



SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

Meeting to be held in Civic Hall, Leeds on
Monday, 11th January, 2010 at 10.00 am

A pre-meeting will take place for ALL Members of the Board
in a Committee Room at 9.30 am

MEMBERSHIP

Councillors

- B Anderson (Chair) - Adel and Wharfedale;
A Blackburn - Farnley and Wortley;
A Castle - Harewood;
R Downes - Otley and Yeadon;
J Dowson - Chapel Allerton;
D Hollingsworth - Burmantofts and Richmond Hill;
K Hussain - Hyde Park and Woodhouse;
G Hyde - Killingbeck and Seacroft;
J Jarosz - Pudsey;
J Marjoram - Calverley and Farsley;
L Mulherin - Ardsley and Robin Hood;
M Rafique - Chapel Allerton;

Please note: Certain or all items on this agenda may be recorded on tape

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded.)</p> <p>(*In accordance with Procedure Rule 25, written notice of an appeal must be received by the Chief Democratic Services Officer at least 24 hours before the meeting)</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
5			<p>DECLARATIONS OF INTEREST</p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
6			<p>MINUTES - 14TH DECEMBER 2009</p> <p>To confirm as a correct record the minutes of the meeting held on 14th December 2009.</p>	1 - 8
7			<p>EXECUTIVE BOARD MINUTES</p> <p>To note the minutes of the Executive Board meetings held on 24th November 2009 and 9th December 2009.</p>	9 - 24
8			<p>INQUIRY INTO RECYCLING</p> <p>To consider a report from the Head of Scrutiny and Member Development presenting evidence as part of the Board's inquiry into Recycling.</p>	25 - 122

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>PROCUREMENT OF THE GROUNDS MAINTENANCE CONTRACT FOR 2011 - DRAFT INTERIM STATEMENT</p> <p>To consider and agree a draft interim Statement of the Board in relation to the procurement of the Grounds Maintenance Contract for 2011.</p>	123 - 138
10			<p>INQUIRY INTO INTEGRATED OFFENDER MANAGEMENT - UPDATE</p> <p>To consider a report from the Head of Scrutiny and Member Development presenting an update on the evidence considered so far as part of the Board's ongoing inquiry into Integrated Offender Management.</p> <p>(Appendix 2 to follow)</p>	139 - 144
11			<p>WORK PROGRAMME</p> <p>To receive a report from the Head of Scrutiny and Member Development on the Board's current work programme.</p>	145 - 164
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 8th February 2010 at 10.00 a.m. (Pre-meeting at 9.30 a.m.).</p>	

Agenda Item 6

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

MONDAY, 14TH DECEMBER, 2009

PRESENT: Councillor B Anderson in the Chair

Councillors A Blackburn, A Castle,
R Downes, J Dowson, D Hollingsworth,
J Jarosz, J Marjoram, L Mulherin and
M Rafique

65 Chair's Opening Remarks

The Chair welcomed everyone at today's Scrutiny Board (Environment & Neighbourhoods) meeting.

66 Late Items

In accordance with his powers under Section 100B (4) (b) of the Local Government Act 1972, the Chair consented to the submission of a late item of business relating to a summary note on the key issues raised by the working group to-date (Agenda Item 9)(Minute 72 - Appendix 1 refers).

67 Declarations of Interest

The following declarations of interested were declared:

- Councillor A Blackburn in her capacity as a Director of West North West Homes Leeds Homes (Agenda Item 8 – Minute 71 refers).
- Councillor A Castle in her capacity as a member of West Yorkshire Fire and Rescue Authority (Agenda Item 8 – Minute 71 refers).
- Councillor D Hollingsworth in his capacity as a Director of East North East Homes Leeds and a Member of the West Yorkshire Fire and Rescue Authority (Agenda Item 8 – Minute 71 refers).
- Councillor J Jarosz in her capacity being employed as a Probation Officer/Court Liaison Officer, Leeds Magistrates Court (Agenda Item 8 – Minute 71 refers).

68 Apologies for Absence

An apology for absence was received on behalf of Councillor G Hyde.

69 Minutes and Matters Arising - 9th November 2009

The Chair gave an update on the following minutes relating to information requested by the Board, as referred to in Minute 58:

- Minute 50 - Inquiry into Older People's Housing – That a written update around customer profiling and the number of customers taking advantage of the Council's incentive scheme to downsize would shortly be circulated to Board Members.
- Minute 48 – Statement on Enforcement of Dog Fouling – Dog Warden Service Strategy - The Chair explained that a full progress report following the Board's review around Dog Fouling Enforcement would be submitted

to the 8th February 2010 meeting. However, Members requested that this information be considered earlier by the Board.

- Minute 51 – Housing Solutions/Mortgage Rescue – That a written explanation for the low uptake of mortgage rescue schemes was submitted to Board Members last week.
- Minute 60 – Inquiry into Recycling - With regard to the new waste transfer station off Kirkstall Road, further clarification was sought on the commencement date for the traffic survey to measure the potential impact that the lorries using the site would have on traffic levels.

(In response, Andrew Mason, Chief Environmental Services Officer highlighted that the traffic survey was expected to commence in February 2010).

In noting that lorries would not be expected to enter the site during peak times, clarification was sought on what were considered to be 'peak times'. Members also requested confirmation of expected movements of those lorries accessing the site and the tonnage of waste to be transported.

70 Executive Board Minutes

RESOLVED – That the minutes of the Executive Board meeting held on 4th November 2009 be received and noted.

71 Performance Report 2009/10 Quarter 2

The Head of Policy and Performance submitted a report providing an overview of performance against the priority outcomes relevant to Environment and Neighbourhoods Scrutiny Board including analysis of performance indicator results at the end of Quarter 2 in order that the Board may understand and challenge current performance.

The following representatives were in attendance and responded to Members' questions and comments:

- Councillor L Carter, Executive Member for Neighbourhoods and Housing.
- Neil Evans, Director of Environment and Neighbourhoods.
- Debra Scott, Head of Service Improvement.
- Andrew Mason, Chief Environmental Services Officer.

The Chair invited Board Members to comment on those areas of interest within the performance indicators.

In brief, the main issues raised were:

- TP-1a – Increase in the number of decent homes.
 - Councillor Dowson requested a further update on the houses currently under appraisal in Chapeltown.
(In response, the Director agreed to send this information to Councillor Dowson).
- TP-1d – Reduce the number of people who are not able to adequately heat their homes.

- Reference was made to the discontinuation of the Heat Lease Scheme by ALMOs following criticism by inspectors about the scheme being inequitable. However, Members felt that an alternative 'top up' scheme should be considered to allow residents to pay towards an enhanced heating system beyond the expected decency standard. Clarification was sought on what would happen to existing residents already part of the Heat Lease Scheme.

Members requested that a report be submitted to this Scrutiny Board setting out the different schemes available to help address fuel poverty, including those targeted at the private sector.

- Improvement Priority – ENV-2b-Increase the amount of waste reused and recycled

- Members questioned the impact of the recent industrial action on recycling collection figures. It was highlighted that whilst the October figures did not show a significant reduction in the collection of recyclables, the December and January figures would help to give a clearer picture of the level of impact.

Members therefore requested that these figures be reported back to the Board.

Reference was also made to the poor condition and state of cleanliness on Black Hill Road, which was a route used by lorries from Nutramulch Yorkshire Limited Recycling.

Members requested that this matter be addressed and brought to the attention of Highway Services.

Following the strike action, Members sought clarification of how the efficiency measures now in place would help to increase recycling rates and noted that where resources were to be freed up, this would be targeted at recycling work.

Members sought assurances that all street cleansing routes within the city centre were being covered without the need for overtime.
(In response, Andrew Mason, Chief Environmental Services Officer agreed to formally report back to the Board on this matter).

It was also noted that the food waste collection pilot scheme would now commence in February 2010.

- Improvement Priority – TP-3a. Reduce worklessness across the city with a focus on deprived areas

- Reference was made to the closure of Chapeltown Job Shop and the lack of communication with Area Management regarding the circumstances of the closure.

Members questioned whether the Council had thought about establishing mobile Job Shops to help target hard to reach areas. *(In response, the Director informed the meeting that more emphasis was now placed upon providing outreach work which allows individuals to access support within their own homes).*

The Board noted the LSC Skills for Success programme and requested further information regarding the areas being targeted by the programme and its current success rate.

Members also sought clarification of the contribution made by Environment and Neighbourhoods in helping to address the rising numbers of young people 'Not in Employment, Education or Training' (NEETs). Particular reference was made to the new Future Jobs Fund programme, which was targeted at long term unemployed people, and also the work being conducted via the Worklessness Strategic Outcomes Group. Whilst acknowledging that Children's Services was the lead directorate for delivering the NEET action plan, Members felt that Environment and Neighbourhoods should be working more closely with Children's Services to help deliver this plan.

- Improvement Priority – TP-2a. Creating safer environment by tackling crime

- Members suggested that the performance analysis of serious acquisitive crime should be broken down into areas to highlight the particular hotspots where there was a greater need for targeted resources.

Members also acknowledged the need for greater consistency of police personnel within areas of the city and particularly those areas with high crime rates. It was suggested that such consistency would help the police to develop a closer working relationship with communities.

- National Indicators 18, 32, and 34 relating to adult re-offending rates for those under probation supervision; repeat incidents of domestic violence; and domestic violence – murder.

- Concerns were raised that there remained data quality issues with the above indicators. It was noted that Safer Leeds we progressing with this issue with the Police and Probation Service.

RESOLVED - That the report and appendices and the comments now made be noted.

72 **Worklessness Review - Update**

Following a request from the Board for an update on the Worklessness Review, the Head of Scrutiny and Member Development submitted a summary note and local unemployment figures.

Appended to the report were copies of the following documents for the information/comment of the meeting:

Draft minutes to be approved at the meeting
to be held on Tuesday, 29th December, 2009

- Appendix 1 - Worklessness Review – Summary of the key issues raised to date.
- Appendix 2 – Monthly report to Worklessness Strategic Outcomes Group: October 2009.
- Appendix 3 - Quarterly report to Worklessness Strategic Outcomes Group; October 2009. City-wide working age client group data update.

Sue Wynne, Head of Regeneration, Policy and Planning presented the report and responded to Members' questions and comments.

In acknowledging the list of existing employability support provided within Leeds, Members suggested adding mentoring schemes which are targeted at Schools to provide leadership and guidance for young people too.

Particular reference was made to the 4 Families pilot programme, which was targeted at households furthest away from the labour market and aims to achieve better integrated working. However, further clarification was sought on the areas targeted by this programme.

It was noted that this pilot was based on the lessons learned from the Signpost programme. Similarities were also made with the existing Common Assessment Framework (CAF) within Children's Services in terms of adopting a lead mentoring approach. However, clarification was requested on whether the 4 Families mentors would also report directly to Schools.

Reference was made to the membership of the Worklessness Strategic Outcomes Group (WSOG). Whilst acknowledging representation from Children's Services, Members raised concerns that the group did not include a representative from Education Leeds.

(In response, Sue Wynne agreed to report this back to the Chair of the Worklessness Strategic Outcomes Group).

In noting the local unemployment data, clarification was sought on whether the figures for Job Seeker Allowance claimants still included those which had expired.

(In response, Sue Wynne agreed to get clarification from Jobcentre Plus).

The Chair thanked Sue Wynne for her attendance.

RESOLVED –

- (a) That the contents of the report and its appendices be received and the comments now made be noted.
- (b) To note that the next working group meeting was now arranged for Monday, 4th January 2010.

73 Recommendation Tracking

The Head of Scrutiny and Member Development submitted a quarterly recommendation tracking report which focused on previous inquiries into Affordable Housing (2006) and CO2 emissions (2008).

Draft minutes to be approved at the meeting
to be held on Tuesday, 29th December, 2009

Appended to the report were copies of the following documents:

- Appendix 1 – Recommendation tracking flowchart and classifications.
- Appendix 2 – Recommendation tracking – Progress Report (December 2009).

Members agreed the status assigned to the outstanding recommendations from the Affordable Housing and CO2 Emissions inquiries. With regard to the CO2 Emissions recommendations, Members requested that the Board be kept informed of future progress via the City Development Scrutiny Board.

RESOLVED - That the contents of the report, its appendices and the comments now made be received and noted.

74 Procurement of the Grounds Maintenance Contract for 2011 - Draft Interim Statement

RESOLVED – That consideration of this item be deferred to the next Scrutiny Board (Environment & Neighbourhoods) meeting to be held on 11th January 2010.

75 Work Programme

The Head of Scrutiny and Member Development submitted a report on the Board's current work programme.

Appended to the report were copies of the following documents for the information/comment of the meeting:

- Appendix 1 – Current work programme, including an update on the reviews being conducted by the Board's working groups.
- Appendix 2 – Relevant extract of the Forward Plan of Key Decisions for the period 1st December 2009 to 31st March 2010.

As requested earlier in Minute 71 above, that a report setting out the different schemes available to help address fuel poverty, including those targeted at the private sector be added to the work programme.

RESOLVED - That the contents of the report, its appendices and the comments now made be received and noted.

76 Date and Time of Next Meeting

Monday, 11th January 2010 at 10.00 a.m. (Pre-meeting at 9.30 a.m.)

The Chair thanked everyone for their attendance and wished everyone a Merry Christmas and a successful 2010.

(The meeting concluded at 11:50 a.m.).

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EXECUTIVE BOARD

TUESDAY, 24TH NOVEMBER, 2009

PRESENT: Councillor R Brett in the Chair

Councillors A Carter, R Finnigan, S Golton,
R Harker, P Harrand, J Monaghan,
J Procter and R Lewis

Non-Voting Advisory Member: R Lewis

123 Exclusion of the Public

RESOLVED – That the public be excluded from the meeting during consideration of the appendices to the report for consideration on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosure as the appendices contain information which if disclosed could be prejudicial to the commercial interests of the Council and other outside bodies.

124 Late Supplementary Information

Correspondence between the Council and Leeds United Football Club on 20th and 23rd December was circulated to members and added to the appendices to the report as exempt information on the same grounds as the existing correspondence in those appendices.

125 Football World Cup 2018

Further to minute 7 of the meeting held on 17th June 2009 the Director of City Development submitted a report providing an update on progress to date of the bid to England 2018 for Leeds to become a Host City for the staging of the FIFA World Cup 2018. The report highlighted the legal and financial matters which needed to be considered when making a submission.

Following consideration of a second report and associated appendices designated as exempt under Access to Information Procedure Rule 10.4(3) and considered in private following the resolution passed above it was

RESOLVED –

- (i) That the legal and financial implications of bid submission, as detailed in the exempt section of the report, be noted.
- (ii) That officers be authorised to seek to secure the agreement of Leeds United Football Club to the Stadium Agreement upon the basis of the Council commitments now outlined.

- (iii) That, subject to such agreement with the Club being secured, officers be authorised to submit the final Host City Bid together with associated signed legal agreements.
- (iv) That funding for design work, as detailed in the exempt section of the report, be made available through the Capital Programme.
- (v) That this decision be exempt from Call In as any delay in the process so as to allow for that procedure would seriously prejudice the Council's and the public interest.
- (vi) That the proposals contained in the Exempt section of the report with regard to land acquisition matters be approved.

DATE OF PUBLICATION: 26th November 2009
LAST DATE FOR CALL IN: Not applicable

EXECUTIVE BOARD

WEDNESDAY, 9TH DECEMBER, 2009

PRESENT: Councillor A Carter in the Chair

Councillors R Brett, J L Carter, R Finnigan,
S Golton, R Harker, P Harrand,
J Monaghan, J Procter and K Wakefield

Councillor R Lewis – Non-Voting Advisory Member

126 Retirement of Deputy Chief Executive - Dave Page

On behalf of the Board, the Chair paid tribute to and thanked the Deputy Chief Executive, Dave Page for his services to the Council, as this would be the final Board meeting in which he would be in attendance prior to his retirement.

127 Technoprint Court Case

The Board was advised that following the recently announced verdict, the High Court had ruled in the Council's favour with respect to the Court Case regarding the company Technoprint. The Chair thanked all of those officers involved for their efforts throughout the case.

128 Exempt Information - Possible Exclusion of the Press and Public

The substantive reports and assessment documents referred to in Minute Nos. 135 and 136 had been designated as exempt until 3rd December and 9th December 2009 respectively. This designation had arisen from embargoes on the documents which had substantially been the source of the contents of those items and all information had been published on the lifting of those embargoes.

RESOLVED – That the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 1 to the report referred to in Minute No. 133 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix contains information which if disclosed to the public would, or would be likely to prejudice the commercial interests of the Council.
- (b) Appendix 1 to the report referred to in Minute No. 150 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix contains information relating to the financial or business affairs of a particular person and of the Council, and is not

publicly available from the statutory registers of information kept in respect of certain companies and charities.

It is considered that since the information was obtained through one to one negotiations for the disposal of the property/land then it is not in the public interest to disclose the information at this point in time. Also, it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties could obtain information about the nature and level of consideration which may prove acceptable to the Council.

It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of the transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing the information at this point in time.

129 Late Items

The Chair admitted the following late item to the agenda:-

Key Decision Taken Under Special Urgency Provisions (Minute No. 157 refers)

Following a Key Decision being taken under the Special Urgency provisions, a report providing details of the decision and recommending that it be forwarded to Council as the quarterly report of the Leader on such decisions was submitted to Executive Board in accordance with Access to Information Procedure Rules. Due to the urgent nature of the Key Decision, it was considered appropriate for this report to be submitted to the next scheduled meeting of the Board.

130 Declaration of Interests

Councillor Wakefield declared personal interests in the items referred to in Minute Nos. 152, 153, 155 and 156, due to his position as a school and college governor.

Councillor Brett declared a personal interest in the item referred to in Minute No. 136 due to being a Board Member of Leeds Ahead.

Councillor J Procter declared a personal interest in the item referred to in Minute No. 133, due to his position as Chair of the Leeds Grand Theatre and Opera House Board of Management, and a personal and prejudicial interest in the item referred to in Minute No. 144 due to having a commercial interest in a biomass company.

Councillor Harrand declared a personal interest in the item referred to in Minute No. 133, due to his position on the Leeds Grand Theatre and Opera House Board of Management.

Councillor Finnigan declared personal interests in the items referred to in Minute Nos. 153 and 154, due to his position as a school governor.

Councillor R Lewis declared personal interests in the items referred to in Minute Nos. 153 and 154, due to his position as a school governor.

Councillor A Carter declared personal interests in the items referred to in Minute Nos. 153 and 154, due to his position as a school governor.

131 Minutes

RESOLVED –

- (a) That subject to the figure £1,000,500 being deleted from minute 112(b) and being replaced with the sum of £1,500,000, the minutes of the meeting held on 4th November 2009 be approved as a correct record.
- (b) That the minutes of the meeting held on 24th November 2009 be approved as a correct record.

LEISURE

132 Design and Cost Report for the Redevelopment of Middleton Park Through a Heritage Lottery Fund Parks for People Grant

The Director of City Development submitted a report providing an update on the development of the Stage 2 Parks for People Heritage Lottery Fund bid for Middleton Park, detailing proposals to progress the scheme and which sought approval for the submission of the bid on or before the 31st December 2009.

RESOLVED –

- (a) That the injection of £1,797,929 into the 2010/11 Capital Programme be approved.
- (b) That the submission of the Stage 2 bid on or before the 31st December 2009 be approved.
- (c) That the use of the Parks Renaissance funding scheme number 12523 to address the £68,500 shortfall in the scheme be approved.
- (d) That the current position in relation to the surrender of the lease and the sale of 218 and 220 Middleton Town Street, which is providing part of the Council's match funding for the project, be noted.
- (e) That the Heads of Terms for the contribution agreement between Leeds City Council and Wades Charity be agreed, and that delegated authority to the Council's Chief Recreation Officer to complete the agreement be approved.

133 City Varieties Music Hall Refurbishment: Project Update

Further to minute 222, 4th March 2009, the Director of City Development submitted a report providing an update on the refurbishment of the City

Varieties Music Hall with reference to a revised timetable for completion. The report also sought authority to spend additional funding on the project.

Following consideration of Appendix 1 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting it was

RESOLVED – That the contents of the report, including the update on the scheme be noted, and that the recommendation contained within exempt Appendix 1 be approved.

ADULT HEALTH AND SOCIAL CARE

134 KPMG Health Inequalities Report

The Director of Adult Social Services submitted a report presenting the recommendations arising from a review of health inequalities undertaken by KPMG, detailing the responses to the recommendations and outlining proposed further actions to raise awareness of health inequalities across the City.

RESOLVED –

- (a) That the findings of the KPMG audit on health inequalities be welcomed, and that the action plan appended to the submitted report which has been prepared in response to the recommendations be endorsed.
- (b) That the implications for Council policy and governance, as set out in section 5 of the submitted report, be noted.
- (c) That the Director of Adult Social Services be requested to prepare further reports as appropriate on the development of partnership working with NHS Leeds.

135 Annual Performance Assessment for Adult Social Services

The Director of Adult Social Services submitted a report providing the outcome of the Care Quality Commission Annual Performance Assessment of Adult Social Services for 2008/09.

The Board extended its thanks to all staff within Adult Social Care who had helped to ensure that Adult Social Care provision in the city had been judged to be 'Performing Well'.

