

SUMMARY BUSINESS CASE

Modernisation of Waste and Street Services



1. Executive Summary

1.1. This project aims to implement the Plan for Modernising Waste and Street Services commencing in 2017. Creating a cleaner, greener, forward-looking city is part of achieving the overall Plymouth Plan vision that by 2034 Plymouth will be one of Europe's most vibrant waterfront cities where an outstanding quality of life is enjoyed by everyone. As part of this vision, Plymouth's population is set to increase to over 300,000 over the next 20 years, with the number of households projected to exceed 132,000.

1.2. It's imperative that the Council modernises services to keep pace with this population growth, ensuring that the city adopts the highest standards, and the most efficient practices in waste management and street services, to make it an attractive place for people to live, work and visit. We also need to maximize the investments we have already made in our state-of-the-art recycling and energy from waste facilities, and to build on our achievements to date.

1.3. The Council has already started to reshape waste services with the optimisation of collection routes early in 2015. The business case builds on those changes and moves the Council into the next phase of the modernisation of waste management and street scene services to create a seamless, sustainable system, in partnership with our residents. The modernisation of services is expected to generate ongoing savings to the value of £750k. It will require changes in attitudes and other adjustments, and it's crucial that we recognise the importance of bringing residents and staff with us through this transition.

1.4. Early indications from the recent 'Time for Big Decisions' residents' budget engagement survey showed that whilst some people understandably have concerns about the Council making changes to services, for example altering the frequency of waste collections, others are keen to see recycling opportunities expanded and to see more education and awareness-raising.

1.5. Initial findings from the recently commissioned Household Waste Composition and Participation Study found that:

- Overall, Plymouth's average waste generated per household, per week has fallen since 2007, from 11.6kg to 9.03 kg. This is below the national average of 9.4 kg per household per week.
- 20% of household residual waste (brown bins) contained materials that could have been separated by householders and recycled at the Materials Recycling Facility (MRF).
- The highest proportion of recyclable materials in residual waste was found in communal bins serving residential flats. 28% of this could have been recycled. Whilst communal bins serving student accommodation contained 22%. The best performing properties are privately owned semi-detached homes where only a further 17% of residual waste could have been recycled.
- A further 14 % of the waste could have been recycled at the Household Waste Recycling Centres (HWRC), for example large cardboard items, textiles and small electrical goods.
- 82% of household residual waste wheeled bins were less than three quarters full, and only 3% of bins were up to capacity, indicating that the vast majority of domestic household residual waste bins could accommodate more than one week's waste, particularly when coupled with increased recycling.

1.6. Nationally, many areas of the country have shown that it is possible to achieve high levels of recycling from the municipal waste stream, and many have used reduced household collection frequencies as a driver for change. However, there is no national one-size solution to optimize waste management solutions. Every area has to adopt the best combination of practices to suit local circumstances.

1.7. In order to implement changes, it's crucial to gain the trust and cooperation of individuals, households and communities. It's also essential to make sure that the Council is flexible and

responsive, working with people to help them make the right choices. Strong communications and clear campaigns are important factors, together with consistent awareness and education for all sections of the community and front line staff.

1.8. An options appraisal commissioned by the Council in 2014 demonstrated that Alternate Weekly Collections (AWC) was the most effective intervention overall, taking into account the expected increase in recycling rates; the cost of introducing it; and the savings it would be expected to generate. Feedback from the Place and Corporate Overview and Scrutiny Committee in early October 2016 recommended that further work was carried out to compare several options, including AWC.

1.9. The summary business case outlines the costs and benefits of 3 options, and highlights option 2 as being the preferred course of action. Option 2 involves introducing a balanced package of measures to boost recycling rates and deliver efficiencies, starting with the introduction of AWC.

