



# **Council Recycling and Environmental Improvements**

Business Case

**June 2019**

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# 1 Introduction - Purpose of this Document

- 1.0 This document progresses the initial information from consultants (Street Care Support Ltd & WYG) which identified potential areas where the service could be altered to deliver enhancements to the service both environmentally and financially. This document explores and expands on the report that went to committee in March 2019 that considered altering the waste recycling streams
- 1.1 This business case provides information so an informed decision on whether to commit to the implementation and sign off.

# 2 Background Summary

- 1.2 During 2017 the Depot were subject to a review by WYG who identified various operational changes which might improve the service. Moving forward the Council engaged with 'Street Care Support Ltd' industry experts in Waste Management who have previously identified areas of improvement to many Councils throughout the country to progress the initial work
- 1.3 The main focus of the consultant's work was to identify areas where the Council could consider making changes which would improve the service for the public, the environment and financially.
- 1.4 Following initial considerations an option was identified which would produce a significant financial benefit to the Council, deliver environmentally improved services and be of least disruption to residents. This option sought to change the way recycled waste is presented by the residents, collected by the refuse service and disposed of.
- 1.5 This type of change will also hit a chord with residents as there is growing enthusiasm from the public as a whole to make environmental improvements to the way we dispose and use our commodities. This has been encouraged by recent programmes including the 'Blue Planet' and more recently the 'War on Plastic'. This project supports that general direction.
- 1.6 The recommendations are also in line with the Governments new Waste Strategy launched in December 2018 which seeks to:
  - Maximise the value of resources collected and
  - Minimise waste and its impact on the environment
- 1.7 In 2007 the Council decided to introduce a recycling scheme which required every resident to sort their waste into that which could be recycled and that which could not. In 2013 a further scheme to separate food waste was introduced. Therefore, the present waste service requires residents to provide a residual black sack for waste, an orange recycling bag and a food waste bin each week. Further garden waste and glass recycling are presented fortnightly for collection.

- 1.8 Although Brentwood maintains a good level of recycling across Essex the amount of material being recycled has actually reduced. This is evident nationally and partly due to manufactures reducing packaging and more stringent inspections of material at treatment facilities, since the reduction in demand from China.
- 1.9 There are also other factors that make the consideration of this decision more appealing. The amount of contamination within our orange sacks it appears is increasing. It is very difficult to view the inside of these recycling sacks whether orange or even if made clear which makes identification of contaminated bags difficult. This has created an issue recently; two loads of our dry recycling (28 Tonnes) were rejected because contamination was too high at the Multi Recycling Facility (MRF) due to new quality control measures being introduced. This cost the Council approximately £2,000 per load in disposal and a loss in recycling credits. If this trend continued the Council could have more and more waste refused at a significant cost to the Council.
- 1.10 It is also clear that the direction of travel for waste is about quality not so much quantity. There is a growing pressure from those in the recycling industry for quality plastic that can easily be recycled. Our scheme will push for quality plastic and single use plastics to be discarded.
- 1.11 The Governments new waste strategy 'Our Waste, Our Resources: A Strategy for England launched in December 2018 amongst other things seeks greater quality and standardization of waste products.
- 1.12 The introduction of this scheme should address both.

### 3 Scope

- 3.1 The scope of the project has been established by the approval to proceed at the Environmental and Enforcement Committee March 2019 Min 395. The proposed scheme seeks to introduce a change in the way residents present their waste. It does not seek fortnightly collections for residual waste nor food waste. Whilst there are many benefits displayed up and down the country to move to fortnightly collections it is not something for consideration at this stage and is outside the scope of this project.
- 3.2 This proposed revised scheme will not seek to change the collection routes and therefore will have minimal impact to residents in terms of their current collection day for recycling apart from using a different bag to recycle material
- 3.3 Further still residents will only be asked to present the same number of waste streams each week. For example, if you have the full complement of waste:
- Week One: Residual, Food, Recycling (paper & Cardboard), Glass
  - Week Two: Residual, Food, Recycling (Plastic & Tins)

- 3.4 The difference is that one week the recycling collection will be for paper & card and the second week it will be for plastic & tins. Both of which are classified as odorless waste.
- 3.5 Nothing else at this stage is considered in scope
- 3.6 What is out of Scope:
- Residual Waste Collections
  - Food waste collections
  - Wholesale changes to vehicles
  - Recycling Bring Sites