Due to the outcome of the Annual Performance Assessment being embargoed until 3rd December 2009, a substantive report providing full details of the outcome was circulated to Members for consideration once the embargo had been lifted.

RESOLVED –

- (a) That the contents of the submitted report, the final assessment letter and the performance review report from the Care Quality Commission for adult social care services in 2008/09 be noted.
- (b) That the areas for improvement, as set out in the annual performance rating report, be referred to the Scrutiny Board (Adult Social Care) for the Scrutiny Board's oversight of performance.

CENTRAL AND CORPORATE

136 Comprehensive Area Assessment 2009

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report presenting the outcomes from the 2009 Comprehensive Area Assessment for Leeds.

Members noted that a further report specifically in relation to Children's Services would be submitted to the next meeting of the Board.

Due to the outcomes of the Comprehensive Area Assessment being embargoed until 9th December 2009, the Area Assessment report, Organisational Assessment report and the Ofsted letter with respect to the Children's Services Annual Rating were tabled at the meeting for Members' consideration once the embargo had been lifted.

RESOLVED – That the covering report and the published reports which provide details of the outcomes from the Comprehensive Area Assessment 2009 be received.

137 Corporate Performance Report 2009/10 Quarter 2

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report presenting an overview of performance against the Council's priority outcomes for the first 6 months of the 2009/10.

RESOLVED – That the overall performance position at Quarter 2 with respect to the strategic priorities, and the action planned to further improve or address performance concerns, be noted.

138 Design and Cost Report: Business Transformation in Leeds City Council and the Introduction of Employee and Manager Self Service

The Director of Resources submitted a report regarding the development and deployment of SAP's Manager and Employee Self Service module as part of the Council's wider transformation agenda.

RESOLVED – That authority be given to spend £1,465,500 over the next 2 year period (plus an additional £117,500 in year 5), to be funded from the Business Transformation allocation and the ICT Development and equipment funds, in order to enable the implementation of the Manager and Employee Self Service initiative to contribute towards the delivery of Business Transformation within Leeds City Council.

139 Progress Report on the PPP/PFI Programme In Leeds

A report was submitted by the Deputy Chief Executive providing an update on the Council's current portfolio of PPP/PFI projects and programmes, highlighting the planned key activities earmarked for the investment programme, identifying the employment opportunities which have been created and detailing information on the recent review of governance arrangements for such projects.

RESOLVED –

- (a) That the current status of the PPP/PFI projects and programme be noted.
- (b) That the winding up of the Coordination Board and the transfer of responsibilities to Directors, with effect from the date of approval of the amendments to Director delegations by the Leader, as outlined at section 6 of the submitted report, be approved.
- (c) That the proposed revised Terms of Reference for the Strategic Investment Board (SIB) be noted.
- (d) That the Deputy Chief Executive, and subsequently the Director of Resources and Deputy Chief Executive be authorised to implement any necessary Project Board changes, in terms of structure, Chair and composition, as detailed within paragraph 7.1.1 of the submitted report.
- (e) That the proposal detailed at paragraph 7.2 of the submitted report in relation to Final Business Case approvals be noted.

140 Consultation Response - Transitional Arrangements for Regulation of Lap Dancing Clubs

The Assistant Chief Executive (Corporate Governance) submitted a report on the reclassification of lap dancing establishments, and on the proposed response to the public consultation exercise undertaken on the transitional arrangements for the regulation of such establishments.

RESOLVED – That the proposed responses to the consultation be noted and endorsed as the Council's response.

DEVELOPMENT AND REGENERATION

141 A65 Quality Bus Initiative

The Director of City Development submitted a report providing an update on the progress made in relation to the A65 Quality Bus Initiative and outlining the necessary approvals required to continue the development of the Initiative.

RESOLVED –

- (a) That the contents of the submitted report be noted, and prior to the Full Approval being granted by the Department for Transport, the following be approved:
- i) the additional fee expenditure of £126,000.
 - ii) the remaining ECI Contract costs of £175,000.
 - iii) the mobilisation and start up costs of £180,000.
 - iv) further advance payments to statutory undertakers at a cost of £455,000.
- (b) That following Full Approval being granted by the Department for Transport, approval be given to:
- i) rescind all previous approvals.
 - ii) the implementation of the A65 Quality Bus Initiative scheme at a total cost of £21,580,000.
 - iii) incur expenditure of £14,880,000 works, £2,000,000 land, £2,300,000 statutory undertakers and £2,400,000 fees, all of which is included within the approved capital programme.

- 142 Leeds Local Development Framework - Annual Monitoring Report 2009**
The Director of City Development submitted a report presenting the proposed Local Development Framework Annual Monitoring Report 2009 for submission to the Secretary of State for Communities and Local Government.

The Board noted that an amendment to the Annual Monitoring Report 2009 document had been proposed, namely the replacement of paragraph 7.1.5 with the following:

‘Overall waste arisings continue to decrease. Moreover, management methods of recycling and composting are increasing their share of total management. This is also encouraging as it means less waste is being diverted to landfill’.

RESOLVED – That, subject to the incorporation of the above amendment, the Leeds Local Development Framework Annual Monitoring Report 2009 be approved for submission to the Secretary of State, pursuant to Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

- 143 Business Support Scheme for the Council's Small Business Tenants and Investment in Kirkgate Markets**

The Director of City Development submitted a report regarding the proposed establishment of a Business Support Scheme to support the Council’s commercial tenants in the markets, estate shops, miscellaneous small shops

Draft minutes to be approved at the meeting to be held on Wednesday, 6th January, 2010

and small industrial units, whilst also outlining the financial implications of establishing such a scheme.

RESOLVED –

- (a) That the establishment of a Business Support Scheme for the Council's small independent business tenants be agreed.
- (b) That £250,000 revenue be earmarked to establish the scheme, with £50,000 released from Contingency Fund in 2009/10.
- (c) That further decision making on the details of the scheme and the terms and conditions for giving support be delegated to the Director City Development in consultation with the Executive Member for Development and Regeneration.
- (d) That officers be requested to monitor the scheme and its effectiveness, and to report back to Executive Board in six months time.
- (e) That £125,000 be injected in 2010/11 and £125,000 be injected in 2011/12, when the Capital Programme is reviewed in February 2010, in order to improve facilities at Kirkgate Market.
- (f) That the proposed Lower Kirkgate Townscape Heritage Initiative (THI) bid to the Heritage Lottery Fund be the subject of a separate report.

ENVIRONMENTAL SERVICES

144 Climate Change Action Plan (and Eurocities Declaration on Climate Change)

The Director of City Development submitted a report regarding the proposed adoption and publication of the Leeds Climate Change Action Plan, in addition to the approval and signing of the Leeds Climate Change Charter and the Eurocities Declaration on Climate Change.

RESOLVED –

- (a) That the Leeds Climate Change Action Plan be adopted and made public.
- (b) That the Leeds Climate Change Charter and the Eurocities Declaration on Climate Change be signed on behalf of the Council.
- (c) That the current target to reduce corporate CO₂ emissions by 33.4% by 2020/21 be amended, and a stretch target to reduce corporate CO₂ emissions by at least 40% by 2020/21 be adopted, as referred to in paragraph 4.6 of the submitted report.

(Having earlier declared a personal and prejudicial interest in relation to this item, Councillor J Procter left the room during the consideration of this matter)

145 Recycling Improvement Plan

The Director of Environment and Neighbourhoods submitted a report providing an update on recycling performance, outlining the progress made with respect to the provision of kerbside recycling and which proposed the initiation of a Recycling Improvement Plan.

RESOLVED –

- (a) That the initiation of the Recycling Improvement Plan be approved.
- (b) That the aims, guiding principles and programmed approach to giving equality of access, but not necessarily uniform methods of recycling, across the city, be endorsed.
- (c) That the additional costs of extending the garden waste collection service and how these costs can be met in the future by driving through the agreed efficiency improvements in the Waste Collection Service be noted.

NEIGHBOURHOODS AND HOUSING

146 Deputation Response - Residents Concerned at Levels of Local Authority Provision for the Travelling Community

The Director of Environment and Neighbourhoods submitted a report in response to the deputation to Council on 15th July 2009 submitted by local residents concerned at levels of local authority provision for the travelling community.

A revised version of the verbatim record of the deputation, which was appended to the submitted report, had been circulated for Members' information prior to the meeting.

RESOLVED – That the response to the deputation, as contained within the submitted report, be noted.

147 Regional Housing Board Programme 2008-11 - Update on schemes within the overall programme

The Director of Environment and Neighbourhoods submitted a report outlining the changes to the funding position and proposing a revised resource programme for the Regional Housing Board 2008/11 which was within the reduced funding available.

RESOLVED –

- (a) That due to the reduced funding position and the resource allocations, the revised investment programme be agreed.
- (b) That an additional £307,367 energy efficiency grant funding be injected into the 2009/10 capital programme.
- (c) That additional private sector contributions of £151,100 be injected into the programme and that expenditure be authorised as detailed at

Draft minutes to be approved at the meeting to be held on Wednesday, 6th January, 2010

Appendix B to the submitted report, which is earmarked for Cross Green Phase 3 A&D scheme.

- (d) That authority to spend on the schemes as detailed in Appendix B to the submitted report be rescinded.
- (e) That all remaining individual authority to spend requests be brought forward to Executive Board or the appropriate Director as per the Financial Procedure Rules.

148 Leeds Housing Strategy 2009 - 2012/Leeds Private Rented Housing Strategy

The Director of Environment and Neighbourhoods submitted a report presenting for approval the updated Leeds Housing Strategy 2009 - 2012 and the updated Leeds Private Rented Housing Strategy.

RESOLVED – That the updated Leeds Housing Strategy 2009 – 2012 and the updated Private Rented Housing Strategy be approved.

149 Little London and Beeston Hill and Holbeck PFI Project - Demolition of Empty Properties Prior to the Start of the PFI Contract

Further to minute 214, 4th March 2009, the Director of Environment and Neighbourhoods submitted a report proposing the demolition of a number of tower blocks and maisonette properties which have been emptied in readiness for the Little London and Beeston Hill and Holbeck PFI project, in advance of the start of the PFI contract.

RESOLVED –

- (a) That the demolition of the identified empty properties in Little London and Holbeck be approved.
- (b) That the injection of £1,700,000 into the Capital Programme, from the use of Unsupported Borrowing be approved.
- (c) That scheme expenditure of £1,700,000 be authorised.

150 Council House Building - 25 Properties for the Over 55s

The Director of Environment and Neighbourhoods submitted a report outlining a proposal to release monies, dispose of land at nil consideration and appoint builders for the provision of 25 two bed properties for the over 55s.

The report detailed the following options available to progress the development of the sites involved, with option 3 being recommended as the preferred option:

Option 1 - Sell the land at Waterloo on the open market for £500,000 which would deliver 20 open market units and 9 affordable units. The land at Silver Royd and Evelyn Place could be sold on the open market for £210,000 which would deliver 17 units and no affordable units as the size of the sites would be below the threshold for affordable housing. This option would result in a

capital receipt of £710,000 and 9 units of affordable housing. However this would rely on an open market sale which would not be likely due to present market conditions, and so would instead, leave all three sites undeveloped for the foreseeable future and no new council properties.

Option 2 - As the Waterloo Site was already in the remit of the Strategic Affordable Housing Partnership Board this could be sold to a Registered Social Landlord (RSL) for a capital receipt of £ £145,000. Subject to receiving a grant from the Homes and Community Agency (HCA) this could result in 29 affordable units being delivered by an RSL. The sites at Silver Royd and Evelyn Place being sold on the open market for £210,000 and no affordable housing on those two sites. This option would result in a capital receipt of £355,000 and 29 units of affordable housing would be delivered via an RSL on the Waterloo Road site. This would be dependant on a grant being secured from the HCA and would leave the other two sites undeveloped for the foreseeable future and would result in no new council properties.

Option 3 - Sell the land at Waterloo Road for nil consideration to Keepmoat PLC and issue a licence to allow Keepmoat PLC to build on the Councils behalf, at Evelyn Place and Silver Royd. Use £1,516,424, Section 106 monies to purchase 25 completed units across the 3 sites. This option would result in no capital receipt for the Council but retained ownership of land at Silver Royd and Evelyn Place and 25 new council properties to be owned by the Council and managed by West North West Homes. This option would also ensure that all three sites were developed, bringing additional work and confidence to these areas. Across the three sites this would equate to 55% new council housing.

Following consideration of Appendix 1 to the report designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting it was

RESOLVED –

- (a) That the appointment of Keepmoat PLC to build the new properties on behalf of the Council be authorised.
- (b) That £1,516,424 of Section 106 funding be injected into the Capital Programme.
- (c) That expenditure of £1,516,424 be authorised to acquire 25 x 2 bed properties for the over 55s funded through Section 106 resources.
- (d) That land at Waterloo Road, as detailed within the submitted report, be disposed of at nil consideration.

CHILDREN'S SERVICES

151 Proposed Variations to the BSF Capital Programme

The Deputy Chief Executive and the Director of Children's Services submitted a joint report outlining proposed budgetary variations to the BSF Capital

Programme and providing information on the outcome of the Compensation Event Claims arising from the Phase 1 Design and Build contract.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That £683,000 be injected into the Education Capital Programme to reflect the additional funding notified by the Partnerships for Schools.
- (c) That £800,000 be injected into the Education Capital Programme to reflect the current asset valuation of Wortley High School.
- (d) That the proposed changes to the profile of spend against the proposed Programme Contingency, including the incorporation of the two sums injected at (b) and (c) be agreed, and that authority to spend against this budget in line with the profile detailed within the submitted report and Appendix 1 be approved.
- (e) That an injection of £300,000 into the Education Capital Programme to reflect the current asset valuation of Pudsey Grangefield School be approved.

152 Transfer of Responsibilities from the LSC to the Local Authority

The Director of Children's Services and the Chief Executive of Education Leeds submitted a joint report providing an update on the progress made with respect to the transfer of responsibilities from the Learning and Skills Council to the Local Authority and in relation to the future arrangements for the planning and funding of 14-19(25) provision at local authority and sub-regional level.

RESOLVED –

- (a) That the progress made with respect to the transfer of responsibilities from the Learning and Skills Council to the Local Authority be noted, and that the approach to the preparation for the transfer of such responsibilities be approved.
- (b) That support for Elected Member representation on the reconstituted 14-19 Strategic Partnership, as indicated at paragraph 3.1.3 of the submitted report be confirmed.
- (c) That the Memorandum of Understanding, as detailed at appendix 3 to the submitted report, be approved.

153 Proposal for Statutory Consultation for the Expansion of Primary Provision for September 2011

The Chief Executive of Education Leeds submitted a report outlining proposals to undertake a statutory formal consultation exercise with respect to the proposed permanent expansion of those primary schools detailed within the report.

The Board was advised that the proposed capacity in relation to West End Primary should have read 315, rather than the 420 as detailed within appendix 1 to the report.

RESOLVED –

- (a) That subject to the above amendment, the statutory formal consultation on the prescribed alterations to permanently expand the primary schools identified within Appendix 1 to the submitted report, be approved.
- (b) That a report detailing the outcome of the consultations be submitted to Executive Board in Spring 2010.
- (c) That the proposals for further primary school expansions from 2012 onwards, which will be the subject of further reports to the Board, be noted.

154 Proposal to Relocate the West SILC from the Farnley Park Site under Building Schools for the Future

The Chief Executive of Education Leeds submitted a report outlining proposals to undertake formal consultation on the relocation of the West Specialist Inclusive Learning Centre (SILC) (Victoria Park) modular building at Farnley Park Maths and Computing college to Bruntcliffe High School.

RESOLVED –

- (a) That a formal consultation process be undertaken on the relocation of the provision currently made in the West SILC (Victoria Park) modular building at Farnley Park Maths and Computing College, as planned under the Building Schools for the Future initiative.
- (b) That a further report be submitted to the Board in March 2010 reporting on the outcome of the consultation commencing in January 2010.

155 Outcomes for Looked After Children in Leeds

To consider the report of the Director of Children's Services summarising the progress made against the Every Child Matters outcomes with respect to Looked After Children in Leeds, and which identifies the strategies for improving such outcomes.

RESOLVED – That the main findings detailed within the submitted report, and its conclusions, be noted.

156 Children's Trust Arrangements - Area and Locality Governance Arrangements

The Director of Children's Services submitted a report outlining proposals with respect to formal arrangements for the area and locality aspects of the children's trust arrangements in Leeds. In addition, the report set out the context for such proposed developments and provided supporting background information and analysis.

RESOLVED –

- (a) That the need to establish formal procedures for the area and local working of children's trust arrangements in Leeds be noted.
- (b) That the proposed approach to the development of area and locality Children Leeds Partnerships, as set out in Section 5 of the submitted report and appendices, be approved.
- (c) That the children's trust arrangements in Leeds be updated in accordance with the proposals detailed within the submitted report.

157 Key Decision Taken Under Special Urgency Provisions - Buslingthorpe Conservation Area

The Assistant Chief Executive (Corporate Governance) submitted a report informing of a Key Decision taken under the 'Special Urgency' provisions contained within the Constitution with respect to Buslingthorpe Conservation Area. The report recommended that it was forwarded to Council as the quarterly report on such decisions in accordance with paragraph 16.3 of the Access to Information Procedure Rules.

The report relating to this matter had been circulated to Members for their consideration prior to the meeting.

RESOLVED –

- (a) That the report be approved as the report of the Leader for submission to Council as the quarterly report in accordance with Access to Information Procedure Rule 16.3.
- (b) That this decision be exempt from Call In due to being concerned with matters which are reserved to Council.

DATE FOR PUBLICATION: 11TH DECEMBER 2009
LAST DATE FOR CALL-IN: 18TH DECEMBER 2009

(Scrutiny Support will notify Directors of any items called in by 12:00 noon on 21st December 2009)



Originator: A Brogden

Tel:2474553

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 11th January 2010

Subject: Inquiry into Recycling

Electoral Wards Affected: All

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 In November 2009, the Board considered evidence in line with session one of its Inquiry into Recycling. At today's meeting, the Board will be considering evidence in line with session two of the inquiry.
- 1.2 A working group of the Board has already met on 1st December 2009 to consider the following issues:
- The range of materials currently recyclable at household waste sorting sites and bring sites and whether there is scope to expand the range (including more reusable materials). Also, to consider the potential for more locations across the city for bring sites.
 - Examples of other recycling facilities/methods used outside of Leeds and the potential cost implications for adopting these across the city.
- 1.3 A written summary of the working group's discussions is attached as Appendix 1 for the Board's consideration.
- 1.4 At today's meeting, the Board will also be exploring regional and national approaches towards recyclable collection methods. As well as officers and the Executive Member for Environmental Services, representatives from a number of external organisations, including WRAP, WRAG, Friends of the Earth and CO2Sense, have also been invited to contribute to the Board's discussions today.

1.5 The following background papers are attached for Members' consideration:

- Appendix 2 - Choosing the right recycling collection system. WRAP. June 2009;
- Appendix 3 - Good Practice Guide to Bring Recycling. Eco Alternatives Limited. February 2006;
- Appendix 4 – Improving waste diversion from civic amenity sites. M.E.L Research / Defra. 2004/05

2.0 Recommendations

2.1 The Board is requested to:

- (a) consider the summary report of the working group's meeting held on 1st December 2009;
- (b) note the attached background papers;
- (c) consider the views of officers, Members and external representatives at today's meeting.

Background Papers

None

Scrutiny Board (Environment and Neighbourhoods) Inquiry into Recycling

Summary report of the working group meeting held on 1st December 2009.

1.0 Introduction

1.1 A working group of the Board met on 1st December 2009 to consider evidence in line with session two of the Board's Inquiry into Recycling.

1.2 The purpose of this meeting was to consider the following issues:

- The range of materials currently recyclable at household waste sorting sites and bring sites and whether there is scope to expand the range (including more reusable materials). Also, to consider the potential for more locations across the city for bring sites.
- Examples of other recycling facilities/methods used outside of Leeds and the potential cost implications for adopting these across the city.

1.3 The following Members and officers attended the working group meeting to discuss the evidence submitted:

- Councillor B Anderson (Chair of the Scrutiny Board)
- Councillor A Blackburn
- Councillor Joe Marjoram
- Councillor James Monaghan, Executive Board Member for Environmental Services
- Angela Brogden, Principal Scrutiny Adviser
- Susan Upton, Head of Waste Management

1.4 In preparation for the meeting, a briefing paper on the current range of recyclable materials collected in Leeds was provided by the Head of Waste Management. This is attached for information.

1.5 In consideration of this briefing paper, a number of issues were raised by the working group, which are summarised below.

2.0 Main issues raised

Setting achievable recycling targets

2.1 In acknowledging that the Council's current recycling rate is around 34%, with the aim of reaching a target of 50% by 2020, the working group questioned whether there would be a capping point as a result of it not being viable economically to further separate materials from the residual waste collections for recycling. In view of the existing market streams, it was highlighted that the capping point for recyclable collections would be between 50-60%.

- 2.2 It was noted that by increasing the frequency of recyclable collections, particularly as part of an alternative weekly collection system, this could achieve a further 10% to the collection rates. It was noted that the proposed food waste collections could also increase the figures into the 50% bracket. However, beyond this figure it was noted that the Council would need to look at the cost implications of extending the range of materials already reused and recycled.
- 2.3 Whilst the working group acknowledged that the Council already collects a wide range of reusable and recyclable materials, they discussed the potential benefits and opportunities available to extend this range further.