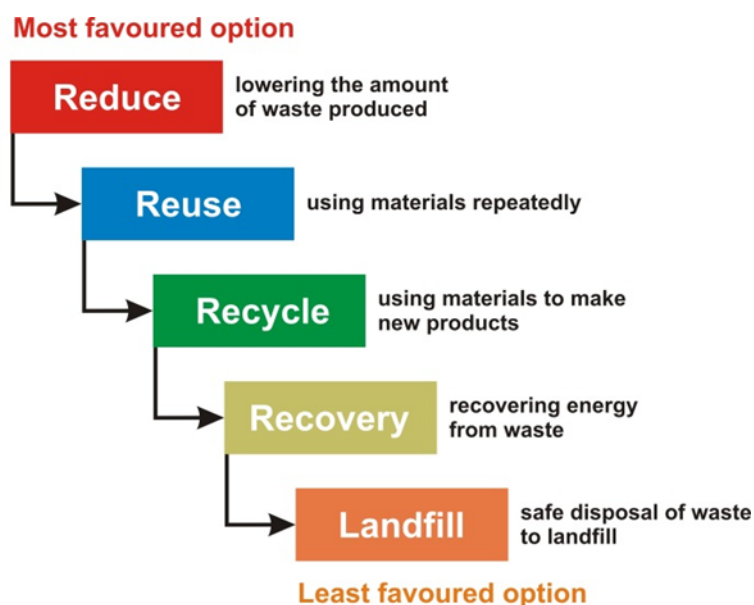
1.10. The full business case focusses on developing the detailed information required to implement option 2, covering; the introduction of AWC with associated structural changes to front line teams; modernising the waste collection and street services operating procedures, and customer service standards; stimulating the required cultural shift to support the change amongst residents and the workforce through clear communications and engagement.

2. National context

2.1. The EU Waste Framework Directive provides the legislative framework for the collection, transport, recovery and disposal of waste, and includes a common definition of waste. From that Directive, the UK Government adopted the Waste (England and Wales) (Amendment) Regulations 2012 which came into force on 1 October 2012.

2.2. From 1 January 2015, waste collection authorities were required to collect waste paper, metal, plastic and glass separately. However, councils are allowed to continue to collect materials in a single 'commingled' stream, if it is possible to demonstrate that separate collections are not 'Technically, Environmentally or Economically Practicable' (TEEP). (Plymouth meets this test and is therefore covered under this exemption).

2.3. The UK's simplified waste hierarchy can be represented by the steps below.



2.4. As part of the Government's drive towards greater harmonisation and consistency in local authority recycling and waste collections, WRAP recently published 'A framework for greater consistency in household recycling for England'.² This guidance sets out 3 typical models of waste recycling and collection. The framework is not mandatory but councils are expected to work towards alignment with one of the 3 models.

2.5. UK trends show that recycling rates have generally been increasing, but have plateaued over the last few years. Most of this increase has been achieved by encouraging more separation of waste by households, and by varying collection frequencies to incentivise recycling.

2.6. South Oxfordshire District Council currently has the highest national recycling rate at over 67%, however many inner-city areas have also achieved impressive rates, including several of the Greater Manchester councils like Stockport and Trafford, both achieving over 60%. There is a great deal of learning that can be extracted from other areas.

2.7. A further driver for improving how we deal with waste is reducing greenhouse gases and addressing climate change throughout the lifecycle of products, by cutting back on our use of raw materials and manufacturing processes, and by significantly reducing transport movements.

2.8. In Plymouth, we have the challenge of changing the perception that sending refuse to the Energy from Waste plant is the preferred option over recycling. Maximising recycling rates within the current regime must be considered paramount in order to meet the contractual requirements of the Energy from Waste PFI partnership.

3. Plymouth Plan

3.1. The Plymouth Plan sets the overarching long term vision for the city to 2034 and beyond. The city's ambition is for the population to grow from the current level of 262,172 to over 300,000 by 2034, and for the number of households to rise from 117,432 to circa 132,926 over the same period. Adopting best practice in waste prevention and sustainable waste management practices will contribute to the overall health, wealth and well-being of the City.

