

FALKIRK COUNCIL

Subject: NEW WASTE COLLECTION SYSTEM – IMPLEMENTATION
Meeting: EXECUTIVE
Date: 25 FEBRUARY 2014
Authors: DIRECTOR OF DEVELOPMENT SERVICES &
DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

1. BACKGROUND

1.1 Members, at the Council meeting on 11 December 2013 agreed to commence the rollout of a new waste collection system which will change the collection frequency of the green bin, containing non-recyclable items, from every two weeks to every three weeks.

1.2 Members selected the following collection system:

Container	Materials	Collection Frequency
Grey Caddy	Food Waste	Every Week
Blue Bin	Paper, Metal, Cardboard, Plastic Containers	Every Two Weeks
Black Box	Glass Bottles and Jars, Household Batteries, Small Electrical Items	Every Two Weeks
Textile Bag	Clothing, Other Textiles & Shoes	Every Two Weeks
Brown Bin	Garden Waste	Every Two Weeks (On-Demand Service in Winter Months)
Green Bin	Non-Recyclable Items	Every Three Weeks

1.3 On 11 December 2013, Members also authorised the Directors of Development Services and Corporate & Neighbourhood Services to develop a detailed plan for implementing this new collection system. Officers now present this plan for approval.

2. IMPLEMENTATION PLAN

2.1 In order for the new collection system to be introduced successfully, three project groups have been established each with a specific purpose. These can be summarised as follows:

- Project Board
- Communications Working Group
- Operations Working Group

- 2.2 The **Project Board** meet in a monthly forum and discuss major project issues and consists of the key stakeholders involved in the implementation and includes the Directors of Development and Corporate & Neighbourhood Services, the Waste Strategy Co-ordinator as Project Manager and other senior officers. The Project Board coordinates the two main working groups and is responsible for the overall delivery of the project.
- 2.3 The **Communications Working Group** is responsible for the development of the communication materials that the Council needs in order to enhance public awareness of all the Council recycling services, thus ensuring materials are placed into the appropriate containers. This group consists of officers from the Waste Strategy Unit, and the Communications & Participation Unit. In addition, support has been provided from Zero Waste Scotland to assist with the implementation of the service change.
- 2.4 The **Operations Working Group** is responsible for the continuity of service delivery in line with the new collection system, which may require some changes to the current working pattern. This group consists of the Director of Corporate & Neighbourhood Services, Head of Operational Services, HR Manager, Trades Unions and members of the collection crews as well as service managers and officers.
- 2.5 Throughout the project period, a key focus of the communications will be the engagement with elected representatives in the areas affected by the new collection system and will include an information pack to be issued prior to the roll out and progress updates.

3. COMMUNICATIONS

- 3.1 The Communications Working Group held its first meeting on 10 January 2014.
- 3.2 One of the key aspects of successfully implementing a service change is the communication to householders affected by the change. Consequently, the Communications Working Group has prepared a Communication Plan that will be used to engage and inform the public (Appendix 1).
- 3.3 A start date for commencement of the service change has to be selected that allows for a robust education and awareness raising period whilst maximising the time available for improving recycling performance and realising the consequent savings. Therefore, the proposed start date for Phase 1 is Monday 12 May 2014.
- 3.4 The communications campaign will commence on Monday 31 March 2014 (six weeks prior to the start of Phase 1).
- 3.5 A summary of key dates from the Communication Plan are as follows:
- End March – information pack to Members in affected areas
 - Mon 31st March – start of education and awareness campaign
 - Throughout April / Early May – Door knocking, leaflet drops, advertising, Community Council engagement, drop-in sessions, roadshows
 - Mon 12th May – Start of Phase 1 roll out

- Throughout May / June – Continuous engagement with householders, elected representatives and monitoring of progress
 - 19 August – Report back to members to consider lessons learned and next steps
- 3.6 The communications campaign will incorporate one to one engagement with householders, leaflet drops and advertising in local media including in local papers, on public transport and local radio. Roadshows, drop-in sessions and presentations to affected local groups including Community Councils will be conducted. School groups and internal Council interfaces will also be utilised. Further communication measures to be applied will include improving the ease access of waste / recycling web content in line with the launch of the new website, providing updates and information via Twitter and investigating other new technological methods. The details regarding these are contained within the Communication Plan in Appendix 1
- 3.7 By its nature, service change will create additional work during the implementation phase therefore, for the implementation of the new collection system, officers sought assistance from Zero Waste Scotland (ZWS). Consequently, ZWS are providing the following:
- (1) Personnel Support:
Three Recycling Advisors support identified (Phase 1) and potential for others (this support is to continue for the remaining phases)
 - (2) Communications Support:
Will provide support through a contractor for a prescribed number of days to provide Council with waste communications support
 - (3) Monitoring & Evaluation:
Assessment by contractor on the Councils behalf of the participation in the kerbside collection service pre and post-service change, enabling the authority to update members as to progress and outcomes
 - (4) Collection Frequency Message Development (National Campaign):
Encompasses focus groups, interviews, testing messages, householders understanding of collection frequencies
 - (5) General Assistance
Continual liaison with, advice and input from ZWS Recycling and Collections Advisor(s)
- 3.8 Enquiries from the public will predictably increase in response to service change. It is essential that householders have a variety of methods of accessing the information that they need to prepare for the new collection system. Recycling Advisers will be in place to assist with door-to-door communications and online enquiries. Further support will be provided in the Council's contact centre. Staffing requirements for future phases will be assessed following Phase 1.
- 3.9 Prior to the service change in Phase 1, any Member whose area is affected by the change will be provided with an information pack containing details of the communications, roadshow events and when the proposed change will be introduced.