Recycling of textiles

- 2.4 The working group noted that apart from food waste, textiles would make up a large proportion of the residual waste collected. In view of this, Members discussed the opportunities available for separating out textiles to help improve recycling rates.
- 2.5 It was noted that many charities, and other businesses, already provide a collection service within residential areas for reusable textiles which would need to be taken into consideration. Emphasis was therefore placed upon the Council exploring opportunities to work more closely with charities to coordinate services for the collection of textiles.
- 2.6 In acknowledging that the contract for the Materials Recycling Facility (MRF) expires next year and will therefore be subject to a competitive tendering process, Members also suggested that potential bidders be asked to give an indication of costs for adding textiles to the contract to enable the Council to evaluate the cost benefits of this approach before making any decisions.

Extending the range of plastics recycled

- 2.7 During its November meeting, the Scrutiny Board had already identified plastics as a material which causes much confusion for the public in terms of the different types used and which ones can be recycled.
- 2.8 The working group learned that the following plastics are not recycled at the local Household Waste Sorting Sites:.

Plastic types 3 (PVC),
5 (polypropylene PP)
6 (polystyrene PS),
7 (others)

- 2.9 It was noted that these include the plastic types used for yogurt pots, food trays and margarine tubs. Whilst these waste streams can be recycled, subject to value for money justification, it was highlighted to the working group that this is likely to need further investment at the Household Waste Sorting Sites. As an example, it was highlighted that recycling of polystyrene may

require the waste stream to be bulked up and then baled to produce sufficient weight to gain income from sale for recycling.

- 2.10 The working group also learned that hard plastics, UPVC windows and glazing glass are also not collected for recycling at the present time.
- 2.11 It was reported to the working group that the range of plastics recycled is largely dictated by market forces and until there is a demand for these materials it is not cost effective to separate them from the residual waste. Members again identified a need to lobby for a national approach towards the use of plastic packaging to restrict the range of plastics used.
- 2.12 Particular reference was made to the collection of Tetrapaks at particular Household Waste Sorting Sites and the working group again questioned whether this material could be included in the new MRF contract. Whilst acknowledging that this would be possible, it was highlighted that the quality of materials collected via the co-mingled method would not be of the same standard as that collected at source. This would therefore need to be taken into account in terms of market demands.

Glass collections

- 2.13 The working group questioned whether the collection of mixed glass was more cost effective than having separate collections. It was noted that there is currently no charge for collecting glass as the distributors would recover their collection costs from the value of the materials collected.
- 2.14 However, it was highlighted that the Council is anticipating a change in the glass industry over the next couple of years with a stronger preference for separate collections. It was noted that mixed glass tends to be directed at aggregated outlets rather than reusable. In view of this, importance was placed upon not only considering the cost implications of having separate glass collections, but also acknowledging the benefits in terms of reducing carbon emissions too.

Working closely with supermarkets

- 2.15 The working group discussed each of the materials currently collected at the Housing Waste Sorting Sites and particular reference was made to the collection of small electrical goods and also batteries. In acknowledging that not all residents have easy access to the local HWSS, the working group initially questioned whether there was any scope of including these within the SORT collections. However, it was highlighted that local supermarkets could prove to be a valuable collection point as customers should be encouraged to exchange their damaged electrical goods and batteries when purchasing new goods. It was noted that a similar approach could also be adopted for low energy bulbs.
- 2.16 Members agreed that such innovative partnership working needed to be explored further by the Council.

Underground waste collection system

- 2.17 Within the briefing paper, particular reference was made to the Envac system, which is a pneumatic waste collection system. Separate recyclable wastes are put into different containers which are connected to a pneumatic collection system. The waste materials are sucked through an underground pipeline system to a central collection point up to 2km away. The waste is compacted prior to transfer to a container that is then loaded onto a vehicle for removal.
- 2.18 It was noted that this system has been installed in the Wembley City residential complex next to the new Wembley Stadium where it is used to collect household waste, although similar systems can be used to collect waste from street collection bins. In acknowledging the benefits of this system in terms of low carbon emissions due to the lack of collection vehicles and being able to address capacity issues within densely populated areas, the working group agreed that there would be merits in exploring this method further for Leeds.
- 2.19 It was noted that individual subterranean systems are also used for the collection of waste from street bins and there are merits in exploring this further.

Promoting a sustainable and green Arena for Leeds

- 2.20 The working group emphasised the importance of ensuring that representatives from waste management had an input into the developments for the new Leeds Arena to ensure that appropriate consideration is given to waste management as part of its infrastructure. This was noted by the Head of Waste Management and the Executive Member.

Introducing local incentives for recycling

- 2.21 The working group questioned whether there would be merits in developing an incentive scheme as a way to engage more people to recycle, such as a points system which could be redeemable within local supermarkets and other retailers. Whilst it was noted that such a scheme would need to be on an individual and temporary basis, it was suggested that this approach could be piloted in order to evaluate its impact.

Frequency -vs- capacity

- 2.22 The working group questioned whether the Council would benefit from allocating more green and brown bins to residents rather than increasing the frequency of collections. It was noted that there would be a preference to increasing frequencies as opposed to increasing the number of bins collected as this would have a greater impact on collection routes and there would also be significant costs in terms of providing additional bins. In relation to increasing the number of brown bins, preference was made to exploring alternative methods such as providing composting bins.

Briefing Paper: Range of Recyclable Materials collected in Leeds.

1.0 Household Waste Sorting Sites (HWSS).

1.1 Leeds City Council (LCC) currently provides 11 HWSS across the city at Calverley Bridge, East Leeds, Ellar Ghyll, Gamblethorpe, Kirkstall Road, Stanley Road, Meanwood Road, Thorp Arch, Pudsey Grangefield, Milners' Road and Holmewell Road. A strategic review of these sites is currently being undertaken to look at their distribution and determine how they meet current and future needs especially with respect to population densities. East Leeds HWSS is due to close in spring 2010 for redevelopment, with reopening planned for spring 2011. Gamblethorpe HWSS is due to close in September 2010 in accordance with planning requirements to allow the completion of the restoration of the adjacent landfill site.

1.2 A wide range of materials are collected for **recycling** at the HWSS:

- **Paper** (inc. shredded paper, computer paper, newspaper, junk mail, magazines, telephone directories, envelopes)
- **Metal cans** (inc. aluminium, food and drink cans, steel cans)
- **Cardboard packaging** (inc. brown, glossy food packaging, egg boxes)
- **Plastic bottles** (types 1(PET), 2(HDPE)
- **Glass** (bottles and jars)
- **Aerosol cans**
- **Aluminium foil**
- **Small electrical goods** (kettles, toasters, irons, hifi's, cd players etc.)
- **Large electrical goods** (cookers, washing machines, fridges, freezers)
- **Batteries (car & domestic)**
- **Green waste**
- **Tyres**
- **Household rubble**
- **Scrap metal**
- **Fluorescent tubes**
- **Low energy bulbs**
- **Tetrapaks** (*only at Thorp Arch, Meanwood, Milners' Rd, White Rose & Owlcoates*)
- **Oil** (engine and vegetable)
- **Wood** (including mdf and chipboard)
- **Gypsum-containing materials** (uncontaminated plasterboard and indoor plaster)
- **Garden chemicals**

1.3 The range of plastics recycled is largely dictated by market forces and until there is a demand for these materials it is not cost effective to separate them from the residual waste.

- 1.4 The following plastics are not recycled at HWSS:
- Plastic types 3 (PVC),
5 (polypropylene PP)
6 (polystyrene PS),
7 (others)
- 1.5 These include the plastic types used for yogurt pots, food trays, margarine tubs. These waste streams can be recycled, subject to VFM justification, but this is likely to need further investment at sites. e.g recycling of polystyrene may require the waste stream to be bulked up and then baled to produce sufficient weight to gain income from sale for recycling. Hard plastics, UPVC windows and glazing glass are also not collected for recycling at the present time.
- 1.6 Wherever possible items are collected for **reuse**. The following are collected at the HWSS for donation to charities for reuse or sale.
- **Clothes**
 - **Shoes**
 - **Books**
 - **Ink Cartridges**
 - **Spectacles**
 - **Stamps**
 - **Mobile Phones**
- 1.7 Part used tins of paint suitable for reuse are collected currently at 5 of the HWSS for reuse by the local Community Repaint group, Seagulls, who provides it to local community groups at low cost. Subject to a current procurement, it is planned to expand paint collections to all HWSS within the next 12 months.
- 1.8 A small number of sewing machines, knitting machines and tools are collected by Work Aid, who repairs and refurbishes items for shipment to projects overseas.
- 1.9 Bicycles are also collected sporadically by reuse groups. More recently a Bradford based group have contacted the Waste and Recycling team, to express interest in collections from HWSS, they are trying to set up a company to repair and sell bikes. This is a product which could easily be supplied through the household waste sites but finding an established outlet is proving difficult.
- 1.10 At five HWSS (Meanwood Road, Thorp Arch, Pudsey Grangefield, Milner Road and Holmewell Road) bulk storage containers have been provided to allow the segregation and dry storage of larger household furniture items that are suitable for reuse: These are collected from the sites by local furniture reuse projects (St Judes, Leeds & Moortown, South Leeds Alternative Technology Enterprise (SLATE), Emmaus) who then clean, repair and either distribute them to those in need or sell them in their shops. Provision of

containers for this use could be developed further subject to capacity requirements at other HWSS.

- 1.11 LCC is currently developing the plans to restructure the former East Leeds transfer station and HWSS into a modern recycling facility with split level reception areas and additional recycling opportunities. The new site will also incorporate a purpose built shop which will accept reusable items either directly from the public (furniture, bric a brac, books, bikes etc) or recovered from the HWSS which will then be sold from the shop. It is intended that a local community organisation or charity will operate the shop. This scheme is following the successful model operated by Warwickshire County Council where shops have been developed on three HWSS. All are run by local charities and receive a great deal of local support and assist in diverting significant quantities of waste from landfill. Further shops may be developed on other HWSS in the future.
- 1.12 LCC is also working with Weelink, the LCC WEEE (waste electronic and electrical equipment) producer compliance partner, to increase the opportunities to reuse the larger electrical items currently recycled through the HWSS. Larger electrical items (cookers, fridges, freezers, washing machines, dryers, hoovers, televisions) are being put into the dry storage containers as part of a trial. These are being collected for repair by local furniture recycling organisation, St.Judes. Information gathered during the trial is being used to develop a business plan for a new Approved Authorised Treatment Facility (AATF) where all reusable large electrical items from the HWSS would be repaired and made available for sale in local charity and community shops.
- 1.13 Recent residual waste composition analysis that was carried out at a Leeds HWSS in February 2009 showed that a large proportion of the residual waste by weight (30.25%) was bulky furniture items such as sofas, armchairs, mattresses, with 21.5% carpet and underlay, and 12.2% textiles.
- 1.14 There are opportunities to intercept more of this furniture and textile waste for reuse and recycling. Local carpet, underlay and mattress recycling facilities do not occur at the present time although these are being developed in other parts of the country.

2.0 Bring Sites

- 2.1 Leeds currently has the largest local authority network of what is termed 'Bring Sites' in the UK with over 440 sites. which provide additional opportunities for householders to recycle waste that either cannot go in their kerbside 'SORT' bin (eg glass) or provide an alternative outlet to the SORT collections.
- 2.2 The bring sites are often situated in car parks of supermarkets, pubs and shops, near shopping centres, and in residential areas. They provide containers for recycling a range of materials depending on the space available, including glass, paper, textiles and shoes, food and drink tins and cans, and plastic bottles.

2.3 The bring sites are often situated on private land, and finding new sites can be challenging, involving lengthy discussions and agreement with the landowner, liaison with local residents and Area Management Teams and elected members. Work to expand the network further is being developed through the Recycling Improvement Plan and the HWSS strategic review.

3.0 Other recycling methods used elsewhere: On-street recycling

3.1 Cardiff, Blackpool, Barnet, Test Valley, Camden, Colchester are just a few of the councils that have recently installed on-street recycling bins alongside waste bins in busy thoroughfare areas to allow the public to recycle their waste on the way to work, and to allow the large amount of paper, drinks cans and plastic bottles that exist in street litter to be recycled rather than disposed to landfill.

3.2 The provision of on-street recycling reinforces the recycling message that is being delivered to the householders at home. Leeds has in the past installed split litter bins to capture recyclable materials from customers on the go but levels of contamination grew to such a level that it became unsuitable for recycling. A planned approach needs to be developed before any on the go recycling is reinstated including an extensive communication strategy.

3.3 Subterranean bring storage systems have been utilised as an alternative to free standing bring banks.

3.4 The Envac system pneumatic waste collection system is an alternative system that is also available. Separate recyclable wastes are put into different containers which are connected to a pneumatic collection system. The waste materials are sucked through an underground pipeline system to a central collection point up to 2km away. The waste is compacted prior to transfer to a container that is then loaded onto a vehicle for removal. This system has been installed in the Wembley City residential complex next to the new Wembley Stadium where it is used to collect household waste, although similar systems can be used to collect waste from street collection bins. The system delivers benefits in terms of low carbon emissions due to the lack of collection vehicles and produces a more pleasant vehicle free environment.

Examples of on the go recycling facilities:

Prices range from £495 - £625 for individual bins for each waste stream to £900-£1500 for single bins with split compartments.

Test Valley



Colchester

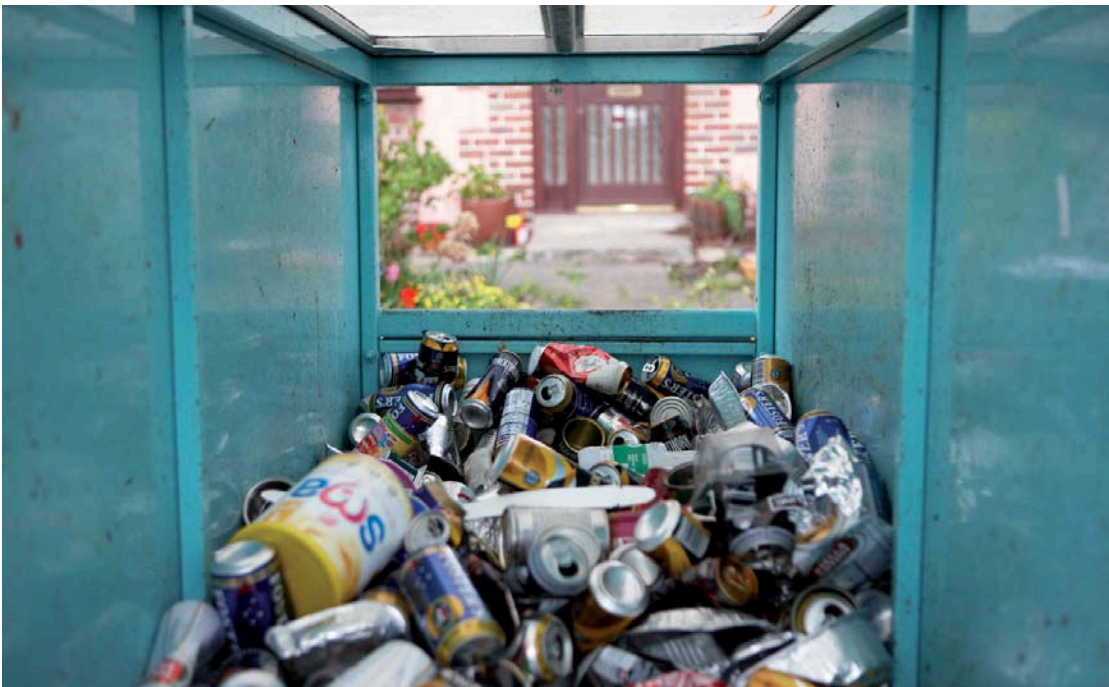


Hillingdon



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Choosing the right recycling collection system



WRAP's role in relation to the design of recycling systems is to help practitioners by gathering and sharing knowledge and understanding about the relevant operational principles. This leaflet addresses a question which WRAP (Waste & Resources Action Programme) is often asked: which collection system is the best, in particular whether kerbside sort systems or co-mingled collections are to be preferred?

There is no simple answer, and certainly no one-size-fits-all solution. Local authorities have to make choices that are right for their local circumstances. Provision for recycling needs to be considered alongside requirements for refuse, garden and increasingly food waste and taking account of factors such as the physical characteristics of collection areas and property types.

Recognising that experience and knowledge is increasing all the time WRAP has identified some underlying principles which we believe should guide decision making.

Kerbside collection systems

Kerbside sort – involves the sorting of materials at kerbside into different compartments of a specialist collection vehicle.

Single stream co-mingled – involves the collection of materials in a single compartment vehicle with the sorting of these materials occurring at a MRF (Materials Recovery Facility).

Two stream co-mingled – residents are provided with two recycling containers and are asked to place different materials in each container, typically paper/card (fibre) in one and plastics, glass and cans (containers) in the other. These materials are kept separate but collected on one vehicle which has two chambers.

In WRAP's view, the choice of collection system should be based on:

- quality of material;
- cost efficiency;
- cost effectiveness; and
- public acceptability.

Whichever system local authorities choose they have a duty to ensure that it is operated safely. The collection of materials for recycling is a physically demanding activity carried out in a hazardous environment. In respect of the principle categories of accidents reported – slips, trips and falls and moving vehicle injuries – the exposure to risk is likely to be similar for all systems. There are some risk categories where there are differences between the systems but no system is believed to carry risks which cannot be practically managed.

Health & safety

In 2006 an ergonomic study by the Health and Safety Laboratory (HSL/2006/25) concluded that the likelihood of muscular skeletal disorders could be greater for box and sack based systems and recommended the use of wheeled bins. A later report from Centre for Health and Environment Research and Expertise (*A Health and Safety Study of Kerbside Recycling Schemes Using Boxes and Bags*) concluded that there were no significant risks in kerbside sort systems that could not be managed or controlled. For co-mingled collections there are the safety implications of sorting materials at MRFs to take into account when making decisions. In making decisions authorities can consult the latest HSE/WISH guidance: *Safe Waste and Recycling Collection Services* and may also wish to use the *Risk Comparator Tool (RSU/RA/07/01)* on the HSE website.

Quality

Recycling has to be done for a purpose and it is clear from the national waste strategies that recycling should be viewed as more than simply an alternative to traditional waste disposal practices.

Recycling is an integral part of the vision for the UK's Low Carbon Industrial Strategy designed to bring financial benefits for business, economic growth and job creation through improved resource efficiency. Recycling reduces the use of virgin materials and much of the energy required to extract and process raw materials.



Generally the greatest benefit is achieved by closed loop recycling where materials are put back into the same or equivalent application substituting for virgin materials. These benefits can only be achieved if the collection system delivers recyclates of sufficient quality.

Lower quality recyclates can generally only be used for lower value open loop applications. One example is container glass that has to be used as aggregate with little environmental, resource or financial benefit because it is not of a quality suitable for re-melt applications.

What is quality?

Quality means consistently delivering materials to the market place that are:

- effectively separated to meet reprocessor and end market requirements;
- in the required volumes and with security of supply; and
- at a price that sustains the market.

It is well known that the UK has become very dependent on export markets for its collected recyclates. It is less well known that in key areas e.g. paper, aluminium and certain types of glass, UK reprocessors are importing materials because sufficient material of the required quality is not available on the UK market.

WRAP believes that a healthy international market for recyclates is helpful to resource efficiency and increases the chances of closed loop recycling. However, we know that some material, which would not be of sufficient quality for UK reprocessors, finds export markets in countries where low labour costs allow further sorting before the material can be reprocessed. Where this is managed badly, media coverage of the activity has posed a significant threat to the positive perception of recycling among the public and is one of the identified barriers to recycling.

WRAP has maintained for more than two years now that kerbside sort systems which allow contamination to be filtered out at the point of collection gives the most reliable stream of quality materials.

Co-mingled collections – particularly single stream collections – face quality problems from three sources: householders putting the ‘wrong’ materials into the collection, compaction of the waste which breaks glass into small pieces and tends to bind materials together, and the technical and physical capacity of the MRF to separate materials in the volumes delivered to them.

Two stream co-mingled collections can reduce some of these problems by keeping fibres separate from containers and reducing the potential for materials to bind together.

WRAP is working with MRF operators to improve the quality of materials recovered by UK MRFs. Whilst it is true that considerable success is being achieved by some newer MRFs, even they are unable to deliver the levels of quality achieved by kerbside sort systems.



MRF reject rates

Reject rates for kerbside sort schemes typically are <1%.

Reports of MRF reject rates vary:

- The Environment Agency (2008) considers **10.8%** to be a typical average reject rate.
- Waste Data Flow 2007/08 reports total MRF rejects at **7%** (of total input by weight).
- Residue rates at MRFs involved in a WRAP study (2006) ranged widely with average reject rates in the range **12% to 15%** (of total input by weight) and those for the most efficient MRFs in the range **2% to 5%**.

However, these reject rates reflect only the residual material sent for disposal. Reports from UK reprocessors suggest that they send a further fraction to landfill reflecting contaminants in the material supplied to them.