3.2. In particular, Policy 27 of the Plymouth Plan, Minimising Plymouth's Waste, outlines the city's plans to adopt the most sustainable, whilst feasible and financially viable, solutions to waste management. The Policy sets a target of 50% recycling rate by 2034, and includes a range of initiatives such as the active encouragement of home composting to reduce waste; working with community and voluntary groups and businesses to encourage more recycling; and ensuring that all new developments have adequate facilities for efficient waste storage. Whilst many of these initiatives have already been introduced there is always more that can be done to build on them, responding to changes in Government policy and taking advantage of shifts in societal attitudes and behaviours.

4. Corporate Plan

4.1. The Council's Corporate Plan includes a commitment for an improved street scene environment. To deliver this the priority actions to improve litter on streets, and to address fly-tipping in the city, as well as adopting and implementing this Plan and the delivery programme that accompanies it.

4.2. This business case reflects the values and priorities in the Corporate Plan in the following ways:

- **Democratic:** The views of residents have, and will continue to be taken into account when changes are introduced.
- **Responsible:** Changes will be clearly communicated and supported, and will be balanced with proportionate enforcement action for persistent non-compliance with protocols.
- **Fair:** Changes to services will be implemented in a way that recognises special circumstances.
- **Partners:** The successful implementation of service changes will only be possible by working effectively in partnership with communities, groups and individuals.
- It takes a **Pioneering** approach, seeking solutions that are flexible and efficient, striving for high standards.
- It supports a **Growing** Plymouth, by investing in a service that will keep pace with the changing infrastructure requirements.
- It promotes a **Caring** approach by ensuring that people are well supported through change.
- It will deliver a more **Confident** city, improving the street scene and making the best use of our high-tech recycling facilities.

5. Plymouth's Current Waste Services

5.1. Waste and Recycling Service Provision

- Most of the city's 117,423 households are provided with two 240 litre wheeled bins. This includes a brown bin for general refuse which is collected weekly, and a green bin collected fortnightly for mixed recyclables. Five material types – glass, paper, cardboard, plastics and metals can be deposited in the green bin.
- There is a free city-wide seasonal fortnightly kerbside collection of garden waste (except for flats and other properties without gardens). Approximately 5,000 tonnes per year is collected and composted.
- The city has two Household Waste Recycling Centres (HWRCs), Weston Mill and Chelson Meadow. In 2012, Chelson Meadow the larger of the sites was fully reconfigured and redeveloped through a £2.2m investment. This led to an increase in the material received on site being diverted for reuse, recycling and composting from 63% to 80%.
- The Materials Recycling Facility at Chelson Meadow was upgraded in 2015 enabling the kerbside collection of glass, as part of the fortnightly recyclables collection, and increasing the quality and quantity of recycled materials from households and trade sources to over 19,000 tonnes in 2015/16.
- The trade waste collection service provides waste and recycling collections to around 1500 Plymouth businesses, including schools and corporate properties.
- A commercial waste disposal service is available at Chelson Meadow Household Waste and Recycling Centre.
- Bulky waste services for large items over 25kg collect circa 3,600 items per year which amounts to around 510 tonnes. Material is sorted and items recycled where possible.
- Plymouth's Energy from Waste (EfW) Combined Heat and Power Facility came on line in April 2015 to treat residual waste and produce heat and power for the Devonport Naval Base. It is a 'State of the art' high-efficiency residual waste treatment facility. Since being fully commissioned, 99.99% of the waste it processes is diverted from landfill.
- Metals from the incinerator bottom ash (IBA) are recycled, and the remaining IBA is treated and used as an aggregate in the construction industry.