- 3.10 Residents might have concerns surrounding certain material that may remain within the green bin for a period of three weeks. In this instance, the key material that requires consideration is that of absorbent hygiene products which includes nappies. The Council will apply the arrangements within the Service Standard (Appendix 2) to each householder application for a larger green bin and deal with each case on its own merits.

4. OPERATIONS

- 4.1 Members of the Operations Working Group have met on an ongoing basis in order to adjust working arrangements to incorporate the new collection system.
- 4.2 Implementing a new collection system which has differing collection cycles is complex. In order to maximise the resources available, Phase 1 of the roll out will cover c18,000 households. After consideration of the existing collection routes and to ensure operational efficiency the following areas have been selected:
- Airth, Carron, Carronshore, Larbert, Stenhousemuir, Torwood, parts of Bo'ness
- 4.3 All properties within each area may not be suitable for the collection. Therefore, an assessment sheet will be completed by officers (Appendix 3) in order to assess their suitability for a collection of green bin material (non recyclables) every three weeks. This completed sheet and a list of unaffected properties will be provided in the information pack produced for Members prior to implementation.
- 4.4 Underpinning the service change is the Council's Service Standard for Household Waste. In order for the Council to provide a service that meets the public's expectations, a Service Standard has been prepared for the household weekly kerbside collection (Appendix 2). This Standard also explains what the Council expects of the public.

5. IMPLICATIONS

Policy

- 5.1 The new collection service is in line with national zero waste policy and legislation and will assist in the delivery of the Councils' Zero Waste Strategy. The strategy is widely recognised as good practice within the resource management industry and will act as a proven incentive for increased recycling rates and help move towards a zero waste, more resource efficient Falkirk.

Financial

- 5.2 The continual landfilling of material resources that could be recycled will see the authority continue to pay excessive disposal costs. The implementation of the new collection system will assist in reducing the burden of these unnecessary costs.

Legal

- 5.3 The new collection service will ensure compliance with the Waste (Scotland) Regulations and assist in meeting the Scottish Governments' Zero Waste Plan and European Union Waste Framework Directive recycling/composting targets.

Personnel

- 5.4 Temporary staff will be employed to assist with the implementation of the service change. These posts will be funded via Zero Waste Scotland.

6. CONCLUSION

- 6.1 In order to successfully deliver a new waste collection system, a clear and robust implementation plan is required that involves all stakeholders. The project groups identified have key responsibilities to deliver such a system, with ongoing engagement with the affected communities and elected representatives, being an essential requirement for success. It is vital that where lessons are learned in the implementation of Phase 1, they are applied in future phases. It is also important that the Council meets the public's expectations in the standard of service that it provides and that the public are also aware of their role.
- 6.2 The benefits of adopting the new waste collection system should remain uppermost throughout the life of the project and should drive its delivery. During the implementation, it will be essential that the Council continues to encourage community support for the zero waste journey, by engaging through a variety of communications, and assisting householders in preparing for the change, adapting to the new collection system and understanding the reasons why resource use and waste reduction are important issues for Falkirk and society as a whole.

7. RECOMMENDATIONS

It is recommended that the Members:

- 7.1 **approve the Implementation Plan**
- 7.2 **note that the Directors of Development Services and Corporate & Neighbourhood Services will jointly oversee its execution and will report back to Members in August to consider the lessons learned and the next steps**

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DIRECTOR OF DEVELOPMENT SERVICES

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DIRECTOR OF CORPORATE & NEIGHBOURHOOD SERVICES

DATE: 14 February 2013

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LIST OF BACKGROUND PAPERS

1. Scotland's Zero Waste Plan
 2. Waste (Scotland) Regulations 2012
 3. Falkirk Zero Waste Strategy 2012-2022
 4. Falkirk Council Report 11 December 2013
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| Appendix 1 | Communication Plan |
| Appendix 2 | Service Standard for Household Waste – Weekly Collection Services |
| Appendix 3 | Property Assessment Sheet |