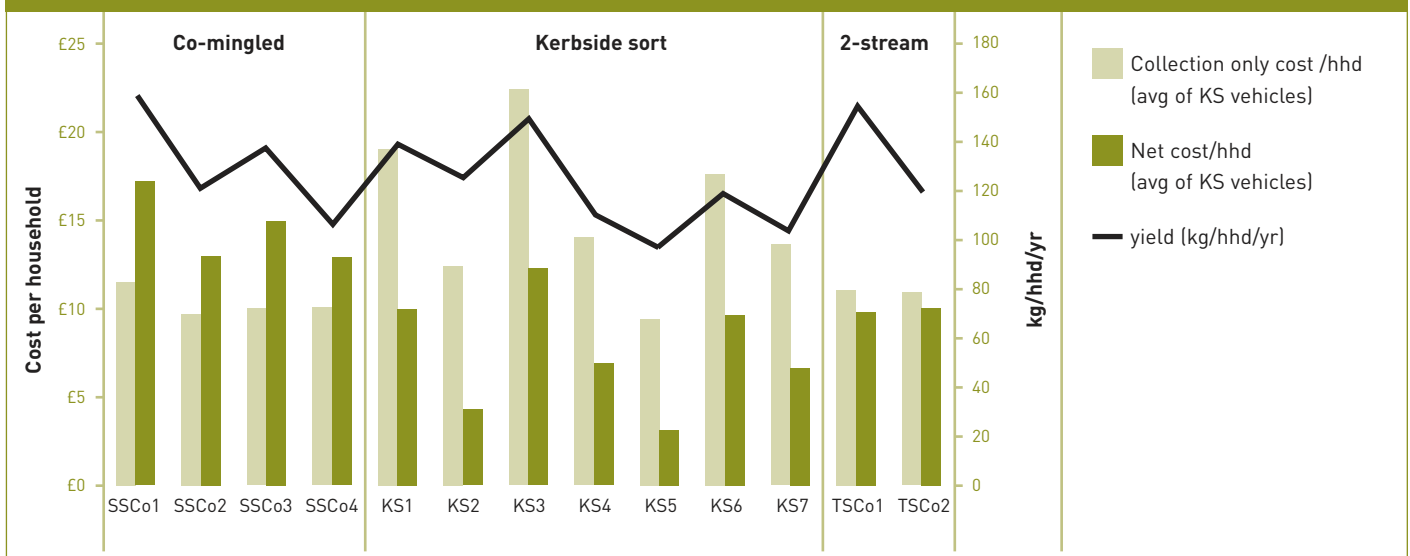
Cost efficiency

Local authorities are rightly concerned about the cost to the council taxpayer of recycling services. But it is important in comparing options that the full cost of the service should be taken into account and options are compared on a like for like basis. Kerbside sort collections often appear more expensive but the comparison should be made with co-mingled collections plus the cost of the MRF gate fee.

WRAP has modelled collection costs for different systems and the results are summarised in the graph below.

The graph shows that on a like for like basis kerbside sort systems have lower net costs than co-mingled systems. This reflects the effect of MRF gate fees and the opportunity for kerbside sort collections to sell materials direct to reprocessors. Two stream co-mingled systems have lower net costs than single stream systems reflecting lower MRF requirements and the opportunity to sell fibre streams direct to reprocessors.

Collection only cost and net cost per household





In practice the prices charged for services will not be the same as the modelled cost. The differences will reflect the appropriateness of the system specification and the effectiveness of the procurement process. The modelled costs, however, provide a better benchmark than the cost of an existing service which may be inefficient or less effective than what is now desired.

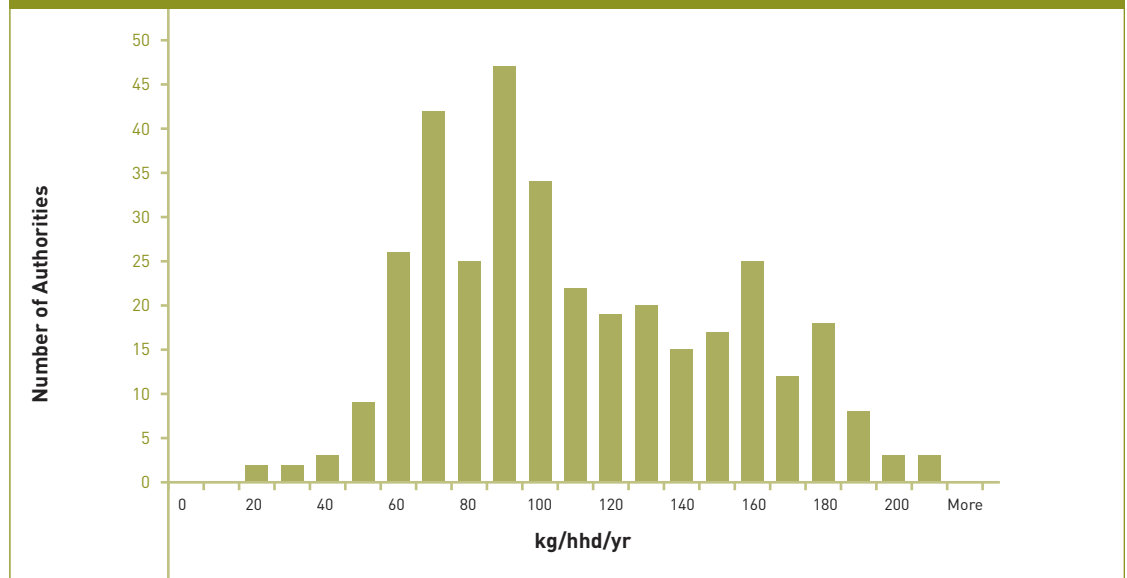
Cost effectiveness

There have been significant investments made by local authorities in recycling systems, however they are not all performing as well as they should in capturing recyclable materials. It is widely perceived that co-mingled collections are more effective at capturing material than kerbside sort schemes. A number of local authorities have reported that their recycling rates have increased dramatically following introduction of a co-mingled system. On the surface, WRAP's analysis of local authorities' WasteDataFlow returns suggests that on average co-mingled collections do attract around 36kg per household more material – most of which is paper and card. But these figures make no allowance for rejects from either the MRF or the reprocessor of wrongly sorted material.

However, local authority experiences of increased capture rates with co-mingled systems often reflect the contrast between kerbside sort systems using standard 55 litre boxes and co-mingled collections using 240 litre wheeled bins. Closer inspection of the data suggests that it is the amount of space provided for recycling and the frequency of collection of both recycling and residual waste which determines the amount of material collected. There is evidence that by providing additional containers or by more frequent collections, kerbside sort schemes can have the same effective volume for recyclates as co-mingled collections and achieve similar results.

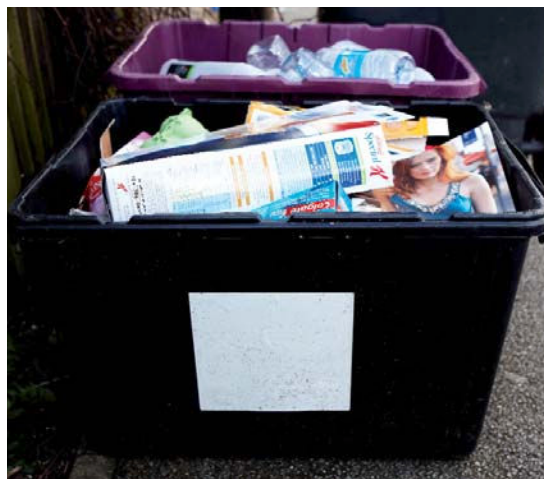
In fact variations in the capture of materials are greater between authorities running the same types of collection than between different collection systems. This reflects a need for greater attention to performance benchmarking.

Distribution of yields for paper & card collected for recycling via kerbside schemes, England 2007/08 (352 of 354 LAs collect this material)



Public acceptability

Engaging the public in their local recycling scheme has been shown to be essential to the success of a scheme. Whichever scheme is chosen it is important that it is designed to fit the needs of the local population and the houses they live in. The type and sizes of containers can be central to this.



Separating materials

All collection systems require residents to separate their recyclables from their residual waste and place each in a designated container (box, bin or sack) and to present the container for collection on the specified collection day. Some kerbside sort and co-mingled schemes provide residents with more than one container and ask that people put different materials into each container for collection on the same day or on alternate weeks. Contrary to perception, WRAP’s research indicates that the requirement to sort materials into different containers is not of great concern to householders – 87% of respondents who have to separate out different materials indicated that they do not mind that task – and all systems can be designed to limit the amount of sorting done by householders.

Householders do care about having a scheme which is understandable and properly explained. Half of households say they withhold material which may be recyclable if they are not sure about it and a third say they include material which may not be recyclable if they think it ought to be recyclable or is recycled elsewhere. Kerbside sort schemes are better able to deal with contaminants and explain errors to householders.

Householders also say that they want to know where their materials go for reprocessing to give them assurance that recycling is actually taking place. This is something which should be possible with any collection system but where marketing of the material is managed by a waste company or MRF operator provision for this should be included in contracts.

Conclusion

Ultimately, the choice of collection system remains a matter for local authorities to decide. The purpose of this leaflet is to help local authorities in making these choices by indicating what evidence is available and the conclusions we have drawn from it.

On the evidence available to WRAP, our view is that kerbside sort systems offer reliable material quality and lower net costs for council taxpayers. They are also capable of capturing the same volume of material as co-mingled schemes. There is no evidence that their operation – properly explained and justified – is unacceptable to householders and the physical evidence of sorting of materials happening at the kerbside is reassuring to sceptical residents. There appear to be no unmanageable health and safety considerations. Because of our priority for quality materials as a way to improve resource efficiency, WRAP believes that kerbside sort collections should be preferred where they are practical and should be in the majority of local authority areas.

Where there are practical and operational barriers to kerbside sorting, two stream co-mingled collections have significant advantages over single stream collections, mainly through improved material quality and value as a result of keeping paper and card separate from other materials, particularly glass.

Single stream co-mingled collections may be appropriate in circumstances where the other options are impractical. These might be the densest urban areas where on-street parking and heavy traffic require fast loading without the need to return containers to the point of collection or for high density flats, transient areas and multi-occupied properties.

WRAP will of course continue to work to improve the quality of materials achieved from mechanical sorting for both single and two stream collections.

If you have any comments on the content of this leaflet, or ideas for areas of further work, please contact us at LGS@wrap.org.uk

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Good Practice Guide to Bring Recycling

February 2006

Prepared for:

**Department of Environment, Food and Rural Affairs
Waste Implementation Programme (WIP)
Local Authority Support Unit (LASU)**

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The Good Practice Guide for Bring Recycling has been Developed by Eco Alternatives Ltd, Valpak Ltd and SNU, on behalf of the Local Authority Support Unit (LASU) of DEFRA.

1. Introduction

The Purpose of this Good Practice Guide

Highlight the importance of bring recycling

This Good Practice Guide aims to highlight the continued importance of bring recycling facilities; such facilities play a valuable role in local authorities' (LAs) waste strategies, are essential in achieving UK recycling targets and enable a wider section of the public to carry out recycling.

Provide useful information

The Guide provides helpful information and facts, in an easy to understand format, to assist recycling managers make decisions regarding the provision of bring recycling networks across the UK.

It has been designed to give guidance on the key factors to consider when planning, monitoring, reviewing and developing a bring recycling network.

Share experience of local authorities

Good practice tips, lessons learnt and the real experiences of a variety of local authorities are incorporated into this Guide, to illustrate current practices and assist recycling officers identify good practice for their authority.

Explain the factors involved in managing bring sites

It provides general guidance on bring recycling, including information on collection systems, material collection rates, bank densities and costs. It also proposes some simple tools to assist in locating new sites and assessing existing facilities, in order to ensure LAs are getting the most from their bring recycling network.

The Guide does not include advice, or data, on Household Waste Recycling Centres (HWRCs). A guide to HWRCs is provided on the DEFRA LASU website.

Who is this guide for?

LA Recycling Officers

This guide has been produced to assist local authority recycling officers and others looking at developing bring recycling in their area.

The Importance of Bring Recycling

Existing infrastructure and collection quantities

There are just under 20,000 bring recycling sites throughout England, providing facilities for recycling aluminium cans, steel containers, glass bottles and jars, paper, plastic and textiles.

The bring network as a whole, including sites for collecting organics and other materials, accounted for just over 2.5 million tonnes of material recovered in 2003.

Accounts for 44% of dry recyclate collected by LAs

From the data gathered in the 2003/04 statistical return to DEFRA¹, it can be seen that bring recycling accounts for an average of 44% of the total amount of dry recyclate collected by local authorities in England and Wales. The remaining 56% of dry recyclate is collected through kerbside collection schemes.

Though the contribution of bring recycling, in terms of overall material collected, has reduced in many areas with the introduction of kerbside, it still provides relatively large quantities of material which contribute to recycling targets. It is highly unlikely that kerbside collections will completely replace bring recycling systems as they are a service liked by the public and suited to a number of areas where kerbside collections are not feasible. The importance of maintaining, or developing, complementary bring recycling sites therefore remains.

Key to recycling in rural areas

The contribution of dry recyclables collected through bring sites is generally higher in rural areas, where kerbside collections are only in the early stages of development and where bring bank densities can be higher. (The higher the bring bank density, the fewer households exist per bank.)

A cost effective solution in high density housing estates

Some local authorities have found it better, easier and more cost effective to implement bring recycling in areas of high density housing. Operating kerbside collection schemes in such areas can be logistically complex and can result in lower participation levels.

Local authorities such as Bath, Bristol, Hounslow, Hackney and Lambeth are examples of LAs that have used centralized bring facilities, or near entrance bring facilities, to provide services to high density housing or estates. A number of useful case studies on these initiatives are published in the LASU website as part of the Estates Recycling Toolkit².

Alternate

In areas where kerbside recycling and residual collections are fortnightly or

¹ DEFRA Annual Waste Statistical Return 2003/04

² "Recycling for Flats", Waste Watch/ SNU, DEFRA report and toolkit, LASU 2005:
<http://lasupport.defra.gov.uk/Default.aspx?Menu=Menu&Module=ViewArticle&ArticleID=154>

Weekly Collections

less, bring sites offer a facility to which householders can take excess material in between collections.

Cost effective way to collect glass

Bring recycling is often a more cost effective way to collect certain materials, particularly glass bottles and jars. To collect glass through bring recycling centres can cost between £15 and £45 per tonne; to collect the same material through kerbside recycling can cost as much as £180 per tonne³.

³ WRAP, 'Kerbside Collection of Glass', June 2002:
http://www.wrap.org.uk/templates/temp_publication.rm?id=698&publication=336

2. Factors Influencing the Success of Bring Recycling

Measuring Performance

In order to provide a simple measurement of recycling performance, a standard unit of measure has been adopted throughout this guide: kilograms per household per annum (kgs/hhd/annum).

To calculate a level of performance for bring, kerbside or both types of recycling combined, take the tonnage of material (or materials) collected in an area within a one year period and divide by the number of households in that area.

Influencing Factors

There are many factors which can influence the success of a bring recycling network. When considering site performance or development, it is important to take into account each of these factors individually, in addition to considering the combined affect of the most relevant factors.

This section of the guide outlines each of the main factors found to influence the performance of bring sites:

- Material Mix
- Bank Density
- Socio-economics of area
- High density housing/neighbourhood centres
- Community involvement
- Locations of sites
- Site design and planning
- Education, promotion and awareness
- Interaction with kerbside
- Costs of site servicing and maintenance
- Contracts and relationships with collection contractors/organisations

Also highlighted are the key issues to be addressed in considering each factor.

Material Mix

Types of Material

The material mix is the selection of materials that are collected at any one site, although it is not uncommon to collect just one material at a site. The material mix plays an important role in the look, performance and costs of a site.

Materials commonly collected at bring sites include:

- Clear, Brown & Green Glass
- Paper, newspapers & magazines
- Aluminium cans

- Steel Cans
- Plastic bottles
- Cardboard
- Textiles

Good Range of Materials

Research has demonstrated that recovery rates can increase as the range of materials included in a collection service is expanded. This is particularly evident for plastic bottles, where their inclusion has led to significant overall recovery rates.

For example, Bracknell Forest Council found an increased uplift of up to 53% across all materials, on introducing plastic collection banks. Similarly, Warrington Council found an increased uplift of 10% across its paper, glass and metal can bring collections⁴.

Though the evidence from these schemes and front of store recycling schemes is limited, it does suggest that householders like to recycle plastics and are more likely to recycle other materials at the same time, where appropriate bring banks are available. This may be because householders prefer having a “one stop shop” at which to recycle all their materials in one visit.

Cost-effective materials

Most materials can be collected through bring systems, but some are easier to collect than others, such as paper and glass. These two materials are the most commonly collected at bring sites, due to the quantities that can be obtained and their weight/volume ratio; they are generally low volume, heavy materials, which makes them more cost effective to collect.

Look

The look of bring recycling sites can vary due to the material mix, as the types of banks used at a site depend on the nature and volume of the material or materials to be collected. For example, glass may be collected in relatively small types of container and emptied on a frequent basis, but plastic, due to the large weight to volume ratio, may require larger capacity containers if they are to be emptied on a similar frequency.

Key Considerations

- Ensure that the banks chosen for a bring recycling site are appropriate to the size and volume of materials to be collected
- Ensure that the correct number of containers is in place at each site, providing sufficient capacity for the volume of material deposited. This can be done through careful monitoring of site performance; driver log sheets should record collection quantities/volumes, frequencies and other site information (overflow, cleanliness, etc).
- Collecting a wider range of materials at a site can increase the quantity of materials collected overall. This is particularly common if plastic bottle

⁴ RECOUP www.recoup.org Best Practice Studies, Local Authority Bracknell Forest Borough Council and Warrington Council

recycling is added to the mix.

- When providing a range of collection banks, try to ensure they are of similar size, design and look (colour, branding). A more uniform format makes a site look better and gives the impression that it has been well planned. This type of planning and format can assist in gaining local community acceptance of the site and planning permission.
- Banks should be marked, colour coded or labelled to clearly distinguish which materials should be deposited into which bank. This will help maintain the quality of material collected. www.recyclenow.com provides a range of icons and colour coded label formats for all types of recycling banks and materials.

Bank Density

Number of Households per bring bank

The overall density of the banks in a bring recycling network is an important factor influencing the performance of bring collections. Bank density represents the number of households per bring bank in a given area; the fewer households per bank, the higher the bank density.

Higher Density, Higher Performance?

Project Abraham⁵, carried out for Valpak in March 2002, showed that the best performing local authorities in the UK had bring site densities of 1:400 households or fewer (high density). Some of the worst performing authorities had bring site densities of 1:5,000 households and more (low density). Statistics from the 2003/04 DEFRA returns⁶ show that this situation remains relatively unchanged.

High bank densities for both glass and paper are particularly relevant; authorities like Lewes District Council, Berwick upon Tweed Borough Council and Ryedale District Council, all have high glass and paper bank densities and site performances of over 73 kgs per household, per annum (kgs/hhd/annum). A table of regional performance levels is provided in section 8, figure 22 which provides ranges of performance in kgs/ hhd/annum.

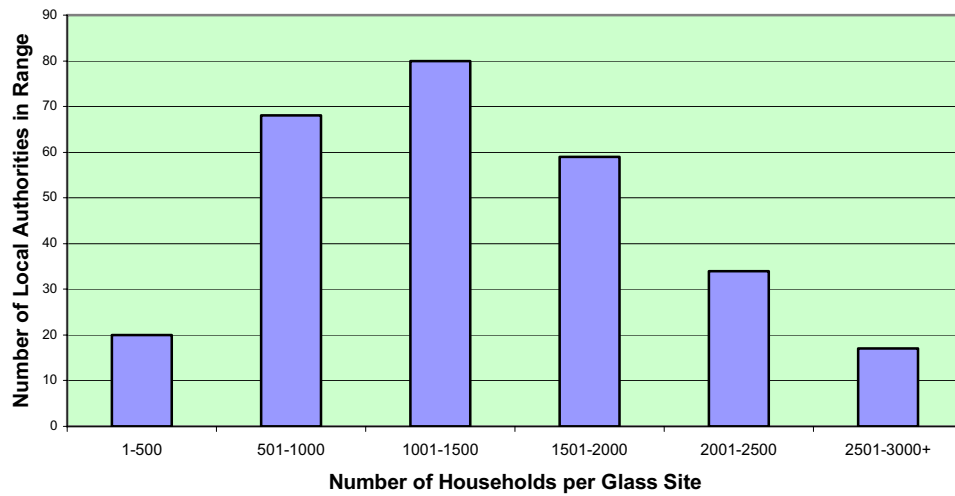
Glass Bank Densities

Figure 1 below illustrates a range of glass bring bank densities and the number of English local authorities that fall within each range, based on the 2003/04 DEFRA returns.

⁵ Project Abraham, "Material Recycling through Bring Sites", March 2002, David Davies Associates.