6. Performance

- In 2015/16 the Council collected 125,295 tonnes of municipal waste - Local Authority Collected Municipal Waste. (LACMW is all the waste collected under the authority's control i.e. waste from households, shops, businesses, schools, charities, churches etc.)
- Of the 125,295 tonnes of LACMW, 43.2% was reused, recycled or composted
- 105,000 tonnes of the 125,295 tonnes collected was household waste, of which 32.6% was reused, recycled or composted (national average in England for 2014 was 44.8%, DEFRA)
- Plymouth's recycling rate of household waste has remained fairly static since 2007/8, at around 32% - 33%. The introduction of glass into the dry recycle household kerbside collection scheme in 2014/15 produced an increase of 3%. However, this increase was effectively negated by changes in the national definitions as to what could be included in the data (see next bullet). The latest figures (2015/16) show that Plymouth's household recycling rate is 32.6%.
- A decline in recycling rates was experienced by many authorities in England largely due to the change in classification of Street Sweepings (sent for composting) by DEFRA, moving their classification from household to municipal waste and imposing tighter standards for secondary markets and re-processors.
- Plymouth also experienced a significant decline in the volumes of garden waste sent for composting following the implementation of restrictions at the HWRCs to prevent cross border misuse (use of the HWRCs by non-Plymouth residents). This policy saved the service £16k in 2015/16.

7. Challenges and Opportunities

7.1. Challenges:

Costs

- The cost of waste recovery through the Energy from Waste (EFW) plant rises each year. As the city's population continues to grow, the tonnage of waste collected will also increase, and hence the costs will rise.
- The EFW Partnership agreement requires Plymouth City Council to reach a pre-agreed recycling target, which we are currently failing to meet. Our share of the PFI credits (£177m) could be at risk if we don't achieve the target.

Performance

- Initial findings from the recently commissioned Household Waste Participation and Composition Study indicate that an average of 20% of waste from kerbside collections is recyclable and could be diverted to the MRF. Capturing even 5% of this recyclable material will require a behaviour change from residents.
- The biggest challenge is around residents using communal bins in shared accommodation blocks where an additional 28% of their residual waste could be recycled. This is followed by students in communal accommodation where a further 20% of the waste stream could be recycled.
- Plymouth has a high student and transient population, and areas of the city with high levels of deprivation which are known to reduce the rates of participation in recycling.

Physical challenges

- There are significant areas of high density housing, flats and narrow streets which create issues with storage of bins and collection of waste and cleansing of the public realm.
- Frequent vehicle movements contribute to traffic congestion, particularly given the layout of much of the city with narrow alleys and lots of shared living accommodation.
- Without intervention, the projected increase in the population and housing numbers could exacerbate these problems.

Perceptions

- Respondents to the 'Time for Big Decisions' survey (August/September 2016) expressed some concern about moving to Alternate Weekly Collections for general waste, citing health and environmental concerns, particularly around rotting food waste creating an unpleasant smell within local communities and the potential for vermin.
- Respondents also cited concerns about the green recycling bins getting fuller quicker and overflowing into the streets thus creating the need for greater levels of street cleansing in some areas and also the potential for increased fly tipping.

Workforce and Practices

- There is currently no formalised waste and recycling policy on which to base clear communications for Plymouth residents regarding the level of service they can expect, or on their obligations to store and present their waste as required. A clear policy and guidelines are essential to support fair and consistent enforcement.
- Inconsistencies in the adherence to operating procedures, resulting from the lack of a formal policy, also create inefficiencies and workforce issues relating to health and safety. This is exacerbated by supervisors being focussed on reacting to customer complaints, thus reducing their hands-on management time.
- To implement the changes, a significant shift in the culture of the workforce will be needed. This will be challenging in a climate where there will be reductions in agency and permanent staff, and changes in role profiles and standard operating procedures.
- Waste collection crews currently have to manoeuvre in excess of 15,000 wheeled bins to the kerb side for operators to empty into the waste collection vehicles. This is in addition to the Assisted Collection service provided (circa 9000 households). This practice currently adds approximately 3 hours per day to an average round and presents various health and safety challenges for crews e.g. steps.

