of landfill each year could create 47,500 jobs across the UK and also save emissions, equivalent to that generated by 2.7m homes¹.

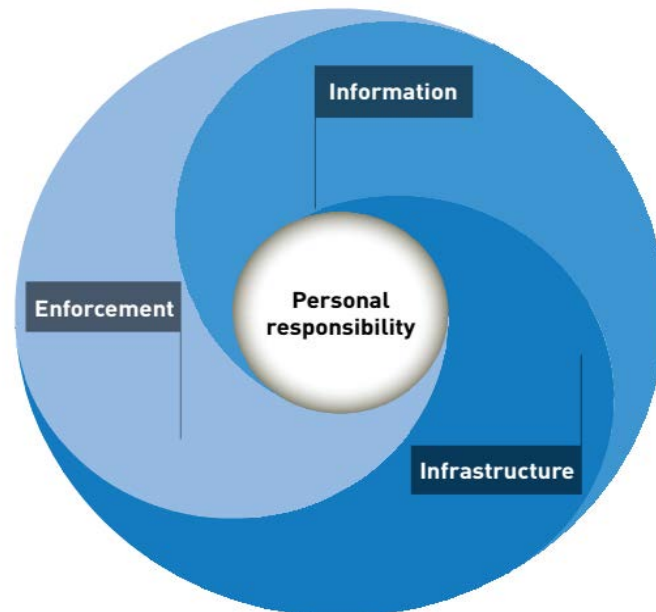
4.8 There are also links to priorities such as 'Healthy and Caring' and 'Building Successful Places'. In recent years there has been a growing acknowledgement that the quality of the built environment and its sustainability (both of which are impacted on by waste and streetscene services) are key factors contributing to individual health and wellbeing and also to perceptions about individual neighbourhoods (and the city itself), which in turn can influence whether or not people (and businesses) choose to relocate to Bristol.

4.9 The cross-cutting theme of 'active citizenship' is also relevant to waste and streetscene services. The local authority (and its contracted partners) provides the infrastructure to ensure a clean and litter free environment, as well as information and advice on waste and streetscene services. Ultimately, the local authority can also take enforcement action against those who continue to offend. However, it is people who create and discard waste, whether at home or in the workplace. Keeping the local environment free of refuse, litter and graffiti is as dependent on the personal responsibility of Bristol residents as it is on the enforcement of regulations.

4.10 The refresh of the existing strategy provides an opportunity to reinforce the message that waste is everyone's responsibility. The Zero Waste Scotland campaign has sought to encourage personal responsibility through three intervention themes: information (eg. promoting re-use and repair, using media to highlight the effect of litter and flytipping on

¹ See <http://www.backbench247.com/wp-content/uploads/2014/04/Green-Alliance-More-jobs-less-carbon.pdf>

people and wildlife, reviewing the public reporting mechanism to support people who wish to take action against flytipping) infrastructure (eg. increasing facilities in public places such as 'Recycle on the Go', working with businesses and designers to prevent materials from becoming litter) and enforcement (eg. an increase the fixed penalties for litter and flytipping, from £50 each to £80 and £200 respectively, better training for enforcement officers).



Source: *Zero Waste: Towards A Litter Free Scotland*

4.11 Others, like the West London authorities, have adopted what is known as the '4Es Model':

- **Enable** - Make it easier. A choice cannot be made if someone doesn't know there is a choice, if they don't know what to do or if what they need to do is unavailable
- **Encourage** - Give the right signals. Positive incentives or penalties could be used including price, peer pressure, tax, regulation, funding etc
- **Engage** - Get people involved. Change cannot be delivered by others, an individual has to make a decision to act differently. Individuals need to take responsibility for their actions and this is more likely to happen when they are engaged with what is being done.
- **Exemplify** - Show that you are doing what you want others to do. Take the lead in your community and set an example.