⁶ DEFRA Annual Waste Statistical Return 2003/04

Figure 1. Profile of Glass Bank Density



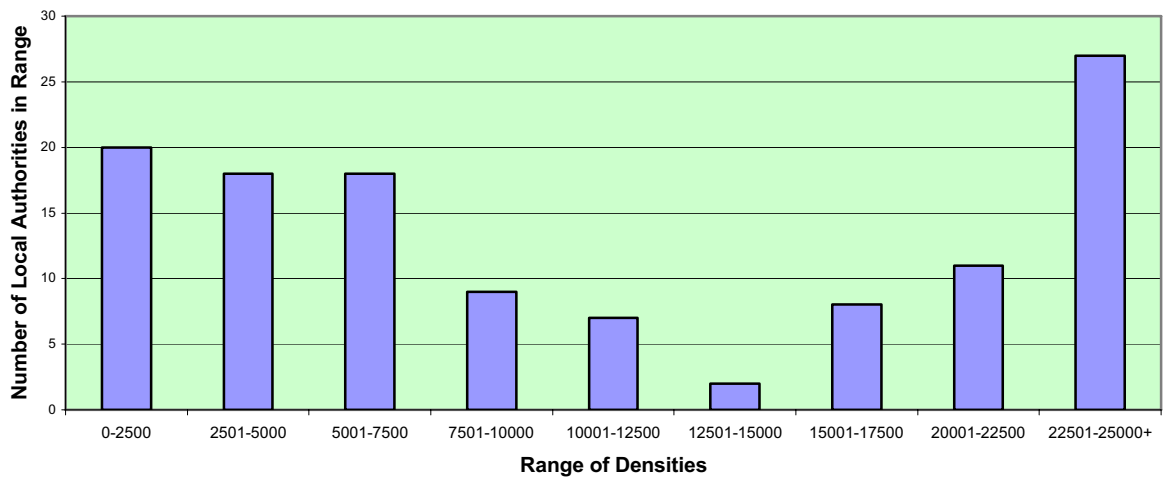
This graph highlights that the majority of English local authorities are high performing in terms of glass site densities, with 168 authorities reporting glass bank densities of 1: 1,500 or fewer. This reflects the fact that glass bring recycling has been established in the UK for some time and that it is a popular material to recycle amongst householders.

Plastic Bank Densities

What is considered a ‘good’ density of banks changes for each material. This is due to the predominant way the material is collected or the costs of collection.

Figure 2 below illustrates bring bank densities for the collection of plastics in England. The density of banks for plastics are much lower; they are more commonly collected on kerbside as they are less cost effective to service than, for example, glass bottle banks, due to their high volume and low weight.

Figure 2. Profile of Plastic Bank Density



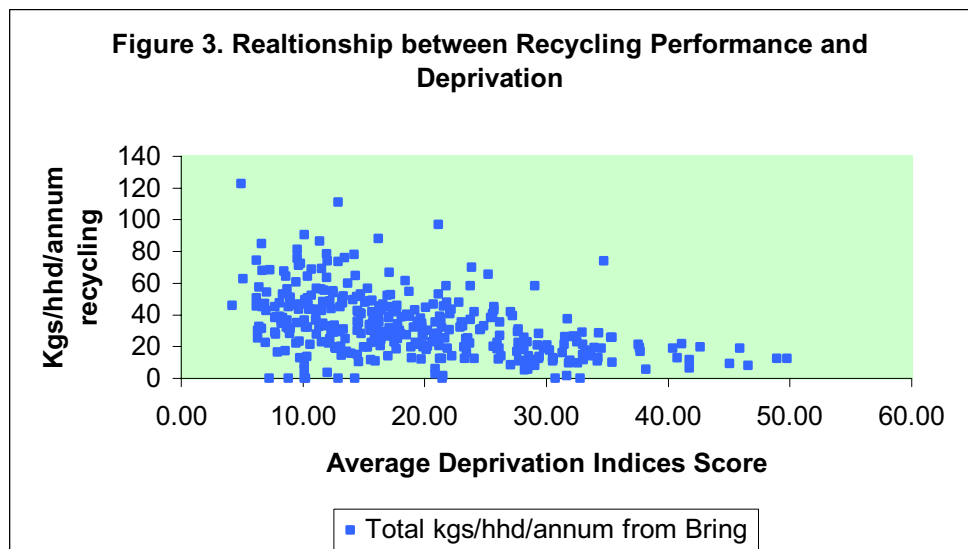
Key Considerations

- In general, the higher the density of banks in an area, the higher the level of performance
- Kerbside collections are likely to impact the performance of bring banks in an area, particularly if the same materials are being collected
- Bank densities vary by material; there are rarely equal numbers of banks in an area for each material, therefore performance by material varies too.
- The best bank densities for all material sites are 1:500 households and less
- The worst bank densities for all material sites are 1: 6,000 households and more
- The average site density for all material sites for the whole of the UK is 1:1,300

Socio Economic Factors

Deprivation Levels

Level of deprivation is another factor believed to play a role in the performance of bring recycling. This is best illustrated in Figure 3 below which charts local authority bring recycling performance, in kgs/hhd/annum, against an average deprivation indices score⁷ (the higher the score, the greater the measure of deprivation).



Though there appears to be a link between performance and deprivation when looking at the above graph, statistically there is no correlation. However, through observation of this graph it is evident that local authorities with

⁷ <http://www.odpm.gov.uk/odpm/SOA/LASummaries2004.xls>

higher deprivation scores are achieving lower kgs/hhd/annum for their bring recycling, whereas authorities positioned at the other end of the scale are achieving both poor and good levels of performance.

Therefore it can be stated that affluence in an area doesn't necessarily lead to high performance levels in bring recycling, but currently, the highest performing areas are those with lower levels of deprivation. Furthermore, the areas of highest deprivation are currently experiencing only low levels of performance.

Location of Banks in Affluent Areas

It is important to bear in mind that bring banks are often deliberately located in more affluent areas, due to demand from householders, fewer incidents of vandalism and better chances of high performance levels.

Key Considerations

- Studies show that more affluent members of the population are likely to recycle and therefore banks located in more affluent areas have a higher likelihood of good performance rates.
 - Affluence can not be taken as the sole beneficial factor to achieving high performance levels; many other factors influence the individual performance of bring sites, for example existence of kerbside, promotional campaigns, etc.,
-

High Density Housing

Concentrated catchment areas

Recycling centres located close to high density housing, such as blocks of flats, where there is no provision of kerbside recycling, can experience higher performance levels due to the concentration of residents within the site catchment area. The fact that kerbside is not suited to this type of housing in many circumstances can mean bring is the only form of recycling available in an area.

Community Involvement

Centres run with the co-operation of the local community/neighbourhood centres are more likely to achieve higher performance levels. Good examples of this type of arrangement are provided in Section 7 of this Guide.

Sites located as a result of community consultations tend to have a faithful and committed group of users who ensure the site is well maintained and used. A number of the best examples of these sites are often found in high density or estates recycling situations.

In some authorities, for example Babergh District Council, a number of community councils provided sites for recycling centres and inform the

District Council when the banks require servicing or maintenance work.

Location of Sites

Identification of New Locations In order to identify new locations for recycling centre sites, it is important to consider a number of issues which will give the site the best opportunity to be successful in terms of tonnages collected, site acceptance and ease of installation/operation/servicing.

To achieve high capture rates the site should be:

- Located in an area that will attract high numbers of people
- Close to main access roads
- Highly visible
- Close to centres of high population density and pedestrian footfall

Locating banks in well lit, safe and pleasant surroundings, with good access will often encourage higher levels of use and fewer incidents of vandalism.

A 'Sieving Process' to assist in the selection of suitable new locations is detailed in Section 4 of this Guide.

Supermarket & Retail Sites Sites which meet the above criteria are typically sites such as retail car parks or public amenities. Large grocery retail sites, such as Tesco or Asda, generally attract a high footfall of recyclers from a wide catchment area. They have good access by car, foot and public transport and adequate car parking. They also provide recyclers with a well lit, safe environment to deposit their recycling and are convenient in that they enable householders to fit recycling in with their shopping or other activities.

Site Acceptance Site acceptance is important, as rejection of a site by local residents can lead to it being removed. Therefore sites should be easy to access and convenient for large numbers of population to use, without causing undue negative impact on neighbouring residential properties. It is a careful balance between ensuring sites are close enough to centres of population, whilst being sympathetic to those who live close by.

Key Considerations

- High profile retail sites generally achieve superior performance as bring locations due to high footfall, good car parking and convenience for users
- Inner city supermarket locations may prove unsuitable as they have little or no space for parking or facilities for recycling
- Sites should not create congestion due to users parking their vehicles
- Bring recycling sites should be well lit and safe

- Avoid creating an area which could be deemed a fire hazard
 - Sites should not become facilities from which people can climb onto to gain access to residents gardens, neighbouring business, etc
 - Avoid creating a site at which people are tempted to congregate
 - Ensure any new site can be safely and effectively serviced; collection vehicles and staff must be able to safely gain access to the recycling containers and be able to empty them quickly and efficiently
 - In addition to having adequate space to house the full complement of bring banks, sites should also provide litter bins. It is understood that there is a cost to providing litter bins but there is also a cost in collecting litter from around the site or removing it as contaminant from the recycling containers.
 - Appropriate sign posting to direct people to recycling sites and inform them of which materials can be recycled in which banks, is crucial
 - Preferably, the site should be a level, hard surface as this is the best surface on which to place recycling receptacles.
-

Site Design and Planning

Sites Should Appear Attractive and Permanent

The design of a bank or site can play a vital role in reducing vandalism and graffiti at recycling sites, through designing spaces which are attractive, foster a sense of ownership in users and are defensible (incorporate design factors which minimise opportunities for vandalism and graffiti).

Making a site look more permanent and ensuring it fits to the local built environment will also reduce the chances of vandalism. Banks, if possible, should be locked and bolted to the ground to make it difficult to move or gain access to them. Any features of a bank which are liable to damage or are easy to remove should be designed out of the product.

Furthermore, provide hard standing areas, signage and lighting at sites and as much as possible, landscape the local environs. In deciding the type of banks to use, some of the points raised in the section “Material Mix” above should be considered.

Community Involvement

Management policies which foster a sense of ownership and responsibility in the areas close to the sites should be introduced. Ensure that councillors, local tenants associations, housing groups, school parent teacher associations and others who play an active role in the community are informed of the reasons for a recycling policy and the benefits to their area. It is also important to

provide them with an opportunity to suggest design changes and measures. Such involvement of the local community is likely to reduce vandalism and increase participation at a site or proposed site.

Local authority practices such as constant maintenance and quick repairs are a basic requirement to gain the trust of these groups. These policies show that an LA is committed to delivering high standards of service.

High Standards & Maintenance

Poor design and inappropriate material specification and selection of banks result in defects, which are widely regarded as a major trigger of vandalism. All sites should comprise materials and fixtures that will be strong enough to withstand everyday wear and tear, careless use and even misuse.

Wherever economically feasible, vandal-proof materials should be used. These include surfaces which resist paint or are easy to clean, unbreakable glass and plastics, and durable fixtures with no removable parts.

Damage attracts more damage, so vandalised sites should be cleaned up and repaired as quickly as possible, graffiti should be removed before it attracts further graffiti or other forms of anti-social behaviour.

Education, Promotion and Awareness

Bring Bank Locators

The most common reasons given for not recycling by householders is that they are either unaware of a service or the location of facilities⁸.

Bank locators are provided on all of the main UK waste awareness websites, to assist the general public find their local recycling sites. A number of these sites are listed in the 'Useful Information' section at the end of this Guide. Recycling officers should regularly update their bring bank details on these websites and encourage householders to use them to locate the facilities closest to them.⁹

Promotional Campaigns

Extensive guidance and information on promotional and awareness campaigns can be accessed through the recyclenow¹⁰ website provided by WRAP. This site also provides advice on branding and the use of colour coding to help consumers become aware of what they can recycle and where, as well as give advice to local authority officers and other collectors on how to improve their branding.

⁸ Professor Peter Tucker Paisley University, Understanding Human Behaviour Vol. 1 & 2, 2001/2003, University Of Paisley, Paisley, ISBN 1-903978-01-7

⁹ Recycle-more.co.uk

¹⁰ RecycleNow, www.recyclenow.com

Education It is also important that once the householder is at the site they know what is expected of them. Banks should be clearly labelled and marked as to what materials are acceptable for deposit in which banks.

Giving feedback to the consumer is also a good idea; it provides a reinforcement message that what they are doing is good and performance is being monitored.

Interaction of Kerbside with Bring Recycling

Influencing Factors The introduction or expansion of kerbside recycling services across an area are likely to effect bring recycling performance in that area. The main factors likely to impact bring recycling levels are the:

- Materials being collected on kerbside (especially if they are the same as those collected at local bring sites)
 - Number of households offered a kerbside service
 - Frequency of kerbside collection
 - Size of kerbside collection container
 - Participation rate in kerbside schemes
-

Impact of kerbside collections on bring recycling In Valpak's Project Abraham Report¹¹, the main findings suggested that there is only a relatively small drop in bring tonnage (10kgs/hhd/annum or less), following the introduction of kerbside collections to an area. In some circumstances, the implementation of kerbside schemes can introduce more householders to recycling, resulting in a rise of both kerbside and bring collection tonnages.

Project Abraham was carried out in 2002, when kerbside schemes were relatively new and did not have the same level of coverage as they do today. However, recent analysis carried out as part of a number of Defra LASU¹² projects, suggests that it is the contribution of bring recycling to the total diverted material that dramatically reduces, rather than actual tonnages.

Complementary Recycling Systems A review of a bring site network is advisable following the introduction or expansion of a kerbside collection scheme, to ensure that the bring sites are operating at an optimum level and that banks are located in the best place, in the right quantities. This does not mean removing all bring sites on introduction of kerbside collection; the two recycling systems are complementary.

¹¹ Project Abraham, "Material Recycling through Bring Sites", March 2002, David Davies Associates.

¹² DEFRA Bring Report, Liverpool LASU project, August 2005, Eco-Alternatives and Valpak Ltd

A review should include the monitoring of yields of individual bring sites and of each material collected, before and during kerbside introduction and expansion.

Main Considerations

- The introduction or expansion of kerbside collections is an influencing factor on bring recycling in the same area
 - The contribution made by bring recycling with the introduction of kerbside collections ultimately appears to reduce
 - Monitor individual bring site performance data over the implementation and expansion phases of a kerbside system
 - Relocate or remove inefficient sites as required
 - Bring recycling complements kerbside collections and still contributes to the overall diversion rate in an area
 - Provision of bring sites is key in areas where kerbside collections are not available.
-

Good Contracts and Strong Relationships with Collection Organisations

Contracts

Many recycling services are carried out on contract by both in house direct services/ labour organisations or by private companies.

The quality of this relationship will directly reflect on the quality of recycling in an area.

Householders often compare the reliability of the service with the value of the recycling they are doing. Unreliable services often put householders off recycling on an on going basis, and the performance of a scheme, in terms of material collected, can fall as a direct result of poor service.

Performance standards and efficiency levels can be specified in contracts and the importance of relevant, accurate and up to date information is critical. This is to ensure that the contract is performing well and delivering high standards.

These standards and efficiency levels are also often the only way to control the delivery of a service. These combined with accurate records of collection are the only way to manage and assess performance in an area and make decisions on how to attempt to improve the service going forward.

Guidance

Guidance on specifying contracts and developing procurement plans has been produced by Enviro¹³ and is available on the LASU website. The site provides a useful toolkit which will assist officers in preparing procurement contracts and producing a formal document.

¹³ DEFRA, Local Authority Support Unit, website http://lasupport.defra.gov.uk/ViewDocument_Image.aspx?Doc_ID=121
Enviros October 2005

3. Site Assessment - Improving Existing Bring Recycling Sites

Monitoring Bring Recycling Sites

Measuring the quantities of material collected at a site is critical to monitoring performance, but does not provide a review of how the overall look and service of a facility is rated by the customer.

It is important to review the level of service offered at each bring site on a regular basis, to ensure the standard of service is maintained at a high level and that the service offered meets customer needs and expectations.

It is also important to investigate why certain members of the public do not use recycling sites and what may encourage them to do so.

Site Assessment Tool

The tool outlined below provides a quick and simple way for an authority to assess a bring network and to survey user and non-user attitudes to the service provided.

Once such a review has been carried out, it should enable an authority to take steps to improve and develop bring sites to match customer requirements and aspirations. This method has assisted a number of authorities separate out good and poor sites and identify specific areas for improvement.

Site Assessment Criteria

It is possible to carry out a review using a 'weighted scorecard'. This method facilitates the canvassing of opinion among recyclers and non-recyclers in an area, to establish how they rate specific bring sites.

The sample scorecard below combines the importance of particular factors (as established by the local public) with a score rating the standard of each of these factors (as determined by the local authority). It is therefore the importance of a factor that is the weighting element of the scoring process.

There are four steps in using a weighted scorecard, as explained below.

Step 1 – Factors influencing the design /operation of bring

First, develop a list of features to assess. The Example scorecard that is Figure 4 below, uses an adapted list of factors commonly believed to be influential in the design and operation of a good recycling centre¹⁴. For simplicity, the factors are grouped into four main areas: access, overall first impressions, the banks themselves and communication.

Step 2 – Weighting the Importance of Factors to users

The second step involves surveying local residents and those visiting sites to score the factors out of 10, with regard to their importance (1 representing 'not at all important' and 10 being 'extremely important'). This survey should also establish who is not using bring recycling sites and why, to assist in improving the footfall at sites.

¹⁴ A Practical Recycling Handbook, The Kindred Association, Thomas Telford, ISBN 0-7277-1990-4, 1994

For local residents, the most economical way to survey is by post, but this is also the slowest method and likely to receive a low response rate. Door-to-door or telephone surveys, although more costly, are more likely to achieve better results. Surveys of users of a particular site will be face-to-face at that site.

From all the scores gathered, collate an ‘average score’ for each factor. The more people you survey, the more accurate this score will be.

Figure 4. Sample Weighted Scorecard for Bring Site Assessment

Sample Weighted Scorecard for Bring Site Assessment	Weighting Average Public Rate of Importance (Out of 10)	Score Score 1-10 (1 = extremely poor, 10 = excellent)	Weighted Score (Weighting x Score)
Access to Site			
1 Signposting to the site from the main road	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 How easy it is to find	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Available parking space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Access by public transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Accessable by foot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
First Impressions			
5 Site planning / layout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 Presence of screening of the banks (fence, hedge)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 Adequate illumination (recycling winter months in the dark)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 Tidiness of the site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 Presence of litter bins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 Presence of fly tipping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Banks			
11 Signs of vandalism - graphiti, broken locks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 State of the banks (run down, neglected, rusty)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13 Cleanliness of the banks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14 Bad smells	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15 Signs of vermin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16 Varieties of bank types (fewer types = better)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17 Selection of material types recyclable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18 Overflowing of materials from banks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19 Clear labelling of banks (material type, preparation needed)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20 Disturbance of local residents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21 Restrictions of use e.g. dawn to dusk?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22 Access to people - height of apertures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication			
23 Presence/usefulness of information boards <i>eg. What happens to the material or other interaction with the public</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24 Contact details for further information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25 Visible links to national or local recycling campaigns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructions for use 1. Input the Weighting as per public survey 2. Assess site and determine its score 3. Multiply the Weighting by the Score to give a Weighted Score 4. Sum the Weighted Scores to give a Final Score for the Site			Final Score for Site <input type="checkbox"/> (Sum of Final Scores)

Step 3 – Scoring the Site

This step involves, for example, a local authority recycling officer rating the design and operational factors of each site. Having one person rate all the

Service Levels sites means that they are all rated in the same way, to the same standards.

Using a Scorecard, an assessor should visit each site and rate them between one and ten for the factors listed. For example, if there is ample space to park, a score of ten would be given, or if there is no space to park a score of one would be given. In some urban areas high footfall may no parking is not such an important issue.

**Step 4 –
Calculating
Final Factor
Scores and
Total Site
Scores**

Following the visits the scores are multiplied by the weightings, established from the public survey, to give a Weighted Score for each factor.

To determine the Final Score for each site, total the Weighted Scores of each of the factors. This provides a means of ranking assessed sites; further analysis will identify specific features which the public think is good or bad about individual sites, enabling steps to be taken to address any issues highlighted.

This process enables authorities to take informed decisions on how and where resources are best used to improve or develop a bring network.

4. Locating New Sites

Successful Bring Sites

In order to identify the best locations for new bring recycling sites, it is important to consider the criteria that maximise the potential for success. Success, or performance, of bring sites is generally measured through:

- total tonnage of material collected
- site acceptance
- ease of installation/operation/servicing
- capture rate per material

The basic elements to be considered are covered in the sections ‘Site Location’ and ‘Site Design & Planning’ in Section 2 of this Guide.

Site Selection - Sieving

Documented consideration of these elements will provide solid justification for the location of a site in a specific area and a sound audit trail of the decision making process. In order to facilitate this process, it is advisable to use a method such as a ‘sieving process’, whereby a list of potential sites is developed and assessed against relevant selection criteria.

The remainder of this section outlines a simple sieving process that can be followed to assist with the identification of the most suitable locations for new bring sites (now and in the future), cost implications and barriers to development.

Sieving Process Step 1: Information gathering & local knowledge

Getting Started

To carry out the sieving process it is important to have a detailed knowledge of the authority area, a large scale map and a list of community organisations and groups to consult with.

Developing a good Local Knowledge

A good, detailed local knowledge will make the process easier and quicker by providing a sound understanding of the roads network, urban areas, retail sites and car parks in the area. Land ownership is an important criteria and local knowledge will assist in discovering who is a local landowner, often much quicker than going through formal processes and searches.