7.2. Opportunities

Improving performance

- There is good evidence nationally to show that reducing the capacity of general waste receptacles encourages households to recycle more. A reduction in volume can also be effectively achieved by switching to Alternate Weekly Collections (AWC).
- The recent Household Waste Composition and Participation Study carried out by Resource futures, showed that up to 20% of the residual waste collected could be diverted to the MRF, and a further 14% could be diverted to the HWRCs. Therefore, there is ample scope to increase recycling habits in the city through incentivised measures such as AWC, alongside awareness raising and education.
- The Plymouth Food Waste Partnership feasibility study will further inform the plans for the modernisation of the service, as well as informing any potential future options relating to food waste.
- The range of initiatives proposed in this Business Case include opportunities to redirect much of the recyclable material in public litter bins which is currently going to the EFW plant, to the MRF, further increasing overall city recycling rates.
- Next year, the MRF processing costs will be approximately £30 per tonne cheaper than the EFW plant. This provides a further driver to support increased recycling and to divert waste from the EFW plant.

Policy and Practice

- Revising and formalising the waste and recycling policy will provide the crucial backbone for a modernised service. It will define the working practices and customer service standards, as well as the skills and workforce requirements, resources and performance management arrangements. It will also provide the basis against which enforcement action can be taken.
- The proposed service improvements will generate more efficient and effective standard operating procedures for staff, and clearer instructions for residents on how they store and present their waste for collection.
- Changes will support a new collaborative approach to zonal working across the city, involving all functions within the waste and street services teams. This will include some changes to organisational structure, role profiles and the numbers of FTE's but will deliver modernised, seamless services.
- Optimising work schedules and working in cross-functional teams will create the biggest impact towards improving the street scene and making Plymouth a greener, cleaner city.
- The requirement to work collaboratively with new ways of working will bring opportunities for the workforce to adopt standard operating procedures and address frustrations that have prevented them from delivering consistently high levels of service.
- Ward Councillors and front line staff will benefit from having clear and formalised waste and recycling policy, along with the associated customer service standards which will ensure a consistent standard of service and a reference point for managing customers' expectations and giving a consistent response to queries.

7.3. In the recent 'Time for Big Decisions' budget consultation, feedback from respondents indicated the following opportunities and challenges, which will inform the modernisation of the service:

- Some people said they would recycle more if their household received an Alternate Weekly Collection, however some said it would not be an incentive.
- The city as a whole should do more about recycling – showing a greater appetite for increasing overall recycling rates.
- There is a need for education campaigns, specifically targeting school children and students as key audiences who are most likely to affect change.

- Respondents identified a need for increased enforcement for persistent contamination of recycling bins and for non-compliance with waste storage and presentation generally. Conversely, there was little support for reward schemes.
- Separate food waste collections were suggested as one way to improve the city's recycling rates.
- There was some concern about moving to Alternate Weekly Collections citing health and environmental concerns, particularly around the potential for increased odours and vermin.
- There was also concern about the green recycling bins getting fuller quicker and overflowing into the streets thus creating the need for greater levels of street cleansing in some areas and also the potential for increased fly tipping.

8. Options Appraisal

8.1. Three high level options from the Amec Options Appraisal commissioned by the Council in 2014 were considered at the Place and Corporate Services Overview and Scrutiny Committee on 5th October 2016. The recommendation following that meeting was for a full business case to be developed, expanding on the preferred option.

8.2. The options appraisal conducted by Amec showed that, from a mixed range of 19 interventions and activities evaluated, Alternate Weekly Collections (AWC - green bin collected one week, and brown bin the next) had the best potential to boost recycling rates by up to 5-9% per annum, and to generate savings.

8.3. These figures were based purely on implementing the change to AWC in isolation; however, the basis of the business case is to look at a combination of interventions which will generate further savings up to 750k.

8.4. The three options evaluated were:

- Option 1: Do Nothing
- Option 2: Modernisation of Waste and Street Services
- Option 3: Replacement of household 240Ltr wheeled bins with 120Ltr wheeled bins

8.5. The high-level summary of the options that were evaluated is as follows:

Option 1: Do nothing

- Recycling rates are unlikely to change. ¹
- Costs will continue to increase and the required savings will not be made.
- Improvements to workforce practices, service standards and consistent enforcement will not be implemented.