## 4 Strategic Fit

- 3.7 Revising the recycling streams to deliver a better-quality product to sell fits with a number of corporate objectives, as set out in Vision for Brentwood 2016-19:
- Maximise Council assets to deliver corporate objectives and ensure community benefit
  - Develop new ways of working for the Council, improving service delivery and reducing costs and unnecessary bureaucracy
  - Explore alternative methods of delivering street scene services
  - Encourage more people to become involved in the environmental aspects of their community
  - Minimise waste by collecting waste effectively and increase recycling rates
  - Develop educational opportunities to encourage waste minimization and recycling
  - Enable communities to take a more active role in delivering a cleaner and safer environment

## 5 Project Objectives

- 3.8 The project's objectives are to
- provide an effective and efficient waste service
  - Seek methods by which the Council can contribute to reducing the carbon footprint
  - Introduce dry recycling collection streams to realise financial benefits.

## 6 Expected Outcomes

- 1.13 The project will deliver the following outcomes:
- Increased revenue
  - Reduced expenditure
  - Reduced contaminated recycling
  - Improved environmental impact and reduced carbon footprint

- 1.14 Outcomes will be measured using benchmarking to be identified before the start of the project during 2019. Reporting and monitoring of indicators by the Council will start after the introduction of the scheme and available in quarterly reports thereafter.

## 7 Current Service

- 3.9 The Refuse service presently provides to all residents within the borough including approximately 500 businesses however due to contamination issues only 100 of these have recycling contracts. The service for all other residents is the same apart from those who require assisted collections.
- 3.10 The service presently collects on a weekly basis residual waste, recycling and food waste plus alternate weekly for both glass and garden waste
- 3.11 The Council provide orange plastic bags to recycle residents waste at a cost of £90,000 per annum. These bags are difficult to recycle and not a welcome waste stream as was recently seen in the documentary 'War on Plastic' where these bags were spotted in waste in Malaysia. Many councils are seeking to move away from this type of recycling method and towards some form of containerization.
- 3.12 The recycled waste collected from our residents is transferred daily from Brentwood to a Multi Recycling Facility (MRF) in Crayford, Kent, our most local facility. At this facility the bags are split, and the recycling sorted into various streams including the removal of contaminated waste. This is at a cost of £25 per tonne (present rate), plus carriage. This cost fluctuates and is subject to the market. The price is reviewed every three months.

## 8 Suggested Revised Service

The Council, following advice from industry experts, are seeking to revise how residents present their recycling. If this is introduced the recycled waste will:

- be an improved quality and therefore attract a better price
  - become a revenue commodity rather than a cost burden
  - ensure the right waste is disposed of at the right location
- 3.13 To achieve this the Council will require residents to split their recycling from one sack into two. Instead of placing all recycling waste into one orange sack residents will be asked to place recycling into two reusable hessian bags one for paper & card and one for plastic & tins. It will be the same types of waste collected, albeit in separate bags.
- 3.14 Residents will only need to present one of these hessian bags each week which will be either paper & cardboard or plastic & tins. As part of the communication drive a calendar will be provided to each resident to ensure they know which week is which. This will be a revised combined calendar taking in the glass and garden waste collection as well.

- 3.15 Using hessian bags will enable refuse staff to identify contamination easier and therefore improve the quality of the recycling. This is because the hessian bags will have an opening for greater and quicker inspection making it easy to inspect. The waste streams are very distinct (paper & Card or plastic & cans) and this will assist with the identification and reduction of contamination.
- 3.16 This project will give the Council the opportunity to re-enforce what is recyclable and what will be accepted in each bag. The Council also propose to give immediate feedback by using stickers to inform residents why their waste was not collected. Again, educating and nudging our residents into the right behaviours by providing immediate information.
- 3.17 The hessian bags have been chosen following consideration of the available options which were narrowed down to boxes, hessian reusable bags or continue with polymer bags (Orange Sack type). A Strength, Weaknesses, Threats and Opportunities (SWOT) analysis of the options was carried out and a briefing day was held to go through the different options. Attached at Appendix 1 is the SWOT Analysis for the three options. Following this process, it has been decided to recommend the introduction of hessian bags as the preferred method to collect recycled waste. The main reasons for this recommendation are:

- They are easy to fold down and store.
- Better for the resident than boxes
- They increase in size as they are used
- They are flexible and therefore more manageable than boxes for residents
- They have been successfully used in other areas
- More cost effective than the other options
- Importantly they reduce manual handling issues for both residents and collection operatives.