A map is essential for recording possible locations and excluding unsuitable ones; use the table below (Figure 5) to mark-up a map and illustrate the areas for potential site location within an authority.

Figure 5. Potential Bring Site Locations

Potential Site	Justification
Retail sites	Can attract up to 40,000 customers (depending on the size of the store), have good access and plenty of car parking
Leisure facilities/ schools/ public offices/ train stations	Attract high, regular footfall
Car parks	Provide space for recycling centres, good accessibility and flat hard standing surfaces
New planning application sites	Assess new planning applications for both retail and housing developments, to establish their suitability for new recycling facilities
Brown field sites	A piece of derelict/unused land may be a good opportunity for locating a new recycling facility. Regeneration funds may be available to develop the site and improve the overall aesthetics and appearance of the area. This is particularly likely if a new site is recognised as adding value to a local community and providing a needed, beneficial and valued service. This type of site may be more expensive to locate, but may perform well and provide a reasonable return on investment.
High density housing areas	Housing types which are not suitable for kerbside collection, but can accept larger receptacles for recycling, should be considered as valuable locations. Sites like these can service a localised high density of population and, when implemented with the consultation and support of the community, can prove easy to maintain to a high level, attract high footfall and achieve good yields. This is predominantly due to the local community being aware of the facility, having a sense of ownership of the site and appreciating the focus on their community. This is discussed in further detail below.

Community Consultation

Consultation with community based organisations, other authority departments and individuals within the community will greatly assist the site selection process. Consult, for example, council officers, community councils, parish councils, councillors, community police officers, the recycling vehicle driver and individual local residents.

In addition to providing valuable guidance on what could potentially be a good or bad location, planning officers and local service organisations, such as the police and transport authorities, will be able to suggest possible new sites not yet listed as planning applications, advise on safety selection criteria and signpost comprehensive data, such as that on the locations of out of town retail sites, lay bys and car parking facilities.

The consultation will also bind participating individuals and organisations into the sieving process and may assist in any future development of the site.

Consultation Process

The consultation process can be carried out either in-house or outsourced to a third party. The process should provide people with:

- Information about the process, including the objectives
- A list of the criteria to assess possible new sites
- The reasons recycling is required in the area, such as Government targets, costs, details of kerbside systems and environmental benefits
- A presentation of initial findings detailing possible sites
- Container designs or site layouts, in order to gauge local opinion on design acceptance, health and safety concerns or any other aspect linked to the aesthetics of the site
- Details of focus groups or surveys householders can participate in to share their views

All findings from the consultation should be fed back to householders as the process continues, so they remain informed of progress and involved in the process.

Sieving Process Step 2: Applying the selection criteria

Site Selection Criteria

As discussed in Section 2 of this Guide, there are a number of elements that can effect, or maximise, the potential success of a bring site. These criteria are listed again in Figure 6 below, with a brief justification of their importance.

Taking each potential new location for a site, consider it against these criteria, in order to help assess its true suitability and potential.

In order to record the results, either continue marking/excluding the possible sites on a map or, if recording more detail, list, rate and justify potential sites in a simple spreadsheet.

Figure 6. Factors Affecting the Performance of Bring Recycling

Factor	Justification
Population density	Important as it implies a higher catchment population for the recycling facility.
Proximity to A roads or major road networks	Main arterial roads carry large flows of local residents to and from work, shops, leisure activities, etc., and provide good, quick access to recycling facilities. These routes often offer public transport services too. Sites should also be readily seen from main roads, so that the public are aware of their existence and can easily find them.
Land ownership	Sites owned by the Council should be easier to gain permission to use as recycling facilities.
Proximity to existing sites	Avoid positioning a new site too close to an existing recycling site, or in the same location. New sites should be complementary to the existing network.
Site accessibility, operational and safety measures	Site suitability should be measured against ease of servicing for vehicles and staff and against any safety issues. Sites should not pose a threat to safety, or be difficult to service.
Positives Vs negatives	Consider the costs of alleviating the negative image caused by the siting of banks and the potential benefits in terms of performance. If the negative effects outweigh the positives for any one site, then it should be discounted.

Sieving Process Step 3: Final selection of sites

Prioritisation of Sites Once all possible sites have been listed, and if desired rated, highlight the sites which meet the majority or all of the criteria. The more criteria that can be fulfilled, the better.

Each of the selected sites should then be given deeper consideration, the best sites selected and those lacking a basic necessity such as sufficient space, a hard surface or safe, practical service vehicle access, should be eliminated.

This process of prioritization and elimination will provide a more definitive list of possible sites. It will also provide a list of sound justification for why a site can or cannot be used.

Site specification Now a concise list of potential sites has been developed, each site needs to be further investigated to establish its requirements, in terms of:

- Planning permission / agreement of site usage
- Servicing
- Infrastructure
- Costs

The elements to be considered at this stage of the sieving process are detailed below:

Site Usage

It may be that access to a site is restricted as it may require a legislative requirement such as a planning permission or a formal permission such as from a land owner to site a recycling centre on their property.

These processes can cost time and carry a financial implication and these should be estimated to give an insight into the overall use of resource which will be required to develop a new bring site at this location.

Planning permissions and land owners may require certain conditions to be met to allow the site development to go ahead. This may involve the laying of a hard surface, fencing/ screening or sign posting. All of these measures will have a cost and time implication.

Servicing

Some sites may also have servicing restrictions and vehicles may not be allowed into a site around the clock. The restriction may mean that collection routes may need to be rescheduled.

In order to allow the vehicle safe access to a site the road may require some development work to provide safe conditions to enter, collect and leave the site. This could mean a low cost such as pruning overhanging trees but could also mean relaying or aligning the access road.

Infrastructure

The types of provision to be made at each site should be considered. This will include practical issues such as decisions on:

- Materials to be collected at the site
- Appropriate types of banks to be used (wheeled bins, skips, underground banks, etc.,)
- The number of banks required
- Signpost from the street or at the site itself.
- Hard standing flat surface
- Suitable access
- The provision of litter bins
- Lighting

Some of the factors above may be required in order to achieve the successful acceptance of a new site into an area. For example, issues over space may be reconcilable by considering solutions such as underground banks, if the costs of developing this type of site were acceptable. Summary tables on the types and costs of banks are included in section 6 of this report.

Costs

Once the above requirements have been specified it will be possible to estimate the costs of developing, installing and servicing each site:

- Draw up a simple spreadsheet detailing all the above requirements
- Estimate the costs associated with enabling each site to become operational
- Estimate the projected costs of servicing and maintaining sites in the future
- Take into consideration any benefits of bulk buying/servicing of groups of sites

Further information on the costs of bring recycling can be found in Sections 5 and 6 of this guide.

Final selection

- Weigh up the benefits and potential performance of each site with the estimated costs
 - Make the final selection of sites suitable to incorporate into the bring network now
 - Develop a plan, schedule and budget for the roll-out of the new sites
-

**Feeding
Further
Development**

Councils should try and review their bring network twice a year, to accommodate any developments and changes that occur in an area. Furthermore, it is possible to facilitate such reviews by considering potential future developments at this stage of the sieving process:

- List sites that could be incorporated into the bring network in the future, should changes in the area occur, e.g. change of retailer, increased housing/footfall, reduced servicing costs, etc.
 - List sites that could be incorporated into the bring network in the future at an additional cost, e.g. if a new access road required can be funded
 - Identify and monitor the development of new estates and shopping areas and, if appropriate, become involved early on in the development of these areas in order to co-ordinate the inclusion of bring sites. Include conditions that private developers should include recycling centres for developments over certain threshold numbers of houses.
-

5. Evaluation of the costs for bring collections

Introduction	<p>It is very difficult to obtain information on the costs of operating bring collections, due to the different arrangements in place across Waste Collection Authorities (WCAs). Often arrangements are ad hoc and for some materials the collections are operated on a voluntary basis. Any information that can be obtained provides little indication of the possible costs of implementing similar systems in another authority.</p>
Contracts	<p>Authorities that don't operate their bring collections in house will either pay a collection contractor, or a reprocessor, to service the banks. The scope of the contracts (if they exist) can vary considerably:</p> <ul style="list-style-type: none"> • the banks are provided and serviced entirely by a third party, i.e. at zero cost or benefit to the authority • the banks are provided by the authority who pays a contractor for servicing them, • the banks are owned and serviced by the local authority <p>The contract terms will determine whether an authority receives any direct benefit from the value of the material or whether this is built into the contract price.</p> <p>Service contracts can also form part of wider waste management contracts e.g. for refuse collection, or be part of a County wide agreement, so it is not always possible to disaggregate the specific costs for an individual authority. Whether districts receive recycling credits for the materials depend on the contract terms and agreements with the County.</p>
Projecting bring collection costs using a 'bottom-up' approach	<p>Due to the many different arrangements, it is virtually impossible to make any meaningful comparisons between the prices paid by authorities for the servicing of bring banks. Furthermore, the prices paid are not a reliable guide to the actual cost of the banks. Therefore, to compare the costs of different bring scenarios within an authority, the costs must be constructed from first principles, i.e. with consideration of the number of vehicles required to service the banks, the number and type of banks etc. Costs should include:</p> <ul style="list-style-type: none"> • capital costs for banks • capital costs for vehicles • operating costs for vehicles • servicing costs for the sites • management overheads <p>In projecting costs in this way, consideration must be given to the fact that most contractors will use the same vehicles to service banks in several authorities. Costs of infrastructure such as hard standing has not been taken</p>

into consideration in this section but has been discussed in the sieving process section of this report.

Capital cost for banks Figure 19 (Section 6) summarises the types and costs of some of the more commonly used bring banks in the UK. The price range reflects that provided by a number of different suppliers.

Lifespan of a Bring Bank The average lifetime of a bank will depend on the type of bank, how well it is used and how frequently it is emptied (the handling can be damaging in the longer term). Other factors, such as the level of vandalism, will also influence the average lifetime.

In general, the lifetime of a bank is related to the original capital cost; smaller bins or igloo style banks will generally have a shorter lifespan than larger skips.

Bank numbers, Material mix and Frequency In making cost projections it is necessary to consider the number of banks to be located at each site, the range of materials targeted, and the frequency the banks will have to emptied.

Capital cost of vehicles The type of collection vehicle required to service the banks depends on the type of bank. Figure 7 summarises the types of collection vehicle that can be used to service banks, together with an indication of the types of bank they can be used to service.

Figure 7. Types of Collection Vehicles and Banks

Vehicle type	Capacity (m ³)	Banks serviceable	Capital cost (£)
RCV – single compartment with bin lift	12 to 26	Wheeled bins up to 1280 litre	65 - 130k
Top-loading multi compartment RCV/recycling vehicle	28	Wheeled bins up to 1280 litre	95 – 130k
FEL	27 - 33	FEL banks	116k
Crane lift	25 - 33	Modular (igloo), underground	85k – 95k
Skip loader	1 container	Skip	50k – 60k
Hook loader	1 container	REL and roll-on roll-off containers	50k -80k
Cable lift	1 container	Roll-on roll-off	50k -75k

The total cost of a vehicle varies according to the body supplier, type of chassis and type of optional extras, such as cameras, bin chip counters, on board weighing systems and lubricating systems etc. Therefore, the costs above are only ballpark indicative costs and represent base costs without any optional extras.

Industry sources suggest that purchasing the chassis and cab separately from the equipment, with an authority overseeing the body-building, can reduce costs by a significant amount.

Sheeting is required on certain skips which can incur an additional cost (up to £3,000).

Vehicle Capacity

The capacity of the vehicle will also depend on the maximum payload permissible of the vehicle, which will depend on the chassis type. As the bulk density of different materials varies, the actual number of banks it is possible to empty into a vehicle also varies.

Projecting the number of banks a vehicle can service

The number of banks a vehicle can collect will depend on a number of factors:

- The capacity of the vehicle
- The type of bank
- The volume and weight of each bank when it is emptied
- The time it takes to empty each bank, drive between sites and unload them
- Whether banks are emptied into the collection vehicle or whether they are exchanged full for empty, e.g. as for skips and REL.
- How frequently banks are emptied; whether they are emptied on a regular schedule or only when they are full
- Whether vehicles are used to collect one or more than one material
- How the contracts are arranged within an authority, but also between neighbouring authorities

Due to these many variables it is only possible to estimate the number of vehicles required to service a particular set of banks and it is impossible to provide indicative figures for an average number of banks collected each day.

Vehicle operating and standing costs

Vehicle standing costs include items such as insurance and licences. Vehicle operating costs include such elements as crews, fuel, maintenance and tyres. Again, the actual costs will vary due to the type of vehicle, how far it drives etc., but on average costs should be in the range of £5,000 to £10,000 per annum for vehicles.

For staff, an HGV driver has a salary and other associated costs (national insurance, holiday cover) of approximately £25,000 per annum and loaders a cost of approximately £20,000. Clearly these costs are subject to regional variation and if more accurate local values can be obtained these should be used.

Management and overheads

Local figures should be used for this cost element and consideration needs to be given to both client and contractor costs.

Post collection costs Following collection the materials will undergo a number of different processes that could include baling, sorting, onward transportation, etc. The costs for these will depend on the facilities available locally and on end market requirements.

Calculation of bring collection costs for paper: Horsham District Council (HDC)

Introduction In the summer of 2005, HDC participated in a DEFRA funded project to evaluate the potential costs and tonnage increases in switching from a newspaper and magazine (N&P) only collection, to a mixed paper collection in Horsham.

This case study details what the impact of this change would mean in practical terms and the related costs of this change in service.

Background to Bring Sites There are 41 existing Community Recycling Points (CRPs) within Horsham District Council area, of which 13 collect N&P. The current collector provides and services the banks as part of their contract with HDC.

The cost to HDC for this service ranges from £3.50 to £4.50 per tonne, depending on the quality of the material collected. With an annual tonnage of approximately 636t, the cost of this service can fall between £2,226 and £2,862. Figure 10 below provides an estimated breakdown of this cost, constructed from information provided by HDC.

Proposed development options In order to provide a comparison and an element of choice in selecting the most appropriate system for collecting mixed paper instead of N&P, three options were costed for HDC, as follows:

Option 1:

- The Council will provide the infrastructure and service the banks
- The banks are moved from an FEL service to an underground or modular system
- The material is baled and sold to an export market

Option 2:

- The Council will provide the infrastructure and service the banks
- The banks are moved from an FEL service to an underground or modular system
- Paper is sold to a merchant for sorting and grading prior to sale to reprocessors

Option 3:

- A contractor would service the banks on contract to HDC bank system and retain and sell the material collected

- The banks are moved from an FEL service to a modular bank system

Financials to be considered

In order to cost the switch in service, it is necessary to consider all of the unit costs associated with the changes. These are detailed in Option 1, and the appropriate elements adopted in Options 2 and 3. Figure 10 towards the end of this case study illustrates all the estimated costs associated with the current system and the three proposed options.

- Financials considered in Option 1, and selectively in Option 2 and 3 are:
 - New bank costs
 - Vehicle/servicing costs
 - Baling costs
 - Revenue from materials sale
 - Recycling credits

Some costs have been estimated to ensure confidentiality and to provide a comparable cost indication.

Option 1

Considers the replacement of the FEL banks with modular or underground banks serviced by HDC.

Cost of Banks

The bank costs will vary considerably between using modular banks or underground banks. It has been estimated that modular banks cost between £385 and £500 a unit, while underground banks cost approximately £5,000 per bay.

The capacity of the underground banks is much larger, being up to 15m³ compared to 2m³ to 3.5m³ for the modular banks. As the cost of the underground banks will depend on the sites selected and the installation requirements, and these are unknown, the costs have been projected assuming 2.5m³ modular banks are used to replace the current FEL containers.

Research carried out by HDC suggests that approximately 825TPA of mixed paper could be collected. Mixed paper has an average bulk density of 279kg/m³. Thus, the average weekly volume that would be collected is approximately 57m³ (or 2957m³ average annual volume.) Assuming the banks are emptied once a week and are 85% full when they are emptied, a total of 27 banks would be required.

Modular banks have a capital cost of approximately £500. Depreciating this over 5 years and allowing for finance charges on the capital at 6%, the annual capital cost for each bank is approximately £130.

Thus, the annual cost for 27 banks is £3,510.

Vehicle Costs

These would require a HIAB vehicle to service the banks with. A new HIAB vehicle has a capital cost of approximately £90,000. Depreciating this over 5 years and allowing for finance charges on the capital at 6%, the annual capital cost for the vehicle is approximately £23,400.

The annual operating costs are estimated as £5,000 for standing costs, £8,000 for running costs and £20,000 in crew costs. As the vehicle will be owned by HDC it will be assumed to be 100% utilised collecting the mixed paper banks.

Thus, the total annual cost for each vehicle is estimated at approximately £56,400.

Baling Costs

To move material to end markets it may be a requirement to bale mixed papers. If the material was to be exported then there will be a requirement for a loading ramp and loading vehicle. This equipment would provide choice, flexibility and optimise transport costs to end market.

The baling costs below were estimated by identifying the capital equipment that would be required and applying unit costs to the equipment. These costs have then been amortised over the useful lifetime estimated for each piece of equipment.

It has been assumed that the equipment could be located at the current facility that handles the kerbside collected materials, but that one extra operator would be required. It has also been assumed that the mixed paper would be baled into 0.5T bales capable of being packed into freight containers to optimise transport costs. The equipment required is presented together with its unit costs and the operator costs in Figure 8 below.

Figure 8: Baling equipment and operator costs

Equipment	Cost	Useful lifetime	Annual cost
Loading ramp	£3,000	10	£300
Baling equipment	£50,000	15	£3,333
Short mast loading vehicle	£9,000	10	£900
Operator	£15,000	-	£15,000
Total	£62,000	-	£19,533

Revenue from materials sale

The value of paper collected depends on a number of factors. These include the grade of the papers collected, level of contamination and whether the material is baled to mill specifications and delivered to the mill for reprocessing, or whether it is delivered to a merchant for re-baling and onwards transport to the end market. Current price ranges for mixed paper and N&P are presented in Figure 915.

The mid-points for these ranges will be used in the projections.

The UK domestic mill price and the export price are ex-works prices and will usually be baled. The Merchant price is for material that is delivered loose. Therefore, the costs to transport the materials to the end market also need to be included in the cost projections. This will depend on the precise location of the end market, but for the purposes of modelling the scenarios £5/T is used.

¹⁵ www.letsrecycle.com May 05

Figure 9: Paper prices (May 2005)

£/T	UK domestic mill price	Export price	Merchant price
Mixed papers	24 – 26	38 – 39	0 – 10
Newspapers & pam	44 – 46	47 – 52	10 – 18

Recycling credits

The value of the recycling credits paid by West Sussex County Council (WSCC) to HDC depends on the quantity of material recycled. Assuming the credit remains at £41.79, the recycling credit paid for 825T of mixed paper would be £36,644. (For 636T of N&P, it would be £26,578.)

Option 2

Option 2 also considers the replacement of the FEL banks with modular or underground banks, to be serviced by HDC, and relies on the Council to collect the mixed paper. However, following collection the material would be sold to a merchant, therefore eliminating the need for HDC to bale it. Costs for these activities remain the same as detailed above in Option 1 and are summarised in Figure 10 below.

Option 3

Option 3 is similar to Options 1 and 2 in terms of cost of banks, however a contractor would be employed to service the banks.

Collection Costs

To establish approximate costs for this option, contractors were asked to provide estimates of the possible costs of providing the service. Based on the figures quoted, an average of £30/T has been used.

Thus, for an annual quantity of 825T the net collection cost would be approximately £24,750.

Using Cost Projections: Caution

The cost projections based on the costs presented above only provide ‘ball park’ estimates and their main use is in the comparison of Options, to determine which has the lowest cost. More precise costings should be carried out by HDC before implementing any of the scenarios.

Furthermore, the costs are not necessarily the price requested from a contractor to undertake any of the services. Therefore, as the costs are primarily to explore the relative costs of the collection options and are only ‘ballpark’ estimates, some cost elements have been excluded, such as early replacement of the banks due to vandalism and site maintenance.

Summary of existing and projected costs

Using the values above, costs were projected for the current collection of N&P and for the Options to collect mixed paper. The results are summarised in Figure 10 and discussed in turn below:

Figure 10: Projected collection costs for paper collection in HDC

Scenario	Tonnes collected (T)	Collection (£)	Banks (£)	Baling (£)	Annual gross cost (£)	Material revenue (£)	Annual net cost (£)	Annual net cost per tonne (£/T)	Recycling credit (£)	Annual cost/benefit to HDC (£)
Current N&P	636	23,313	4,784	-	28,097	25,440	2,657	4.18	26,578	-23,921
Option 1 (sell to export)	825	56,400	3,510	19,533	79,443	27,638	51,806	62.79	34,644	17,162
Option 2 (sell to merchant)	825	56,400	3,510	-	59,910	0	59,910	72.62	34,644	25,266
Option 3 (contractor collects and sells)	825	24,750	3,510	-	28,260	0	28,260	34.25	34,644	-6,384

Current N&P projected costs

The projected costs above for the current collection are similar to the costs based on the contract price paid to their current contractor. This provides confidence that the projections provide good 'ballpark' estimates of the likely costs.