4.12 Looking at best practice will continue throughout the refresh process. This initial phase has concentrated mostly on the collation of evidence. More work remains to be done in terms of examining the viability of some proposals and examining the local context. Cities in Europe often

enjoy greater devolved powers than UK cities and a number have also been aided by legislation passed at the national level. Sweden, for example, is a world leader terms of recycling (with only around 1% of waste going to landfill). In addition to its extensive use of Waste-to-Energy (WTE) plants, Swedish law makes producers responsible for handling all costs related to collection and recycling or disposal of their products. Rules introduced in the 1990s incentivized companies to take a more proactive, eco-conscious role about what products they take to market. In brief, Sweden's current position is the result of activities/interventions that were developed over many years.

- 4.13 Direct comparisons with the strategies of other local authorities has been slightly hindered by the fact that few other authorities have both waste and streetscene services within the same strategy. Depending on the departmental structure of the local authority concerned, streetscene services will either have a separate strategy or be aligned with other services such as parks/green spaces.
- 4.14 Phases 2 and 3 of the Strategy refresh will run concurrently and cover stakeholder engagement, development of the Strategy and accompanying action plans and the appraisal of options. The attached scoping plan (Appendix 1) outlines the work to be undertaken next and has been updated since officers previously came to Scrutiny.

5. Timetable

- 5.1 The DEFRA guidance on the production of Waste Strategies states that strategies should consider:
- Where are we today? (the current situation as regards waste management)
 - Where do we want to get to and when? (the objectives for how waste will be managed more sustainably in the future)
 - What do we need to do to get there? (the actions which are planned to achieve the objectives)
- 5.2 Information is currently being compiled with regard to Bristol's current position, including comparisons with other core cities. The information from the Scrutiny Inquiry days and the Neighbourhood Partnerships will help inform the section on 'where do we want to get to and when' (the objectives for the future). An initial draft of the high level strategy will be completed towards the end of November 2015 and will be considered by a range of stakeholders (see Consultation sections 2 and 3 of this report).

Actions around 'what do we need to do to get there' (specifically the action plans required to take the objectives forward) will require

additional work and work on these will take place between January and early June 2016.

More detail on the timetable for completion is included in section 5 of the attached Appendix 1: Scoping Plan: Developing a Waste and Resource Management Strategy (pages 14-15).

6. Public Sector Equality Duties

- 6a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.
- 6b) The public sector equality duties will be relevant to this work programme and will be considered as part of the planning for individual pieces of work. As the strategy is developed an equalities impact assessment will be undertaken as part of the process.

Legal and Resource Implications

Legal

None for this report

Financial

(a) Revenue

None for this report

(b) Capital

None for this report

Land

Not applicable

Personnel

Not applicable

Appendices:

Appendix 1: Scoping Plan: Developing a Waste and Resource Management Strategy

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Appendix 1:

• Scoping Plan: Developing a Waste and Resource Management Strategy

Subject: Updating the 2009 Waste and Streetscene Services Strategy: Developing a Waste and Resource Management Strategy

Date: 04 November 2015

Contact: Kay Russell, Strategic Planning Manager, Policy, Strategy & Communications/
Pam Jones, Service Manager, Environment and Leisure Operations

1. Aim

To outline the scope of the work to update the 2009 Waste and Streetscene Services (headline) Strategy.

2. Purpose

There is a need to revisit the 2009 Strategy with a view to informing the future direction of travel for the local authority's Waste and Streetscene services. There is also a need to refresh the waste strategy in the light of wider changes taking place both nationally and locally. This includes any changes in EU/UK Waste legislation that have taken place since the last strategy, local demographic change and ongoing budget pressures faced by the Council. It will also need to incorporate any future expectations of national changes and government changes in measurement of waste and potential targets.