*Manual handling at work regulations make the use of bags much more agreeable than boxes which is presently used for glass. It may be in time that we need to swap out the glass boxes for another type of container, one which is more conducive to manual handling.*

The SWOT analysis at appendix 1 supports this recommendation

- 3.18 The hessian bags will be white with coloured print that will match industry standards set by the Waste and Resources Action Programme (WRAP) for paper & card and plastic & tin.

- 3.19 Further please note that should residents require extra sacks they will be able to request these from the Council

## 9 Effect on Recycling Quality, Quantity and the Environmental Impact

- 3.20 From discussions with other authorities and private companies who run similar services it has become apparent that the introduction of this type of collection has a knock-on effect with the amount of recycling tonnage collected. Tendring District Council experienced a downturn of 24% in their recycling collection when they introduced the scheme.
- 3.21 This is attributed to the fact that prior to the separation of waste their mixed recycling bags (Equivalent to our orange sacks) was thought to contain contamination and non-conforming recycling (single use plastics) which it is assumed accounted for the 24% identified drop in recycled material.
- 3.22 This reduction has an effect on the recycling credits received from ECC which translates into cashable savings. Therefore, the revenue received from these credits is very likely to reduce however following a financial analysis in Section 12 it appears there is not enough of a reduction to consider changing the proposal. It needs to be recognized that if we continue with our present scheme and more waste is turned away because of contamination this too would affect our recycling credits.
- 3.23 Although the proposal will create a beneficial financial position for the Council the scheme will develop a number of environmental benefits and although we represent a small proportion of the bigger global issue it is important the local authorities are seen to be promoting the right services and right behaviours. Some of the environmental benefits are listed below:
- Improved quality in recycling that will ensure the right products end up in the right waste scheme. This will reduce second handling and extra processes.
  - Reduction in the number of journeys each week to recycling factories. Reducing the carbon footprint
  - Quality recycled waste will ensure recycling industries in the UK will want our product and therefore no need to transfer abroad.
  - The recycling waste we produce will all be able to be recycled. There should be minimal contamination and no rejection
  - Encourage less waste: Around 60 percent of items that are thrown away are in fact recyclable.
  - Fewer landfills: Plastic can take 1,000 years to decompose; glass can remain in a landfill for up to 4,000 years. By recycling these materials, valuable space can be saved and put to better use.
  - Conservation: Paper, plastic, and metals can be used indefinitely if they are recycled. Producing them from raw materials is unnecessary and furthermore, causes harm to the environment through resource consumption and manufacturing emissions.

- Reduce global warming: Recycling just half of your household waste can prevent nearly 2,500 pounds of carbon dioxide from being released into the atmosphere.
- Protect wildlife: Recycling is beneficial not only for humans, but millions of species of plants and animals that see their habitats destroyed by the harvesting of natural resources and pollution

## 10 Communications

3.24 It will be key to ensure the residents understand the change, sign up to the change, own it and react to it. In order to ensure we get this most important and critical part of the project correct we have engaged with Braintree District Council Communications Team who have experience of delivering such schemes for other authorities. Attached at appendix 2 is a draft communications plan. The key drivers and messages of the information within this plan will be:

- When the change will happen?
- What is involved in the change?
- How will the change affect me? (the customer)
- The improvements the change will bring?
- Where can you go for assistance?
- How the scheme will work?
- Engagement with those who have 'Assisted Collections'

3.25 With regards to the last bullet point above the Council presently have 250 residents who require Assisted Collections. This service will not be affected however considerate liaison with this group will be undertaken to ensure they are fully considered and are not affected by the change

3.26 The cost of communications and their implementation will depend on the options agreed from the communications plan. However, we have been advised that we should budget for around £1 per household plus other material and advert expenses will be required. The budget for this important aspect will be no more than £40,000.

3.27 Implementation of the communications plan should commence immediately if the project is agreed and a start date for autumn is confirmed.

3.28 Key Points from the Communication Plan are set out below:

<b>Key Points of the plan</b>
Develop a plan that encompasses all
Use all appropriate methods that are available to the Council including social media through to 'face to face'
Ensure the key messages are delivered
Target groups and those with special requirements
Engage in all areas from schools, the high streets and summer road shows
Have a clear calendar of when activities are to take place
Ensure the success of the revised service and of the communication plan can be measured

Table 1.0: Communication Plan Key Points

## 11 Consultation and Stakeholder Engagement

11.1 In order to develop the best scheme for Brentwood Council the Council the following was undertaken:

- Met with Chelmsford City and Tendring District Councils which included a site visit to see how the operation worked.
- Will hold a briefing session to discuss and explain the options and how we arrived at this point for all members
- Worked with industry experts
- Used industry standards
- Met with Brentwood Access Group
- A stakeholder map was developed

## 12 The Financials

3.29 At present our mixed recycling waste goes to a Mixed Recycling Facility (MRF) which splits and sorts the waste. At present this costs the Council £25 per tonne and is referred to as the 'Gate Fee'. Last year it cost the Council £203,943 per annum in Gate Fees. The proposed scheme will in today's climate produce a revenue for the Council. If we can deliver a quality commodity, we should attract a good market price.