The projected costs for the current collection are the lowest, with an overall net benefit once recycling credits are taken into consideration, of approximately £24k per annum.

Option 1 projected costs

Option 2, in which the mixed paper is sold to a merchant for sorting and grading prior to sale to reprocessors has the highest cost. This is because the collection costs are much higher for the mixed paper, due to the increased quantity and the greater volume than the N&P collection. These additional costs are compounded by a much lower sales value due to the lower grade of the paper.

Option 1 benefits from much higher sales revenues than Option 2 as a result of the material being baled and thus possible to sell to the export market. However, the export value of the material is still lower than the UK mill value for N&P and is insufficient to off-set the higher collection costs and the additional baling costs.

Option 2 &3 projected costs

The projected net costs for Option 2 are quadruple those for Option 3. However, the costs for Option 3 are projected based on information from a contractor rather than being projected on estimated collection costs and are not directly comparable. The costs for Option 3 could be lower because a contractor can achieve more potentially operational efficiency as it does not need to restrict its operation to HDC. It could also reflect inaccuracies in the projections.

**Reducing
Option 1 & 2
projected costs**

The costs for Options 1 and 2 are very much higher than the costs for the other Options because the collection costs are estimated to be much higher. This is because it has been assumed that a dedicated HIAB vehicle would be required to service the mixed paper banks. However, this would mean that each day the vehicle would only service approximately 5 to 6 banks. If the vehicle could service twice as many banks, and be utilised the rest of the time to service banks for other materials, the costs would drop considerably.

Figure 11 re-summarises the costs assuming the vehicle is only used to service the mixed paper banks for 50% of the time and discusses the Options again. It highlights that:

- The current arrangement remains the most cost favourable
- The cost of Option 1 becomes more favourable than the costs of Option 3
- Before deciding on which option to pursue, HDC should obtain specific costings from vehicle and bin manufacturers and contractors
- HDC should carry out a more detailed analysis of how the HIAB vehicles could be used optimally to service banks for all its materials.

Figure 11: Projected collection costs for paper collection in HDC, assuming the HIAB vehicle is only used to service the mixed paper banks for 50% of the time

Scenario	Tonnes collected (T)	Collection (£)	Banks (£)	Baling (£)	Annual gross cost (£)	Material revenue (£)	Annual net cost (£)	Annual net cost per tonne (£/T)	Recycling credit (£)	Annual cost/benefit to HDC (£)
Current N&P	636	23,313	4,784	-	28,097	25,440	2,657	4.18	26,578	-23,921
Option 1 (sell to export)	825	28,200	3,510	19,533	51,243	27,638	23,606	28.61	34,644	-11,039
Option 2 (sell to merchant)	825	28,200	3,510	-	31,710	0	31,710	38.44	34,644	-2,934
Option 3 (contractor collects and sells)	825	24,750	3,510	-	28,260	0	28,260	34.25	34,644	-6,384

Conclusions

Whatever the reasons behind the cost differences, the current collection is significantly more cost effective for HDC than any of the options to collect mixed paper. The costs for Option 3 are directly comparable with those paid to the current contractor, as both are based on unit costs provided by contractors.

An important factor that has not been taken into account in this analysis is the risk associated with each Option. The reliance on export markets, whether directly or via a contractor or merchant, associated with the collection of mixed paper, carries a much higher risk than that associated with the home market for N&P.

Calculation of bring collection costs for glass: Babergh District Council (BDC)

Introduction In the summer of 2005, BDC underwent a DEFRA funded review of their bring bank network, in order to establish options to improve glass recycling from their bring sites. Part of this review involved recommending options for site improvement, which would provide BDC with a range of improvement measures and associated estimated costs.

This case study details the measures and estimated costs presented to BDC, for improving the appearance of their bring sites.

Background to Bring Sites There are 7 main sites that collect the majority of glass in BDC, some sites being even more popular than HWRCs. Householders are both familiar with site locations and used to sorting glass by colour.

On the whole the majority of bring sites appear tidy, but run down. There is great scope for visual improvement of the bring sites, which should in turn lead to improved tonnages collected at the sites.

The proposed Costs & Measures Three cost scenarios are presented below, all which will assist in improving the appearance of BDC's bring network. Two of these are extreme cost comparisons; Scenario A represents improving all 60 current sites and Scenario B represents improving just the seven main sites. Scenario C is more middle ground, providing costs on improving the 13 bring sites collecting at least 20T pa, as these sites contribute the majority of the overall tonnages.

The costs outlined below cover:

- Container costs
 - Signage (at site and on roads)
 - Bank labels (large & small)
 - Cleaning
-

Container Costs Instead of modelling costs for all the different container types used, costs have been estimated based on modular containers; popular with many authorities and glass collection contractors in England, due to their robust design and moderate costs.

A ball park figure of £467 per container was used (the median in price range for this type of container), as the permutations even within one type, material, size and manufacturer are great. The total costs for the three scenarios are shown in Figure 12 below.

Figure 12: Containers Cost Comparison

Scenario	Description	Approximate cost
Scenario A	Replace all of the estimated 111 banks	Almost £52k
Scenario B	Replace 37 banks at 7 main sites	Almost £17.3k
Scenario C	Replace 60 containers at 13 sites	Approx £28k

Signage

Most bring sites at BDC lack any form of signs, either directional signposting from the road or information boards at the sites.

Information boards

A quote of £117.45 was obtained to provide one information board (dimensions 1000mm x 300mm) using three colours, plus post and end cap. It is estimated that there would also be installation costs of approximately £146 per site, based on 2 hours work for 2 people at £36.50 per hour. Travelling time between the sites would approximate to 20 minutes, which at the same cost of £36.50 is £12.17 per site.

Thus, the total cost per information board is approximately £275. The total costs for the three scenarios are shown below:

Figure 13: Signage cost comparison

Scenario	Description	Approximate cost
Scenario A	Provide boards at all 60 sites	Approximately £16.5k
Scenario B	Provide boards at 7 main sites	Just under £2k
Scenario C	Provide boards at 13 sites	Approximately £3.6k

Road signage

Road signs are estimated to cost £28.55 each, including clips to fix the sign to existing lampposts, etc. Naturally, if road signs and information boards were required at the same sites, then travelling time would not be included twice. Labour costs at £36.50 per hour would bring the costs to a total cost per sign of £37.68, assuming the signs are quick to fit (about 15 minutes). Total costs for the three scenarios are shown in Figure 14 below.

Figure 14: Road sign cost comparison

Scenario	Description	Approximate cost
Scenario A	Provide road signs at all 60 sites	Approximately £2.3k
Scenario B	Provide road signs at 7 main sites	Just over £260
Scenario C	Provide road signs at 13 sites	Approximately £500

Labelling

Communicating which coloured glass goes into which bank is important in order to reduce contamination. Self adhesive stickers or vinyls can be printed with any design, in a wide variety of colours and to quite large size. Indeed vinyls could be used instead of information boards, although these are more likely to become damaged.

Large Labels

Costs for vinyls with dimensions of at least 1000mm by 500mm are approximately £13 each for a print order of 300. Cleaning containers with

alcohol and then fixing labels on would be an additional cost of approximately £18.25, at the labour rate given above. Travelling time has not been included in these costs, as labelling and sign erection could be carried out by the same operatives, providing the correct specification is given and followed. The total costs for providing large labels on containers for each scenario are shown in Figure 15.

Figure 15: Large label cost comparison

Scenario	Description	Approximate cost
Scenario A	Large labels on 111 containers at all 60 sites	Approximately £3.5k
Scenario B	Large labels on 60 containers at 7 main sites	Approximately £1.9k
Scenario C	Large labels on 37 containers at 13 sites	Almost £1.2k

Aperture Labels

Smaller labels to be used nearer container apertures are cheaper; £460 for 500 labels (200mm x 200mm), including origination and a cutter. Labour time would be similar for the larger vinyls.

Thus, the cost to label one container would be about £19.17, as shown below:

Figure 16: Aperture label cost comparison

Scenario	Description	Approximate cost
Scenario A	Aperture labels on 111 containers at all 60 sites	Approximately £2.1k
Scenario B	Aperture labels on 60 containers at 7 main sites	Approximately £1.1k
Scenario C	Aperture labels on 37 containers at 13 sites	Approximately £700

Cleaning

Jet washing is an effective way to clean up even the dirtiest banks. Quotes obtained from local firms for jet washing were for the outside only of containers, but at various frequencies. A one off clean would cost around £20.50 per container. To do this monthly at the main sites would be about £13.80 and quarterly at the smaller sites about £14.65. The total costs, including a one off cost, are shown in Figure 17.

Figure 17: Cleaning costs comparison

Scenario	Description	Approximate cost
	Jet wash all containers, one-off cost	approximately £2.2k
Scenario A	Wash monthly 37 containers (outsides only) at main sites, and 74 containers quarterly at small sites	approximately £10.5k
Scenario B	wash monthly 37 containers (outsides only) at 7 main sites	approximately £6.1k
Scenario C	wash monthly 60 containers (outsides only) at 13 sites	approximately £9k

After a one-off clean, another option would be to require the collection contractor to note which sites require container cleaning and then to hire the jet wash contractor to clean the banks on an ad hoc basis.

Total Cost Comparison

It was intended that BDC pick and mix from the options given above, to best suit its own purpose; however, the total cost profile to include new containers, road signs, information boards, large and small vinyls and cleaning are summarised in Figure 18 below:

Figure 18: Comparison of the total improvement costs

Scenario	Description	Approximate cost
Scenario A	Improve all 60 sites	approximately £86.4k
Scenario B	Improve the 7 main sites	approximately £27.5k
Scenario C	Improve the 13 sites	approximately £45.1k

Further Information (Both Cost Case Studies)

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6. Types of Bring Recycling Containers and Systems

Bring Recycling Containers There are a choice of container designs available to use for bring recycling. They vary in terms of capacity, lifting and servicing features, materials they are constructed from, capability to be branded and carry user information, and prices.

The choice of container will ultimately come down to what suits a particular authority, in terms of available sites, service vehicles, materials to be collected, budgets and preference of the contractor (if collections are out sourced).

Bring Recycling Systems In the past, bring systems were principally designed for ease of use by the collector. This often means that containers are large, hard wearing and not very customer friendly. This has resulted in sites that are big and bulky, with bank apertures relatively high from the ground due to the overall size of the banks.

A new range of bring systems are being developed which are more stylized, customer friendly and carry advertising to cover some of the costs of installation and servicing. These systems have been designed to be more appropriate to high profile locations and to meet the needs of both the consumer and the collector.

Some systems have been designed to suit high density housing and are smaller in scale to fit to smaller space requirements.

Tabled Information The two tables (Figure 19 & 20) on the next three pages summarise the types of both bring recycling banks and bring recycling systems that are currently used in the UK.

Figure 19: Types of Bring Recycling Banks

		Design and Complexity				Existing Fleet		
		Material Type		Basic	Complex	Fit to Fleet	New Vehicle	
Container Size		Small	Plastic	Steel				
Large	Small							
Pros	<ul style="list-style-type: none"> • Larger Capacity • Empty less frequently • Harder to push over and move • Easier to see • Bigger space for words/signs/ information • Cheaper vehicle can collect • Can be 1 operative to service site generally who can drive and collect container 	<ul style="list-style-type: none"> • Easier to site in smaller locations • Less visually intrusive • Can locate closer to housing • More easily integrated with kerbside • Collection by standard RCV • Less vehicle access problems as containers can be wheeled to vehicle 	<ul style="list-style-type: none"> • Can be lower cost • More flexible designs • Don't rust • Solid colour so scratches don't show through • Embossing of words/ emblems and logos • Lightweight • Less noise issues for glass collection • UV resistant in many cases • Can stand most aggressive cleaning agents 	<ul style="list-style-type: none"> • Good fire proof qualities • Robust material • Hard wearing • Galvanised gives protection against the elements and fine finish • Can be refurbished 	<ul style="list-style-type: none"> • Simple to understand • Often cheaper • Low maintenance • Fit to existing fleet • Low replacement costs • Lower risk • Maintenance agreements available 	<ul style="list-style-type: none"> • New designs have better public acceptance and become part of built environment • Higher participation • Lower vandalism rates • Higher tonnage • Serviced offering • Revenue from advertising • Improved service standards • Can help get planning permissions more easily • Can include servicing and maintenance agreements 	<ul style="list-style-type: none"> • Simple • Easy decision to approve • Low cost • Known knowledge • More flexibility • Less or no training required as staff are aware • No buy in time required • Cheaper costs • More choice • All other parts of the business/ authority will probably be compatible with service format, spares, maintenance, etc. 	<ul style="list-style-type: none"> • New technology • Allows for new systems • May benefit other part of service • Opportunity to have vehicle which can lift various types of containers – large and small • Allows for change, progress and flexibility
	<ul style="list-style-type: none"> • Specialist Vehicle to lift banks but can be cheaper than RCV • Higher apertures to reach sometimes • Take up a lot of floor space • Require flat safe lifting area • Checks for safe lifting (H&S) • Can be more visually intrusive • Bigger surface area to maintain • Can have access problems due to size of container and vehicle 	<ul style="list-style-type: none"> • Require more frequent servicing • Easier to push over and move • Less visual impact • Wheels can buckle and become faulty • Lids can break or be lost • Not suitable for all material collections (OCC - cardboard) • May need 2 men to service, 1 driver and 1 operative to help wheel containers 	<ul style="list-style-type: none"> • Banks will burn • Damage needs plastic welding or patching • Can be difficult to attach vinyl stickers to • Can suffer damage more than steel when lifted with heavy weight on regular basis 	<ul style="list-style-type: none"> • Noise issues with glass banks though liners can be installed • Will rust with low maintenance • Hold dents and bumps 	<ul style="list-style-type: none"> • Banks look old quickly unless maintained on regular basis • Hard to sustain and improve levels of participation • Pressure from land owners and neighbours to improve sites 	<ul style="list-style-type: none"> • Can require planning permission • Can require ground works • May need specialist collection vehicle • Higher costs • Need to use in high profile locations to justify costs or advertising opportunities • High replacement costs (should be insured) • Hard to get support for new ideas sometimes 	<ul style="list-style-type: none"> • Old system • No progress • Older vehicles sometimes and therefore more breakdown/ down time • Less Choice • Less flexibility 	<ul style="list-style-type: none"> • New technology • Need for training • Worries about change • Less or no compatibility with existing support functions
Cons								

Figure 20: Types of Bring Recycling Systems

		Costs per container* £			Extra Options/ Services etc.	
Description	Materials	Features/ Uses	Volume	Costs per container* £	Extra Options/ Services etc.	
Small Household Systems	Small volume wheeled bins. Some have coloured lids and apertures for allowing paper, bottles and jars, cans, etc., to be deposited into the containers	Plastic moulded containers	These containers are often used to provide facilities at multiple occupancy residences, small local facilities with space restrictions, pedestrians areas and events	120 litre, 240litre or 360 litre for wheeled bins. (0.1m ³ to 1m ³)	100 - 300/ unit	Coloured lids, coloured bodies, apertures in lid, frames to secure containers to ground/ walls, lid restrictors, wheel locks, delivery, installation and maintenance, hot foil stamping.
Mini Recycling Centre Systems	Small to medium volume wheeled bins. Some have coloured lids and apertures for allowing paper, bottles and jars, cans, etc., to be deposited into the containers	Both plastic or steel bodies. Both have plastic lids.	These containers are often used to provide facilities at multiple occupancy residences, small local facilities with space restrictions, High density bring, on street, pedestrians areas and events.	440 litre to 1280 litre for wheeled bins.(0.3m ³ to 1m ³)	250 - 350/ unit	Coloured lids, coloured bodies, apertures in lid, frames to secure containers to ground/ walls, lid restrictors, wheel locks, delivery, installation and maintenance.
Igloos, Hoop/ Hook Lift Banks, Hi-Ab Containers	Larger volume hard standing containers. Solid colour bodies which have apertures for allowing paper, bottles and jars, cans, etc., to be deposited into the containers	Banks are manufactured in plastic, fibre glass and steel. Most banks have a steel lifting hoop/ hook. The base of the unit opens to allow material to be released into collection vehicle. The banks require a crane / Hi-ab lift to position, move and service banks.	The larger volume containers provide a system for collection which allows more material to be collected prior to the bank requiring serviced. They come in ranges of colours and designs and due to their size and volume prove more difficult to move or push over.	2m ³ to 3.5m ³	385 - 550/ unit	Coloured lids, coloured bodies, apertures in lid, frames to secure containers to ground/ walls, lid restrictors, wheel locks, delivery, installation and maintenance
Large Skip Containers/ FELs	Larger volume hard standing containers. Solid colour bodies which have apertures for allowing paper, bottles and jars, cans, etc., to be deposited into the containers	Skip type containers of much larger capacity. Steel fabrication. FELs can have either steel or plastic lids. Skips are lifted by either chain lift or roll on roll of systems. Placed on flat hard standing. Larger footprint than other systems as individual unit but much larger capacity	The larger volume containers provide a system for collection which allows more material to be collected prior to the bank requiring serviced. They come in ranges of colours and designs and due to their size and volume prove more difficult to move or push over. Skips are lifted by either chain lift or roll on roll of systems.	3m ³ to 30m ³	550 - 4000/ unit	Various coloured bodies and lids if using FELs, locks, lifting apparatus, delivery and maintenance.

Figure 20: Types of Bring Recycling Systems cont.

		Features/ Uses			Volume	Costs per container* £	Extra Options/ Services etc.
Description		Materials					
Recycling Banks and Housing/ Street Furniture	Visually attractive systems designed to become part of the street furniture of an area. Modular designs, patterned formats to allow for different layouts, advertising/ awareness raising panels, lighting, signage, etc.,. Many come in a range of colours and sizes, they have both integrated and internal bins for storing and servicing banks.	These systems are normally wheeled bins or cages clad to hide the operational storage container serviced by the collector. The designed unit provides a pleasing design to help with planning issues and acceptance from the general public. The more aesthetically pleasing design can allow for the possibility of advertising revenue to be derived from the banks. The banks can require floor fixings			3m ³ to 15m ³ (depends on individual bay size and numbers of bays specified.)	250 unit/ bay to 2500 unit/ bay	Site surveys can be required. Options for lighting, colours, advertising, delivery and installation. Some companies offer service and maintenance agreements. Companies can also offer one stop shop service, maintenance and cleaning contracts with purchase. Advertising can be used to offset costs and some companies will assist with this or arrange this
Underground Systems	Systems designed to become part of the street furniture of an area but key difference to other systems is the banks are sub street level with deposit stations above ground. Modular designs, patterned formats to allow for different layouts. Different apertures allow for the deposit of paper, cans, glass, etc.,. Some systems allow pneumatic lifting equipment to raise banks out of ground for servicing and others use hook lift and hi-ab technology to service internal containers.	Range of materials. Underground chambers are normally concrete construction with steel liners built to a similar design to large hook lift steel banks. Above ground has a range of formats but often come in coated steel and plastic fixtures which allow for the deposit of various materials			3m ³ to 15m ³ (depends on individual bay size and numbers of bays specified.)	5000 bay plus consideration of appropriate investment in lifting/ servicing vehicle.	Site surveys and site ground works. Maintenance, installation and delivery. Consultation on lifting gear to empty banks. Card sweep systems can be installed to restrict access or allow for monitoring of use at site.
Reverse Vending Systems	Intelligent technology, processing and storage systems designed to become part of the street furniture of an area also but key difference is the banks are designed to allow deposit of materials, crushing, shredding and conveyance of material to storage bays.	The systems can recognise bar codes, material types, sort and handle material appropriately. Patterned formats to allow for different layouts. Different apertures allow for the deposit of paper, cans, glass, etc.,. Systems allow for a range of materials and collection containers for servicing. The system can also pay out incentives based on requirements of client.			3m ³ to 15m ³ (depends on individual bay size & numbers of bays specified.)	Models can vary in price from 10,000 up to as much as 100,000 for fully installed and commissioned units	Site surveys and site ground works. Maintenance, installation and delivery. Consultation on system requirements. Card sweep systems can be installed to allow deposit incentive systems to be used, restrict access or allow for monitoring of use at site. Advertising, cleaning and maintenance available.

7. Case Studies and Strategic Reviews

Introduction

The following case studies and strategic reviews provide practical examples of why some local authorities have chosen a specific operational strategy for their bring recycling, their experiences and the outcomes of their decisions.

They aim to give a practical understanding of the issues faced by each authority and the strategy taken to address them.

The Case Studies

Increasing Performance

Organisations who have changed the design of their sites to tackle issues related to bring, resulting in increased coverage and performance:

- Birmingham – Castle Vale Community Environmental Trust
- South Somerset District Council

Involving the Local Community and Incentives

A Council who has invested in developing strong links with the community and embedding the ethos of recycling at an early stage

- London Borough of Redbridge
-

The Strategic Reviews

Encompassing Hard to Reach Areas

Review written by SNU, citing a number of Councils who have tackled bring recycling in flatted properties.

Data Collection

A Council which has recently been assisted by the Local Authority Support Unit of DEFRA, in reviewing their bring systems:

- Liverpool City Council
-

Birmingham – Castle Vale Community Environmental Trust

Background The Castle Vale Housing estate near Castle Bromwich is one of the UK's largest post war developments, with over 4000 properties within its boundaries. The estate has been undergoing a programme of regeneration for the last 10 years.