3. Defining the Task

An initial outline of the project was taken to Neighbourhoods Scrutiny Commission in September 2015. It was suggested that there would be a continued focus on the key themes set out in the 2009 Strategy but with an increased emphasis on the issues that had been raised at Inquiry Days as well as during the completion of Neighbourhood Plans by the Neighbourhood Partnerships. The strategy will:

- keep the same overall goals (waste minimisation and maximising recycling, repair and re-use) and
- take into account more recent developments, such as the establishment of the Bristol Waste Company and the Bristol Energy Company, the Council's status as European Green Capital and the outcomes from the Green Capital Resources Group, Neighbourhoods and Place Scrutiny Inquiry Days which are summarised below in Phase 1 of our approach.

In addition, the strategy will be followed up with:

- Detailed analysis in options appraisals
- 'A route map' showing how objectives will be achieved; with
- Further detail, especially for the short term, in Action Plans.

4. Strategy Refresh Process

We will follow Department of Environment, Food and Rural Affairs (DEFRA) guidance, and consider:

- Where are we today? (the current situation as regards waste management)
- Where do we want to get to and when? (the objectives for how waste will be managed more sustainably in the future)

- What do we need to do to get there? (the actions which are planned to achieve the objectives)

In brief, reviewing and refreshing the existing Waste strategy can be broken down into four phases.

➤ **Phase 1 – Scoping/Information Gathering and Best Practice**

Factual data within the existing 2009 strategy is now being updated to reflect the current position. This includes looking at changes in demographic information and legislation. Officers are reflecting how the context has changed since the previous strategy through, for example, examining any changes in waste related legislation at EU and UK level.

Locally, consultation has been undertaken with Neighbourhood Partnerships when each area developed their Neighbourhood Plans. Each of the 14 partnership areas developed an 'environment theme' in which comments on waste and streetscene services were summarised. This will be used to help inform the Strategy and action plans.

In addition, this phase has started to look at current legislative and policy challenges, including the Waste Directive Framework, and at the most promising ways to address them through reference to best practice from elsewhere in the UK, Europe and worldwide. Our research and the development of our draft strategy will include looking at current practice and achievements in the Core Cities, our neighbouring local authorities and specific others where good practice is identified. The benefit of any new technologies or approaches used in other areas will inform the new strategy.

Two inquiry days on waste services have been held by the Neighbourhood Scrutiny Commission (26th November 2014) and Place Scrutiny Commission (18th March 2015). Feedback from these and from the last Neighbourhood Scrutiny Commission meeting (14th September 2015) produced the following **priorities**:

- **Greater emphasis on street scene services**, e.g. by ensuring that new landlords grant the Council permission to remove graffiti from their properties.
- **Encouraging reuse, repair and recycling** through (1) public communications highlighting cumulative effects of recycling; (2) learning from best practice in other local authorities. Officers will look at local examples of good practice e.g. Repair Cafes, the Furniture Re-use Network and the Waste Action Group and also at national examples such as re-use of donated items at recycling centres (Scotland, Devon). During phase 3, the options appraisal phase, information will be gathered on the impact of these approaches to determine both the effectiveness and cost benefits. The resulting impact on the waste available for recycling will also be considered as this may have implications for the cost of recycling contracts.
- **Improving and publicising enforcement** by (1) pursuing compliance by local businesses, landlords and residents, (2) increased data-sharing across the Council and (3) publicity campaigns which utilise effective channels such as social media and the Mayor and/or Green Capital. The Strategy will identify and outline the need for the proactive provision of advice and support to traders to enable good practice in respect of waste disposal e.g. local initiatives such as that undertaken by the Gloucester Road traders could be highlighted to others in the City; consideration will be given on whether the Waste Company can offer advice to small businesses. Phase 3 will also look at the potential for improvements to be made to enforcement processes.
- **Strengthening corporate social responsibility** and encouraging traders/businesses to reduce e.g. food packaging. The Strategy will look at ways to require organisations and

businesses to take responsibility for disposing of waste more responsibly. The Council's response to the Social Value Act could provide the ability to require specific targets in this respect in contracts with the Council.