3.30 Based on the average price checks from the market the Council would create two revenue streams one for Paper & Cardboard at £30 per tonne and the second for Plastic & tins at £10 per tonne.

- 3.31 The cost per tonne achieved will be dependent on the market rates when we undertake our procurement exercise and the quality of the expected product we will deliver to the market. Good quality will demand a higher price, poor quality a lower price
- 3.32 If the market rate for these commodities reduces then the impact of this would be felt in the Gate Fee we pay. The present Gate Fee per tonne would increase if the prices for paper & cardboard and Plastic & tin were affected negatively. Therefore, moving over to the proposed method of collection and recycling will always be more beneficial to the Council rather than retaining the status quo.
- 3.33 The Council also receive Recycling Credits for the amount of waste we recycle. It is expected that this figure will reduce due to the fact that the new method of collection will reduce the amount non-recyclable material and single use plastics currently placed in the orange bag. Based on Tendring Councils experience they witnessed a 24% fall in recyclable waste. Therefore, our Recycling Credit could fall by a potential £80,000

**Capital Costs:**

- 3.34 The capital outlay to introduce this new project is set out below and based on the Hessian bag approach. If an alternative container is agreed the cost would need to be adjusted to reflect that decision:

<b>Initial Outlay</b>	<b>Cost £</b>
Hessian bags	91,250
Communal Bins	23,000
Delivery fee	20,000
Marketing	40,000
<b>Total</b>	<b>174,250</b>

The Financial forecast is set out below

		<b>Tonnage of recycling p.a.</b>	
	<b>Rate</b>	<b>Current</b>	<b>New scheme</b>
	<b>Tonnage</b>	<b>4863</b>	<b>3734</b>
Recycling Credits	(70)	(342,161)	(262,724)
Dry Recycling Gate Fee	25	121,575	
Bag (Orange Sack)		91,000	
Hessian Bags			20,000
Fibre Gate fee(Paper & Card)*	(30)		(89,616)
Gate Fee (Plastic and tins)*	(10)	0	(7,468)
<b>Total</b>		<b>(129,586)</b>	<b>(339,808)</b>

\* Gate fees based on average 18/19

**Variance (210,223)**

All prices are subject to the market forces however as explained earlier it should be noted that moving to this method is of benefit even if the market for paper & card and plastic & tin drops. That is because if the price for recycled raw commodities drops the Gate Fee cost per tonne at the MRF would increase thus increasing our gate fee.

## 13 The Collection and Disposal Process - General Overview

- 3.35 Although we are producing a revised scheme which will introduce a further recycling stream the Depot Yard is set up in such a way that it is flexible enough to accommodate these changes and deliver the benefits of such a scheme.
- 3.36 The Current refuse and recycling fleet is on a rolling replacement program and vehicles are capitalized over a 10-year period. The proposed new scheme will not affect the replacement program but may see some slight changes to the style of vehicle we currently use for recycling. This will have no effect on the residents or current capital budgets.
- 3.37 Therefore, there is no reason why at present this scheme could not go ahead at the present Depot facility in Warley at no extra cost.

## 14 Communal Groups and Commercial Waste

- 3.38 Communal bin areas are and have always been a difficult area for recycling. This is mainly due to residents not taking ownership of the collection points. Past experience has shown that although most residents recycle correctly, all their hard work can be undone by a single point of failure. If one resident inadvertently places incorrect material in the recycling containers, the whole bin of recycling becomes contaminated.
- 3.39 The new scheme would give us the opportunity to deploy new bins with apertures for paper & card which will reduce contamination.
- 3.40 In the same way the communal areas will be provided with bins in which to dispose of plastic and tins.
- 3.41 This communal situation will be monitored to keep an eye on contamination and identify where extra bins are required.

## 15 Business Continuity

- 3.42 The service is being designed in order that these changes will have little effect to the continuity and resilience that has been built up over the years by the service and in particular by the management and refuse operators who run and deliver the service.
- 3.43 Therefore, there is not expected to be any impact on the service apart from any initial implementation 'hiccups' when introduced.