Option 2: Modernisation of Waste and Street Services

- Recycling rates are expected to increase by 5-9%.
- Recurring savings of £750k are expected to be made within 2 years.
- The service will be integrated and modernised to improve standards.
- The service will be streamlined, more efficient and responsive.

Option 3: Replacement of household 240Ltr wheeled bins with 120Ltr wheeled bins

- The replacement of residual waste bins with those of a smaller capacity may not achieve the desired increase in recycling rates.
- The investment cost would be approximately £1.9m, based on 100,000 households at a cost of £15 per unit.
- No savings would be made in the short term and there would be no impact on service standards or working practices.
- The return on investment will not be realised until year 12.

9. Option 2 implementation

¹ Evidence from other areas of the country has shown that increasing education and awareness-raising alone, without implementing other changes does not increase recycling performance.

9.1. This option has the highest degree of confidence in delivering the required £750K recurring savings (17/18 initial benefit of £250k, the full £750K year being realised from 18/19 and 19/20). This will incorporate:

- Alignment of the waste, street scene and grounds maintenance services.
- Introduction of Alternate Weekly Collections of all residual waste for households across the city, at a one-off cost of £499k in 2017/18.
- Working with elected members and staff identify the optimum collection solutions for areas across the city, particularly where kerbside collection of wheeled bins is not the most efficient option.
- Development and adoption of a formal waste collection and recycling policy and customer service standards which will ensure a consistent, high quality standard of service to meet the needs of a growing city.
- A review of enforcement activity and resources allocated to promote fair and effective enforcement of persistent non-compliance.
- Introduction of in-cab technology which will enable 2-way communication with the Contact Centre to report and respond to issues in real time.
- Introduction of mobile devices for team leaders who will be able to provide real time reporting of issues such as fly-tipping, and to record evidence for use by Customer Liaison Officers to undertake educational visits, or for PACE trained colleagues or the Public Protection Team to support enforcement action.
- Development of efficient and modern operating procedures for waste collection and street scene functions, operating on a zoned, scheduled, holistic approach. This will deliver a consistent quality of service across the city as well as maintaining the highest standards of health and safety for staff and the public.
- An implementation plan for rezoning and scheduling of waste collection rounds to ensure minimum disruption for residents and an efficient and cost effective deployment of staff and vehicles.
- An internal engagement and communications strategy and delivery plan which will ensure staff are able to co-design the new standard operating procedures and inform the development of the waste collection and recycling policy.
- A reduction in the fleet from 38 vehicles to 30 (6 of which would be hire vehicles and 2 from the fleet).
- A reduction in the size of the standard waste collection crew, from 3 operatives to 2, plus a driver. This resource would be deployed flexibly, allowing for a driver plus one operative, or driver plus 3 operatives responding to the business need.
- A review of the current access issues that affect waste collection and street services crews, preventing them from completing their rounds efficiently. This will involve a collaborative approach to addressing issues, for example, via a review of Traffic Restriction Orders/reinstating lining and signage, and targeted education and enforcement action.
- The creation of a formalised service level agreement with fleet management which will ensure that the required numbers of vehicles are operational to efficiently complete the waste collection rounds, in accordance with the schedules.
- Implementation of a range of 'On-the-Go' recycling facilities in city parks, the city centre, and waterfront areas, including new waste receptacles.
- The introduction of new 1100Ltr communal waste bins fitted with apertures that discourage the disposal of inappropriate materials, to reduce contamination.

10.0. Communications and engagement

1.1. The communications and engagement strategy is being developed and will be approved by the Project Board at its first meeting during w/c 24th October 2016.

1.2. Citizen engagement is at the heart of ensuring that the required behaviour change needed to increase recycling rates across the city is initiated. Clear messages will be developed which will set out realistic expectations of the new service so that residents understand how they need to

store and present their waste and recycling, and how they can comply with presenting and sorting waste and recycling.