- **Opportunities provided by Energy Company.** Provide information about current waste to energy projects and future options.
- **Keep headlines from the 2009 waste strategy.** The above points should be added rather than replace the previous strategy.

For more detail on the outputs from the two Inquiry Days, Appendix A summarises the findings. Following discussion with Scrutiny Commission in September and October 2015, officers will also give due consideration to the following areas when developing the draft Strategy:

- **Integrated approaches:** consideration will be given to the potential for a more integrated approach so that other Council services support the Waste Strategy.
- **Models of provision:** as part of the work to develop the Strategy, research will be undertaken into the potential offered by different delivery models to provide aspects of the service.
- **Citizens:** concern over the increase in fly tipping and inappropriate disposal of waste around temporary/student accommodation necessitate a fresh look at these areas in the new Strategy. The problems will be mapped across the city and appropriate actions identified including working with landlords, universities and citizens to raise awareness of the negative impact on the environment and living conditions and to significantly reduce the amount of items disposed of inappropriately outside properties at the end of tenancies. An education campaign for citizens will be outlined to reduce fly tipping across the city including around recycling points and centres.
- **Green Capital:** the Strategy will reflect on the beneficial impact of the Council's year as Green Capital and outline what else will be done to support the Waste Strategy, with particular input from the Green Capital Resources Group.
- **Devolution:** officers will be mindful of any potential opportunities or risks as a result of discussions with central government on devolution.
- **Financial modelling:** Consideration will be given to the financial implications for the potential options in Phase 3 by looking at what the potential risks are as well as looking at what measures can be used to monitor future performance. This will include a consideration of the costs of reactive versus proactive work around waste and how the Council might change the emphasis e.g. by investing in prevention of flytipping instead of in paying to pick waste up after it has been illegally dumped.

At the October Scrutiny planning meeting, it was suggested that a broader focus be adopted for the overarching strategy – ie. developing a Resources/Resource Management strategy, putting greater emphasis on the importance of waste as a resource and the efficient management of materials as a key component of a circular economy. A circular economy, in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials from them to minimise the

use of new resources, has been moving up the European political agenda for a number of years.

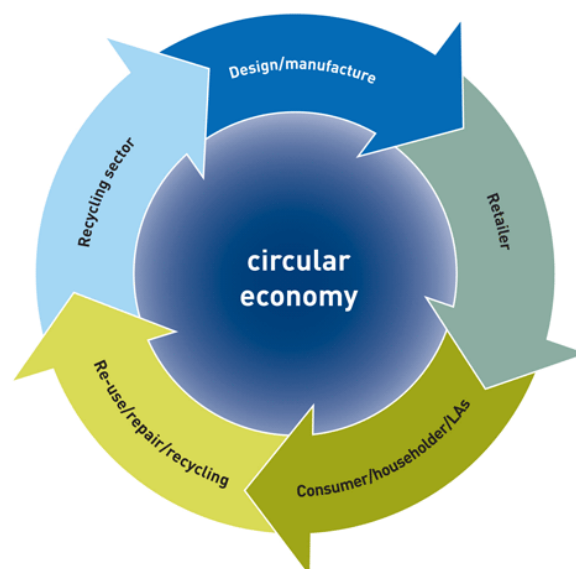


Diagram Source: Waste and Resources Action Programme (WRAP)

It is anticipated that this broader approach to the revised strategy is likely to foster a more integrated approach so that other Council services can support the Waste Strategy, it will be in-line with our other asset-based approaches, and will help to create the conditions for industry to use resources differently.

➤ **Phase 2 – Strategy Approval and Development of Action Plan**

Following input from a stakeholder/critical friend group, drafts of the Strategy will be revised and a draft which considers all comments and suggestions will go through the formal decision making process of the Council for final approval (as this is a strategy re-fresh rather than a completely new strategy, a full consultation is not required on the strategy, however it will be appropriate to undertake meaningful, focussed consultation on specific areas where actions are being considered).