## 16 Other considerations for the introduction of this scheme

- 16.1 It is envisaged that the introduction of this revised collection service should be undertaken in one go. This suggestion is made following advice from our consultations and previous experience within the service. It is considered that should the service be introduced on a phased approach it will develop confusion amongst residents as well as the operatives collecting the recycling. The one-off approach will also assist communications and the contact center when residents contact them for advice.

## 17 Delivery Approach

- 17.1 The next phase of delivery will be the procurement of the hessian bags, the implementation of the communications plan and full engagement with residents, staff and other stakeholders and procurement of contracts. The hessian bag procurement will include the procurement of a service to deliver the bags which will need to be coordinated with the communications plan.
- 17.1 Further the procurement process for the contract to sell on the commodity will need to be completed before go live date.
- 17.2 Following approval of the scheme, communication with residents will commence using social media, face to face, adverts and sign posting. A combined concerted effort is envisaged to produce the best results.

## 18 Timeline

- 17.3 The advice from consultants is that such changes to the refuse collection service should be taken in the early autumn months or spring after the Easter Bank Holidays. In order to realise financial savings at its earliest opportunity the implementation could be delivered for this autumn 2019 with a target go live date of October.
- 17.4 The important critical factors to deliver this change are the procurement factors. There is an urgent need to procure the hessian bags as quickly as possible which will be undertaken through a framework, as will the need to manage the delivery of the Hessian Bags as near to the go live date in a short time frame. All indications confirm that the procurement approach and delivery times are possible however as soon as Committee make a decision work will need to begin.
- 17.5 If the above timelines cannot be met or there is an issue and the implementation goes back beyond October, then implementation will need to be put back until Spring 2020.

## 19 Consultation

Consultation has been undertaken with the Brentwood Access Group and with Tendering Borough Council and Chelmsford City Council, the management at the depot and the waste operatives at the Depot and Health & Safety/

## 20 Summary

- 20.1 The introduction of a new recycling stream will see an improved reduction in the cost of the service.
- 20.2 The separation of waste using hessian bags into two streams will reduce contaminated recycling waste and reduce the overall carbon footprint as it removes the need to transport waste to the MRF as frequently.
- 20.3 By introducing this change the Council is working towards a cleaner environment, the Governments new waste strategy and reducing expenditure within the Councils budget.

## 21 Work Needed Ahead of Implementation

- Confirm the procurement workstreams and ensure the contracts are in place before 'go live'
- Work with Contact Centre and front line to ensure they are aware of the changes and when they are being introduced
- Work with and fully engage the workforce to ensure they know what is happening and when.
- Trial the bags with the teams to get used to them.
- Fully identify critical success factors
- Ensure the messages are received early by our residents and customers

## 22 Assumptions

- 22.1 For the project to progress and deliver its outcomes, the following headline assumptions and dependencies have been identified/made:
- The price difference between the cost to the Council at the Multi Recycling Facility and the cost companies are willing to purchase the commodities from us.
  - The Hessian Bags can be procured within the timelines already identified
  - A contract with external companies to purchase our waste can be agreed and, in the timescales, necessary.

## 23 Appendices

- Appendix 1 – SWOT Analysis
- Appendix 2 – Draft Communications Plan

## Appendix 1 SWOT Analysis of Receptacles

<b>Hessian Bags</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Flexible</li> <li>• Easy to store</li> <li>• Expands in use</li> <li>• Easy to seal</li> <li>• Unlikely to break</li> <li>• Easy to use</li> <li>• Weighted bottom – easier for crew to return</li> <li>• Bags cheap</li> <li>• Takes up less space (than bins) for spare bags in retail outlets</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Shorter life span</li> <li>• Replace every 5 years</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Detailed instructions included on bag</li> <li>• Residents can use more than one if become heavy</li> <li>• Use for baling in future</li> <li>• Carry bags on board vehicles and replace immediately if damaged</li> <li>• Square bags – easier to spot contamination</li> <li>• Could move to 3<sup>rd</sup> bag – separate paper and card – increase revenue</li> <li>• Use of stickers to educate re. contamination</li> <li>• May last longer than 5 years</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Can be blown away</li> <li>• Misused by residents</li> <li>• Less convenient for retail outlets to store</li> </ul>