- 1.3. Plymouth City Council's relationship with a well-established 'network of friends' and other interest groups who play a critical role in developing the city's green agenda will be an integral part of the project. The project team will seek to build on the successful engagement model led by the VCSE (formerly Plymouth Octopus Project) as part of the 2014 Waste Collection Re-organisation Project.
- 1.4. A primary objective is to deliver sustainable community engagement and education (including in-school education) as the project progresses, thus ensuring that the benefits described in this project are sustained over the longer term.
- 1.5. Initial input from the community has been from the 'Time for Big Decisions' budget consultation in August/September 2016. Communication will continue throughout the project, receiving feedback, articulating progress and celebrating achievements, as well as recognising the support of stakeholders in enabling change to take place.
- 1.6. The planned approach includes:
 - A phased approach to messaging which considers the right messages at the right time to support the implementation, given the scale of change required,
 - Opportunities for the public, Members, frontline staff and partners to influence the project. Recent examples include presentations to the Select Committee on 31 August and 22 September, as well as the Place and Corporate Overview and Scrutiny Committee on the 5 October 2016. These sessions gave Members the opportunity to input into proposals.
 - Contact with all households, for example via a letter and/or bin stickers presenting information on changes to collection days, policies and good practice in relation to recycling.
 - A poster campaign targeting community venues and locations such as takeaways, libraries, newsagents and pubs, with support from other services, for example the Plymouth Youth Offending Team.
 - A presence at community meetings and venues across the city, particularly in the build-up to implementation of AWC.
 - A social media campaign, also supported by partners.
- 1.7. Partners will also be targeted through the project's communication plan. Changes may impact on their work. For example, a review of assisted collections could affect supported housing or care providers. Alongside this, the knowledge and skill set of partners will add significantly to the successful implementation of changes.
- 1.8. Partners can also support the project by disseminating information, for example Plymouth Community Homes and other RSLs. Utilising these opportunities will ensure that the project's communication campaign has a broad reach and operates in the most efficient manner.
- 1.9. Regular updates have been provided to the Cabinet Member and the Leader of the Council. Group party briefing sessions have been held, and there will be further guidance for Members in the build-up to implementation.
- 1.10. The whole thrust of this Plan is that communications and engagement is vital to the success of the project, involving Ward Councillors, managers and relevant staff within each aspect of the service.
- 1.11. Staff briefings and engagement will be key to the success of this project to ensure the changes are successfully implemented and the benefits can be realised.

- I.12. Staff have a wealth of knowledge and expertise on how the service can be improved on the ground. They will be heavily engaged in testing and validating new routes prior to implementation. They will inform development of new standard operating procedures for the cross-functional zonal approach to service delivery. With their knowledge, of the city they will provide an essential quality assurance check.
- I.13. The communications and engagement plan will be supported by a dedicated Business Change Advisor who has extensive experience of facilitating the implementation of service changes, including those involving reductions in agency and FTE staff, changes to roles, and the introduction of new policies, procedures and working practices.
- I.14. Each service within scope will receive workshops for managers, followed by workshops for staff. Understanding and appreciating service requirements from the staff perspective will be key to ensure staff buy-in and addressing their questions.
- I.15. Feedback will be given to CMT, DMT, Cabinet members, Ward Councillors, Trade Union representatives, other Council staff (not directly involved), and the Project Board on the progress throughout implementation, as well as the final evaluation of benefits.

11.0. Conclusion

- 11.1. This project represents a significant change for the Council in terms of services, staff and impact on residents.
- 11.2. The preferred option is expected to deliver the best overall results in terms of increased recycling rates, a streamlined, modern, more efficient and integrated service, and short term recurring cost savings.
- 11.3. The implementation needs to be accompanied by extensive communications to encourage broad take up and compliance across communities.
- 11.4. The Council will also need to ensure a flexible response to adapt to exceptional circumstances.
- 11.5. Further enhancements to services will be considered as more information becomes available, and in line with national best practice.

12.0. Timeline