Proposed stakeholder/critical friend group:

Gemma Dando	Neighbourhood Partnerships
Pete Anderson	Crime and Substance Misuse Service
Alex Minshull	Sustainable City and Climate Change
Bill Edrich	Energy
Sarah Toy	Strategic Resilience
Paul Isbell	Energy Company
Green Capital Resources Group	Chair of Green Capital Resources Group (Jane Stephenson)
Steve Ransom	Sustainability
Debra Abraham	Planning (Joint Waste Strategy)
Chris Swinscoe	Neighbourhood Enforcement
Tracey Morgan	Bristol Waste Company

Jason Thorne / Howard Swift	Economic Development
Rizwan Tariq	Customer Service Operations
Shaun Taylor	Highways
Anil Bhadresa / Nicky Debbage	Housing Delivery
Pete David	Caretaking

As with the previous strategy, it is anticipated that the revised Waste and Resource Management Strategy and complementary policy statements will subsequently form the basis of future waste contract specifications.

➤ **Phase 3 – Options Appraisal and further stakeholder engagement**

In Phase 3, the work will be to consider what options the council will (and will not) pursue along with the strengths and weaknesses of different options. This phase will overlap with phase 2 as we will need to have started working on the options appraisal before the strategy is approved. We will engage with partner organisations and determine what best can be done to win ‘hearts and minds’ to facilitate business and domestic waste reduction and an increase in re-use, repair and recycling.

This phase will consider in more depth the financial implications for potential options, what the potential risks are as well as looking at what measures can be used to monitor future performance, particularly with respect to ensuring that waste contractors are fulfilling their contractual obligations. Issues relating to enforcement will be considered so that everything possible is being done to ensure that organisations and individuals dispose of waste properly.

Consultation will be undertaken on particular elements of draft action plans and on options appraisals, to ensure focussed, meaningful consultation, where greater public opinion will be of value. Officers will undertake stakeholder mapping exercise to ensure that relevant stakeholders are identified ahead of engagement and consultation. Initial work on this phase has identified the following stakeholders, although this will be modified according to targeted consultation.

Internal	Elected Members Extended Leadership Team All staff in the Council to be made aware Key teams and areas directly impacted by waste services, e.g. housing, parks, highways, etc					
External	Neighbourhood Partnerships All citizens and to include students	Traders	All Sector Providers	Landlords	Other e.g. Waste Company Energy Company Green Capital	Partner orgs e.g. NHS, Universities

➤ **Phase 4 – Options Appraisal and action plan approval**

Options appraisals and action plans will include targets for delivery.

Drafts will be finalised, taking on board comments and feedback from stakeholder engagement.

5. Timescale

Below is a tentative timetable. The Scrutiny Inquiry Days are viewed as contributing substantially to both the scoping and option appraisal/stakeholder engagement phases. The work which has been undertaken with Neighbourhood Partnerships can also be seen as contributing to stakeholder engagement.

Key Actions	Estimated Timescale
Phase 1: Scoping/Information Gathering	
<ul style="list-style-type: none"> Review of structure of existing strategy – is it fit for purpose, what should be kept, what needs to change, revisit vision, strategic aims etc, consider examples from other cities 	<p>To be undertaken between September 2015 and early November 2015</p>
<ul style="list-style-type: none"> Updating any key factual information required ie. updating the strategic context – national and EU legislation, data on waste collection and recycling, local demographic and economic data. Update city council context – budget pressures, mayoral priorities etc 	
<ul style="list-style-type: none"> Refresh/identify linkages between Waste Strategy and other local strategies/initiatives – ie links to Joint Waste Strategy, Corporate Plan, Green Capital activity, Energy, links with Public Health etc 	
<ul style="list-style-type: none"> Examine evidence relating to new and different technologies and processes surrounding waste and its disposal. Consider current challenges and identify potential best practice from other local authorities. 	
<ul style="list-style-type: none"> Identify existing customer information/opinions relating to waste and recycling services via existing resources – ie. Quality of Life survey data, Neighbourhood Partnerships ‘environment themes’. 	
Phase 2: Strategy Approval and Development of Action Plan	
<p>Initial drafts will be written during Phases 1 and 2, and a final draft will be finalised, taking on board comments and feedback from stakeholder engagement, and providing the framework for direction of travel.</p>	<p>Completion by February 2016</p>
Phase 3: Stakeholder Engagement and Options Appraisal	
<ul style="list-style-type: none"> Identify options for current waste technologies and processes, what are the strengths and weaknesses of different options? A more detailed look at worldwide best practice and 	<p>The most time and resource intensive phase of the process –</p>