<b>Bins</b>	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Strong</li> <li>• Sturdy</li> <li>• Longer life span – 10 years</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Takes up more space</li> <li>• Replacements not easy to distribute</li> <li>• Lose lids</li> <li>• Less instructions on side</li> <li>• More expensive to purchase</li> <li>• Takes up more space for retail outlets</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Easier to make DDA compliant – notch on side or add brail</li> <li>• Use for baling in future</li> <li>• Easy to spot contamination</li> <li>• Use of stickers to educate re. contamination</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• May not meet manual handling requirements</li> <li>• Can be blown away</li> <li>• Misused by residents</li> </ul>

<b>Orange Sacks (status quo)</b>	
<b>Strengths</b> <ul style="list-style-type: none"> <li>• Easy to store</li> <li>• No manual handling issues</li> <li>• Many retail outlets</li> <li>• Easiest to collect</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Cost – ongoing cost of £90k.year</li> <li>• Single use plastic</li> <li>• Contaminated</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>•</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Can't be used for baling if move to in future</li> <li>• Misused by residents</li> <li>• Harder to educate residents re contamination</li> </ul>



**Appendix 2 – Draft Communications Plan**

<b>TITLE</b>	<p><b>Brentwood Borough Council</b></p> <p><b>Waste &amp; Recycling – change to recycling collection service campaign 2019</b></p>
<b>SUMMARY</b>	<p>Brentwood Borough Council (BBC) is seeking to introduce a change in the recycling collection service which will affect the way residents present their recycling materials.</p> <p>In brief, the change in service will involve the delivery of new containers to households, a call to action for residents to separate recycling materials and a weekly collection cycle of separated materials.</p> <p>The new scheme is planned to launch in September/October 2019 and a robust change in behaviour communications plan will be required to inform residents of the change.</p> <p>Brentwood Borough Council has approached Braintree District Council's (BDC) Marketing &amp; Communications Team to offer communications support.</p>
<b>APPROVED BY</b>	Greg Campbell, Director of Operations, Brentwood
<b>LEAD OFFICER</b>	<p>Greg Campbell</p> <p>Darren Laver Manager of Depot</p> <p>Mike Dun, Trade Waste Officer, Brentwood</p>
<b>COMMS LEAD OFFICER</b>	Tania Roberge, Marketing and Communications Manager, Braintree District Council
<b>COMMS PROJECT OFFICER</b>	Roslyn Alam, Marketing & Communications Officer, Braintree District Council
<b>BACKGROUND</b>	The current recycling service collects paper, card, plastics and cans co-mingled in orange sacks on a weekly basis. The change will seek residents to pre-sort

	<p>these items into 2 different material collection streams being paper &amp; card; plastic &amp; tins, which will then be collected on separate weeks. There is no change to any of the other waste streams collected nor collection day. The outcome of the change will mean that different waste streams will be collected weekly.</p> <p>The total number of properties is approx. x33,000 with some communal waste areas that are likely to be treated differently, as well as 500 commercial customers. Three communications approaches will be needed for each of the different audiences.</p> <p><b>The aims</b> of the change in service are to:</p> <ul style="list-style-type: none"> <li>• Create a substantial saving it is hoped in excess of £100,000</li> <li>• Reduce contamination</li> <li>• Increase good quality recycling</li> <li>• Provide reusable hessian sacks instead of plastic orange sacks – providing a more environmentally friendly and sustainable alternative</li> <li>• Replace existing ‘flats’ communal and commercial bins with containers that have material specific ‘slots’ to avoid contamination.</li> </ul>
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<b>COMMS OBJECTIVE</b>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• Residents are aware of the change in service and the reasons/benefits for the change.</li> <li>• Residents know how to use the new service correctly and what recycling material stream to put out on which day.</li> <li>• Residents serviced by communal bins are informed of the replacement bins and the rationale behind the installation</li> <li>• Commercial customers are aware of the change and know how to use the service (as the collections are linked with domestic households’ rounds).</li> </ul>
<b>COMMS STRATEGY</b>	<p>Target information to all domestic households and commercial customers that receive BBC’s waste &amp; recycling collection service, with the aim of ensuring they</p>

	<p>are aware of the change and how to use the service correctly.</p> <p>Link to Corporate Plan Objectives 2016-2019</p> <p>Revising the recycling streams to deliver a better-quality product to sell fits with a number of corporate objectives, as set out in Vision for Brentwood 2016-19:</p> <ul style="list-style-type: none"> <li>• Maximise Council assets to deliver corporate objectives and ensure community benefit</li> <li>• Develop new ways of working for the Council, improving service delivery and reducing costs and unnecessary bureaucracy</li> <li>• Explore alternative methods of delivering street scene services</li> <li>• Encourage more people to become involved in the environmental aspects of their community</li> <li>• Minimise waste by collecting waste effectively and increase recycling rates</li> <li>• Develop educational opportunities to encourage waste minimization and recycling</li> <li>• Enable communities to take a more active role in delivering a cleaner and safer environment</li> </ul>
<b>AUDIENCES</b>	<ol style="list-style-type: none"> <li>1. Residents</li> <li>2. Flat residents</li> <li>3. Commercial premises registered to the waste and recycling service</li> <li>4. Councillors</li> <li>5. Members of staff</li> </ol>
<b>TIMETABLE</b>	<p><b>JUNE</b></p> <p><b>24<sup>th</sup> June</b> – Committee approval</p> <p>By end of June – feedback of Committee decision</p>

- Crew briefing
- Customer Service briefing
- Preparation for media/residents enquiries regarding publication of Committee Agenda and decision outcome

## JULY

### w/c 8<sup>th</sup> July

- FAQ sheet for Members and Customer Services
- Press release announcement linking to social media post
- Details on the website to support the above
- Video 1 for social media to inform of forthcoming change and why

### w/c 15<sup>th</sup> July

- Social media toolkits distributed to Parish Councils and partners for use during the months of August, September and October

### w/c 22<sup>nd</sup> July

- E-mail signature x1 default for staff on all outgoing emails
- 'Sign up to receive text message service' promotion via BBC's digital media channels

## AUGUST

- Summer Roadshows running from the end of July to August every Friday
- **w/c 5<sup>th</sup> August** - Door to door notification to change in service leaflet plus social media post as prompt to keep an eye out for the leaflet.
- **w/c 12<sup>th</sup> August** - New calendars on the website
- **w/c 19<sup>th</sup> August** - Social media messages – changes are on the horizon.
- **w/c 26<sup>th</sup> August** - Vehicle panels to be installed ready to go live 1<sup>st</sup> Sept
- **w/c 26<sup>th</sup> August** - Pull up banners/posters deliveries to locations (libraries, supermarkets, locations which currently stock sacks)
- **w/c 26<sup>th</sup> August** – update website to reflect forthcoming delivery

## SEPTEMBER

- **w/c 2<sup>nd</sup> September** - New calendar to be delivered alongside the hessian reusable recycling sacks
- **w/c 2<sup>nd</sup> September** - Electronic notice board at Town Hall

	<ul style="list-style-type: none"> <li>• <b>w/c 2<sup>nd</sup> September</b> – Social media messages about new calendar being delivered and hessian sacks being delivered.</li> <li>• <b>w/c 2<sup>nd</sup> September</b> – Video 2 for social media to support delivery of sacks and calendars – ‘What’s involved’ message with demo</li> <li>• <b>w/c 2<sup>nd</sup> September</b> - Recorded message on BBC switchboard signposting to date of change and where to find our more information</li> <li>• <b>w/c 2<sup>nd</sup> September</b> -2<sup>nd</sup> email signature default on all outgoing emails</li> <li>• <b>w/c 2<sup>nd</sup> September – 30<sup>th</sup> Sept</b> - Adverts</li> </ul> <p>Text message ‘Your first collection will be....’ <i>Brentwood to advise</i></p> <p><b>October</b></p> <p>Go live – early October</p> <p><b>1<sup>st</sup> October</b> - Front page of website</p> <p><b>1<sup>st</sup> – 31<sup>st</sup> October</b></p> <ul style="list-style-type: none"> <li>• Text message reminders – round specific before collection date, allowing for 2 collection cycles per material streams</li> <li>• Social media messages for month of October – New waste collections have begun. Make sure you check what you are putting out.</li> </ul>
<b>IMPLEMENTATION</b>	<p><b>Phase 1</b> : Launch campaign to ensure all receive notification of changes before the new collection goes live.</p> <p><b>Phase 2</b> : Reminder messages – to remind residents the service will change on what date and to check their NEW calendar for their material stream collections. Please recycle your old calendar.</p> <p><b>From last week in June and throughout the months of July &amp; August:</b></p> <p>Preparation and/or implementation of:</p> <ul style="list-style-type: none"> <li>• Crew briefing notes</li> <li>• Customer Service briefing notes</li> <li>• Staff briefing notes – ‘help spread the message’</li> </ul>