Key Actions	Estimated Timescale
<p>consideration of how viable the methods/initiatives are for Bristol. What is the potential of new opportunities ie. potential role of the Energy Company in waste disposal</p>	<p>from January 2016 to early June 2016</p>
<ul style="list-style-type: none"> Consider options for better working with major partners (e.g. the NHS and Universities) and with local businesses, large and small - what best can be done to win 'hearts and minds' to facilitate business and domestic waste reduction and an increase in prevention, reduction, re-use and recycling. 	
<ul style="list-style-type: none"> Consider financial implications for potential options, what the potential risks are as well as looking at what measures can be used to monitor future performance. This will include a consideration of the costs of reactive versus proactive work around waste and how the Council might change the emphasis e.g. by investing in prevention of flytipping instead of paying to pick it up 	
<ul style="list-style-type: none"> Stakeholder engagement (internal and external) to consider potential options. 	
<ul style="list-style-type: none"> Appraisal of options and feedback from stakeholders. 	
<ul style="list-style-type: none"> Develop action plans 	
<p>Phase 4: Final approval of options and detailed action plans</p>	
<p>Drafts will be finalised, taking on board comments and feedback from stakeholder engagement.</p> <p>Options appraisals and Action Plan will include targets for delivery.</p>	<p>June/July 2016</p>

Headline needs highlighted by waste management Inquiry Days held by the Neighbourhood Scrutiny Commission (26th November 2014) and Place Scrutiny Commission (18th March 2015).

1. Winning hearts and minds

- a. Marketing campaign on benefits of recycling
 - i. Use Green Capital
 - ii. Make available in different languages
 - iii. Link to public health agenda e.g. more home cooking
- b. Tackle inappropriate food packaging
- c. Changes to collection
 - i. Sorting waste post collection where recycling rates are poor
 - ii. Collect broken items
- d. Provide financial incentives for recycling
- e. Partnership working e.g. NHS and universities

2. Taking action when needed

- a. Take action against landlords; staff training and evidence gathering
- b. Research on impact of prosecutions on changing behaviour
- c. Communication Strategy to report enforcement
- d. Indemnity form for landlords
- e. Customer satisfaction on waste collection performance should be reported
- f. Neighbourhood Partnerships to agree Neighbourhood Plans including waste operations
- g. Waste contractors to educate local residents

3. Waste disposal

- a. Exporting waste is preferable to landfill but still undesirable
- b. Preferred methods are MBT/Anaerobic Digestion and pyrolysis/gasification → resilience could be improved if different methods were used
- c. All black bags should be sifted for recyclable waste
- d. Build evidence base on waste disposal solutions
- e. Debate relationship between waste disposal and energy

4. Household Waste Recycling Centres (HWRCs)

- a. Explore option of future HWRCs being commercial ventures or social enterprises
- b. Explore HWRCs as repair/re-use facility → enable residents to take items as well as drop off

5. Energy Company and Development Control/Licensing Issues

- a. Consider crossover with planning/development when considering heating/combined heat and power from waste

- b. District Heating Systems supported but concerns raised over maintenance cost and durability of individual DHS
- c. Council should remove barriers to enable more repair/reuse/exchange facilities to be set up across the city