	<ul style="list-style-type: none"> <li>• Press release and media enquiries preparation notes</li> <li>• Details of change on the website document</li> <li>• FAQs document</li> <li>• E-mail signature default for all staff outgoing correspondence x2 artworks</li> <li>• ‘Sign up to receive text message service’ artworks</li> <li>• Design &amp; production of notification leaflet A5 x4pp</li> <li>• Delivery of notification leaflet – BBC to plan and deliver</li> <li>• Design &amp; production of collection calendars x11 versions A5 x4pp</li> <li>• Delivery of calendars – BBC to plan and deliver</li> <li>• Design &amp; production of vehicle panels artwork</li> <li>• Installation of vehicle panels – BBC to plan and deliver</li> <li>• Staff screen savers x2 artworks</li> <li>• ‘Sorry to leave you’ stickers for crews artworks x2 messages (wrong material/wrong day &amp; contamination)</li> <li>• Newspaper adverts x4 artwork</li> <li>• Poster x1 artwork</li> <li>• Advert for Parishes adapted from poster – colour &amp; mono versions</li> <li>• Pull up banners x1</li> <li>• Video 1 production</li> <li>• Video 2 production</li> <li>• BBC Social media toolkit to cover x2 phases, including supporting images for Facebook, Twitter &amp; web-site</li> <li>• Parish Council and partners toolkit to cover x2 phases and support BBC</li> <li>• Text message promotion digital artworks for Facebook, Twitter and web-site to encourage customers to register for the service</li> <li>• Text message wording schedule document for registered users</li> <li>• TV screen artwork for Town Hall display</li> <li>• Flats leaflet A5 x2pp + letter</li> <li>• Roadshows – supporting material?</li> <li>• Commercial customers A5 leaflet x2pp + letter</li> </ul>
<b>KEY MESSAGES</b>	

	<p>The service is changing, making it more effective and efficient, saving £100,000 which will help to bridge the funding gap.</p> <p>This change is a positive step for the environment replacing plastic sacks with reusable hessian bags which are more sustainable.</p> <p>A weekly recycling collection remains.</p>
<b>EVALUATION</b>	<ul style="list-style-type: none"> <li>• Number of orange sacks wrongly put out for collection</li> <li>• Number of hessian sacks containing the wrong material or put out on the wrong day</li> <li>• Number of calls to Contact Centre</li> <li>• Change in tonnage in residual and recycling waste</li> <li>• Customer comments</li> <li>• Crew feedback – e.g. stickers applied</li> <li>• Feedback from MRF contractor regarding quality of recycling i.e. contamination</li> </ul>
<b>BUDGET</b>	<p><b>Copywriting</b> services for:</p> <ul style="list-style-type: none"> <li>• Crew briefing notes</li> <li>• Customer Service briefing notes</li> <li>• Staff briefing notes – ‘help spread the message’</li> <li>• Press release and media enquiries preparation notes</li> <li>• Details of change on the website document</li> <li>• FAQs document</li> <li>• Text message wording schedule document for registered users</li> <li>• Letters for flats and commercial</li> </ul> <p><b>Design &amp; production</b> services for digital artworks consisting of:</p> <ul style="list-style-type: none"> <li>• E-mail signature x2 messages</li> <li>• ‘Sign up to receive text message service’</li> <li>• Vehicle panel</li> <li>• Staff screen savers x2 messages</li> <li>• Poster x1</li> </ul>

- Advert for Parishes adapted from poster – colour & mono versions
- Design & production of notification leaflet A5 x4pp
- Design & production of collection calendars x11 versions A5 x4pp
- ‘Sorry to leave you’ stickers for crews
- Newspaper adverts x4 artwork
- Pull up banners x1
- BBC Social media toolkit to cover x2 phases images for Facebook, Twitter & web-site
- Text message promotion digital artworks for Facebook, Twitter and web-site to encourage customers to register for the service
- TV screen artwork for Town Hall display
- Flats leaflet A5 x2pp
- Commercial customers A5 leaflet x2pp
- Roadshows – supporting material?

**Social media toolkits** – to factor in different target messages and additional toolkit for parish councils/partners to use.

#### **Video x2 production**

**Printing estimates – prices below are at cost and subject to variation in paper costs at the time of order.**

- Notification leaflet A5 x4pp = 35,000 print run
- Collection calendars x11 versions A5 x4pp = 35,000 print run overall
- ‘Sorry to leave you’ stickers for crews = 5,000 off 2 kinds
- Flats leaflet A5 x2pp = 5,000 print run
- Commercial customers A5 leaflet x2pp = 5,000 print run
- Adverts
- Posters
- Pull up banners