In 2002, the Housing Action Trust identified a need to improve upon the existing recycling provision for the estate. At that time the only facility was a single bring site at a local supermarket, consisting of a series of igloo banks for the recycling of paper and glass.

Issue The location of the site meant that many residents were excluded from recycling as they needed a car to reach the site. The site also suffered problems related to vandalism and was not felt to provide the level of service and quality which residents wanted. As a result recycling rates for the estate were very poor.

Process A group of local organisations required to be involved in the project were brought together to discuss developing recycling across the estate, including the Local City Council, the Castle Vale Community Environmental Trust, The Housing Action Trust, local collectors and the residents representatives; the Residents Environmental Group.

The start point for the development was to establish what material was being recycled, what could be recycled in larger volumes and what the best way to do it would be.

The Castle Vale Housing Association and Environmental Trust carried out an environmental study across the estate, including a waste audit, which found that large proportions of glass and metal existed in the waste generated by householders.

Solution The partnership decided to target these materials for collection and in February 2004, Castle Vale Community Environmental Trust installed a network of five underground bring bank sites across the Castle Vale estate.

Different suppliers and container designs were considered by the development group, but it was a local company, Egbert Taylor, that was selected to supply the underground banks. The service the company provided in identifying the best options for the estate was a key factor in deciding to use this type of system and manufacturer.

Introduction of Underground Banks The banks sit below the ground and are located in readily accessible points in the housing areas. There is access for parking and all that is seen above the ground are the small units for posting materials for recycling (left).



Picture Kindly Supplied By Egbert Taylor and Company Ltd

The new sites were identified through consultation with local residents and site surveys, to ensure that the ground works could go ahead safely and unhindered by underground services.

The new bring systems were also complemented by the introduction of a kerbside paper recycling

service, which was rolled out to over two-thirds of the estate at the same time as the installation of the banks.

Promotion

The installation of the new sites has been supported by a promotional campaign by the local radio station Vale FM and through the local newsletter. Details about the sites, their location and the history of the sites and project are also placed on the Castle Vale Environmental Trust website, the details of which are provided below.

Costs

The Trust indicated that costs of the banks and installations have been higher than using more standard banks, such as igloos or wheeled containers, but the returns have been worth the investment.

The capital costs have also been met as part of a regeneration budget, as opposed to the recycling budget from the City Council.

It is estimated that the average costs of underground banks, for the containers, groundwork and installation are approximately £5000 per module. However, these costs vary according to individual quotes, sites surveys and order quantities.

Results

The local residents like the new banks, which they feel are convenient and non intrusive. Vandalism problems have reduced since the introduction of the new banks and there is a feeling that the new development has improved the environment in the local area.

The performance results of the new bring sites are very promising, with improvements in tonnages collected; the rate of paper recycling has doubled since the first week of the collections starting. Actual weights have been very hard to get as the bring sites are serviced as part of a round and therefore no site specific data is available.

The banks are serviced by the City Council, with no issues to date. The Following the success of the Castle Vale bring sites, the Council has decided to introduce a further 11 underground sites in other districts of the City.

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<http://www.cvcet.org.uk/castle vale/projects page/recycbin>

<http://www.cvhat.org.uk>



Picture Kindly Supplied By Egbert Taylor and Company Ltd

South Somerset District Council

Background

South Somerset has 95 bring recycling sites across the authority, with a relatively high performance rate of 59.9 kgs/hhd/annum. This places it in the top 10% of local authorities in the UK.

In addition to bring recycling, the Council has introduced a kerbside recycling scheme, with 64,500 households (over 95% of the total housing) now receiving a fortnightly collection of papers, cans and textiles. However, not all of the houses and developments in the area are suitable for a kerbside collection service, such as high density housing and flatted properties.

Issue

The bring site network in South Somerset has seen a drop in recovery rates since the implementation of the kerbside scheme.

Solution

In order to complement the kerbside collection scheme, optimise the performance of bring recycling and to provide a more inclusive recycling service to householders, the Council has recently introduced 50 micro recycling sites to high density housing and flatted properties in the area. This brings the total number of bring sites in the network to 142.

The Council bid for funding from DEFRA in 2002/03, in partnership with neighbouring local authorities (Mendip, Taunton Deane and Sedgemoor District Councils), which intended to install similar facilities in their areas.



Pictures Kindly Supplied By Peter Ridley Waste Systems

Process

The Council worked with local housing associations, residents groups, land lords and tenants, to consult upon appropriate sites for the new micro centres. The consultation involved the design of the site, the location, the number of banks per site, sign posting and the materials to be collected.

Council officers made site visits to identify potential micro sites prior to the consultation process with residents. They consulted on the placement of the banks and the number required for uplift, through face to face consultations and letters.

The process took four to six months in total from identification of sites, consultations and finally installation of banks.

Introduction of Micro

The micro sites consist of a number of 240 litre wheeled bins, which have lid apertures suitable for the collection of various materials – paper, mixed glass

Recycling Sites and cans. In some circumstances stands have been provided to ensure the containers are locked in situ.



Pictures Kindly Supplied By Peter Ridley
Waste Systems

The collection of the banks has been incorporated into the collection contract operated on behalf of the Council by ECT, which service the banks using a standard 17 tonne split recycling vehicle on a fortnightly schedule.

Promotion and Awareness of the Recycling Services

Both South Somerset Council and ECT have promotional information and literature regarding their recycling services on their websites.

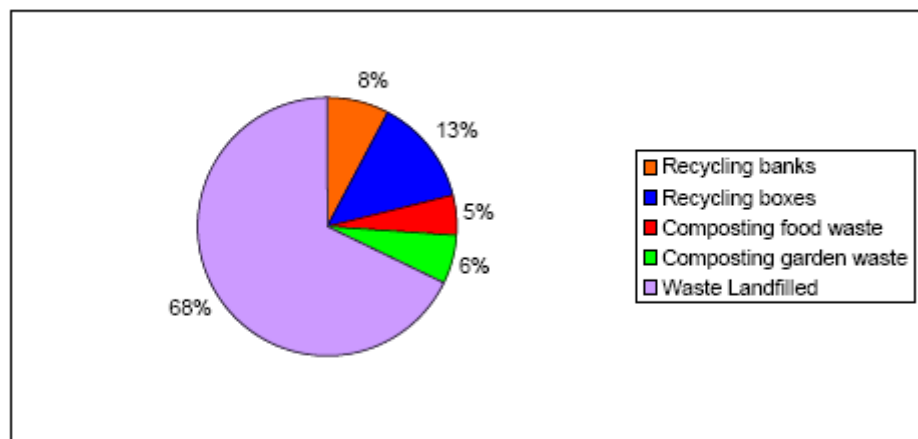
The Council website provides a bank locator which details the sites and services available, to inform the consumer of the nearest facilities to their homes. The locator also allows householders to search the network of banks by material to find specific services for recycling aluminium, glass bottles and jars, etc.

Both the ECT website and the Council website give details of what can and can't be recycled to educate householders on what to put in recycling containers and to reduce levels of contamination.

Performance of Bring in South Somerset

Figure 21 South Somerset Waste Collection

Recycling Rates for August 2005



The chart above (Figure 21) shows that bring recycling in South Somerset contributes 8% of the total materials collected for recycling in the area. The box system collects 13% of the recycling tonnage and therefore bring is still a significant contributor to recycling performance in the area.

The Results

There are no detailed costings or tonnage information available from the scheme as of yet, but the new micro sites have been deemed a success and there are already plans to expand the scheme to more properties in the area.

There have been some minor problems with contamination at the micro sites, which the Council is working with residents to resolve.



**Further
Information**

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London Borough of Redbridge

Background

London Borough of Redbridge provides local residents with access to a network of 69 bring recycling sites across the authority. The sites are regularly serviced and maintained by Shanks East London.

They presently divert a relatively high amount of material through their bring network; just over 27 kg/hhd/annum. This is in conjunction with operating kerbside recycling across 98% of the authority. The materials collected on kerbside are the same as those collected on bring; papers, plastic, glass and cans. They are collected co-mingled and on a fortnightly basis.

Good Practice

London Borough of Redbridge provides several good examples of the benefits of raising awareness and involving the local community in bring recycling and the wider local authority waste strategy.

Redbridge promotes its recycling centres through various media, including their website, where information on the importance of recycling, locating recycling services and what is expected of you when you arrive at a recycling site is available.

Community Involvement

Redbridge offers an “adopt a site” scheme where local community groups are encouraged to look after the bring recycling sites in their area. The groups monitor site performance, encourage higher use of the site and report overflows and vandalism/repair requirements on a daily basis. For their assistance they are rewarded by the local council through receipt of a small quarterly payment.

A link to the Redbridge “Adopt a Site” report form is given below:

<http://www.redbridge.gov.uk/toolkit/publication.cfm/755/1409/Page/Order>

"The group promotes our sites at every opportunity - newsletters and meetings - this benefits both parties by advertising the sites and by emphasising our environmental objectives. Speaking to 'customers' when they are recycling, similarly provides a means of advertising our group and attracting new members for Barkingside 21."
Barkingside 21

Results

The scheme has run since early 2002 and in 2006 there are now at least ten local community groups involved in adopting and encouraging the use of 13 public recycling centre sites in Redbridge.

The groups look after one or more sites and receive a maximum payment of £51 per site, per quarter. In return groups must provide regular reports on each site, their operation and cleanliness, and make suggestions on how to promote and improve the site over time. The reports are submitted monthly and are logged by the local authority to ensure that comments are read, taken on board and, if appropriate, responded to.

These sites have had fewer complaints about them than other sites throughout the Borough, even withstanding the fact that complaints are relatively rare in the area. The sites have also been popular with local communities as a result of the involvement of the community groups in promoting them.

High Density Housing

Redbridge has also installed 180 recycling centres at 160 flatted properties throughout the area. These recycling points are collected as part of the kerbside collections operated by the contractor, Shanks East London, and Redbridge. The sites have one container for papers and another for a mix of plastic bottles and cans.

The officers are pleased with the inroads these centres have made into tackling high density housing in the area; they feel that involving the local community at various levels and consulting widely with local residents has assisted in gaining so many sites, so quickly.

School Involvement

Redbridge also offers recycling services to local schools, embedding the recycling ethos at an early age. They employ a recycling education liaison officer who co-ordinates the schools recycling programme and visits to assist with various recycling projects.

The scheme has been successful with recycling bring sites operated in 93 of the 96 schools in the area. The collections are for papers, mixed plastic bottles and cans. Significant levels of recycling have been achieved through this route. Redbridge feedback recycling performance levels for each of the schools involved through their website, reporting on their efforts and encouraging higher levels of recycling.

<http://www.redbridge.gov.uk/housing/schoolsrecycling.cfm>

Close working with Recycling Contractor

Redbridge also feels that a great deal has been achieved through working closely with the waste contractor for these recycling contracts. The contractor is Shanks East London and they are responsible for the kerbside collections, the community recycling points at high density housing and the public bring recycling sites.

Shanks East London provides an educational liaison officer for the contracts in the east of London, who works closely with the Local Authority on their schools programmes and educational resources. They also provide up-to-date, accurate data on the initiatives, to provide regular feedback on contract performance.

**Further
Information**

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Strategic Review: Developing Bring Sites to Provide Convenient Recycling in Blocks of Flats

Introduction

Interest in providing recycling facilities for residents in blocks of flats has grown as councils have come under pressure to meet recycling targets and as flat dwellers have demanded access to local recycling facilities. This is not surprising as there are 3.43 million flats in England; 17% of total housing provision.¹⁶

There are a number of questions this review aims to answer:

- How can genuinely convenient recycling facilities be provided that residents are likely to use?
- How can councils ensure that sufficient recycling capacity is provided so that flat dwellers have a chance to contribute fully to recycling targets?
- What part could bring recycling systems have in all of this?

A number of councils have worked hard to provide convenient recycling facilities for flat dwellers. Now simple tools have been developed to help councils plan even more effective flats recycling schemes. Often the answer will simply be well sited, well serviced bring sites. This review explains how.

General Waste Collection from Flats

There are perhaps three distinct approaches¹⁷ to the collection of refuse from blocks of flats:

- Refuse chutes in which residents deposit material in a hopper usually on the nearest landing. Material falls down the chute into a bulk bin placed below it
- Door-to-door refuse collections in which care-taking or waste management staff remove waste left outside individual flats on designated collection days
- Bring communal refuse arrangements in which flat dwellers themselves take their waste to a ground level refuse area which might be a room, a shed, an open compound, or simply containers in a car park or by a pathway

In many (although not all) local authorities **bring communal refuse areas** are the most common method of waste management from blocks of flats, as demonstrated in recent surveys undertaken by groups like SNU under the WIP LASU scheme.

For example of a sample of 89 blocks of flats in Brighton surveyed in 2005, 63 were found to have **bring communal refuse areas** including several 12 storey tower blocks, 15 had serviced door-to-door refuse collections and only 11 were equipped with refuse chutes.

¹⁶ Table S120, *Type of accommodation and whether self-contained by tenure* in Trends in tenure and \Cross tenureTopics (General) ODPM, 2005, www.odpm.gov.uk

¹⁷ A small number of blocks of flats have the Garchey system in which food waste, cans and glass can be disposed of through the kitchen sink. The organic matter is removed with the waste water while the cans and glass are pumped at intervals into collection vehicles from retaining tanks.

Also surveyed in 2005, all 198 blocks of flats in South Bedfordshire totaling over 3,000 dwellings were found to have **bring communal refuse facilities**.



Bring Refuse Systems for Blocks of Flats: Top left: internal bin room reached by hatch, ground floor 12 storey block Brighton. Top right: External bin shed serving four-storey blocks of flats Redbridge. Bottom left: Fenced open air bin compound at side of three-storey block Crewe & Nantwich. Bottom right: Informal bin area in car park for block of flats in South Bedfordshire.

SNU has been surveying blocks of flats to help plan convenient recycling facilities for several years. SNU has found **communal bring refuse collection** to be much the most common method in blocks of flats surveyed for example in such authorities as South Oxfordshire, London Borough of Redbridge, Braintree and South Ribble.

The convenience of kerbside recycling and therefore its success in attracting significant participation is a function of its requiring the householder only to separate and save targeted recyclables. The householder takes the recycling to the same place as they take their refuse usually on the same day of the week

It is this matched convenience between recycling and refuse that can be offered to residents in flats with communal bring refuse by simply installing bring recycling facilities in or very close to the existing refuse areas.

Bring recycling alongside communal bring refuse



Bring recycling alongside bring refuse for blocks of flats: Clockwise from top left: 1100 litre refuse bin and adjacent sets of 240 litre recycling bins for flats at Ellesmere Port and Neston Borough Council, top right: 1100 litre refuse and 1100 commingled recycling bins in open walled bin area on large flatted estate Wandsworth; bottom right enclosed commingled recycling and refuse bin in covered waste and recycling area, block of flats South Bedfordshire; bottom left enclosed refuse area with adjacent recycling containers, block of flats, Colchester Borough Council

Does it work?

Already significant numbers of authorities offer this type of recycling to residents in flats. SNU are aware of combined bring refuse and recycling locations in Colchester, Tendring, Ellesmere Port & Neston, Elmbridge, Redbridge, Wandsworth, Westminster, South Bedfordshire and elsewhere.

One significant difficulty in assessing these and other approaches to recycling from flats is a dearth of performance data. It is rarely operationally practical to confine recycling or waste collections solely to blocks of flats and so weights based data exclusively from flats is often unobtainable unless authorities invest in on board weighing.

Some authorities have, however, been able to generate tonnage data from their flats recycling schemes. This has produced a wide range of performance spreads. For example:

- Westminster report that their flats recycling schemes secure an average of 67 kg per flat served per year, with the best securing 115 kg and the worst only 18 kg per flat per year. Westminster is achieving an average of about 11% diversion and a top performance of 18.5%
- Redbridge report a more modest collection achievement of 36 kg of recyclables per flat served per year¹⁸. Although there are some variations driven mainly by household size, a recent study of household waste composition¹⁹ reported that the average waste arisings for flats is 11.9 kg per household per week or about 620 kg per annum. This suggests that the

¹⁸ Data from *Recycling for Flats*, WasteWatch with SNU for DEFRA, forthcoming

¹⁹ *Variations in the composition of Household Collected Waste*, Jim Poll, AEA Technology for shanks.first, December 2004

Redbridge programme might be diverting about 5.8% of flats based household waste

However, until more effective means of comparing collected recycling with residual refuse from the same flats are found, a rather unsatisfactory element of calculation and estimation will govern the performance assessment of these schemes.

Operational Problems

Waste composition studies of the contents of refuse and recycling containers are planned for some blocks of flats in the Wandsworth flats recycling scheme in spring 2006. This will allow a more accurate assessment to be made of the effectiveness of the scheme, though of course it will be only a snapshot.

Obviously with multiple users, it is more difficult to prevent or to remedy any problems of contamination and misuse in this approach to recycling. Some authorities have reported serious contamination problems, and some have even moved recycling sites away from refuse areas in an attempt to minimise contamination. However it is not always clear whether contamination is because of resident misuse, a consequence of fly tipping or because of inadequate refuse capacity.

Without matching residual or refuse data, it is not possible to work out the diversionary achievement of these schemes

Planning for a successful scheme

Careful planning of bring recycling facilities might help to maximise recycling performance and counter contamination difficulties. Organisations like SNU and WasteWatch carry out detailed surveys of communal bring sites to advise authorities on appropriate recycling arrangements. These surveys consider:

- the type and weekly capacity of current refuse containers
- whether there are current waste management problems such as overflows or littering
- what elements of the waste stream are to be targeted for recycling
- what type, capacity and collection frequency of recycling containers might be appropriate to secure a proportionate contribution towards recycling targets
- whether there is sufficient space to accommodate recycling containers within or alongside existing refuse containers
- vehicle access
- identification of landlords if not known
- identification of local caretaking staff and residents' representatives.

It may well be that surveys of this type will indicate that there are waste management or space limitation problems which should be resolved before the introduction of any recycling programme.

Liverpool City Council (LCC)

Background

In 2003, LCC took steps to improve its recycling performance through introducing kerbside collections schemes across the city, in addition to its bring recycling network. This was supported by a comprehensive education and awareness programme.

The authority recognised that participation at its 26 bring recycling sites might drop following the introduction of the kerbside system. In an attempt to maintain and further grow recycling tonnages and ensure that there remained a complementary collection to the kerbside system, a strategy was drawn up to increase the density of bring banks across the City.



Increasing Bring Bank Density

A target was set to develop an operational network of 275 sites by March 2005. Initial progress to identify new sites was fast, but it soon became increasingly difficult for new sites to be identified. Between November 2003 and October 2004, the Council increased the number of sites from 26 to 160.

Furthermore, maintaining some of the existing sites became difficult, as problems associated with anti-social behaviour resulted in a number of sites having to be withdrawn.

Servicing & Data Collection

Both ACRE and GRUK are contracted by the LCC to place the recycling banks at sites, service and maintain them. They also ensure the cleanliness of the sites, that overflows do not occur, carry out emergency clean up of sites, report and manage issues related to vandalism and assist in locating potential new sites.

Both contractors provide collection data to the local authority to enable site performance to be monitored and to assess the performance of the network overall. The data is both site and material specific.

It is supplied in both paper and electronic format and stored in a computer database. The database is updated monthly and allows officers to see both monthly summaries of collection data and site specific data, on a collection by collection basis.

Affect on Bring Recycling

The data was used to assess individual site performance and material performance in Liverpool during the introduction of kerbside collections. Initially, material tonnages collected at the bring sites did drop, however more recently council officers have observed tonnages rising again. Officers felt

that tonnage fell significantly in the first 6 weeks of collection, before starting to rise.

Incentive Schemes LCC have worked with schools and community business and run incentive schemes, rewarding local causes based on the performance of recycling in the City, to encourage higher participation and performance in recycling.

Service Levels LCC have also put in place contracts designed to improve the bring recycling service and have used policies and procedures to manage the location, development and servicing of sites. This work has improved service levels overall across the City, but the performance of the bring network remained low, suggesting that a different approach was required.

Strategic Review Liverpool City Council decided to review the performance of their bring network, to establish whether their strategy of developing a high density bring bank network was still appropriate, following the expansion of kerbside recycling across the City.

To assist with the review, they received funding from the Local Authority Support Unit (LASU) of DEFRA. This enabled them to contract a consultancy to provide them with 30 days of support over a 3 month period.

- Key Results**
- The top 12 performing sites (of 160) in Liverpool deliver 77% of the total tonnage collected in the City (approximately 1647 tonnes of material)
 - This pattern is similar across all materials; the top performing sites deliver the vast majority of the total material collected in glass, paper and metals
 - The highest performing banks, in terms of tonnages collected, are predominantly located at retail sites
 - 65 of LCC's bring sites return less than 1 tonne of material per annum
 - 95 of LCC's bring sites return between 1 and 2 tonnes of material per annum
 - (An established recycling company quoted between 1.5 and 2 tonnes a month of material **excluding** glass as a respectable figure to achieve in terms of performance.)
 - A 1% improvement at Liver pools top 6 sites would return a 13 tonne performance improvement
 - A 1% improvement at the 95 sites returning 1 to 2 tonnes of material, would result in just over half a tonne of extra material
-

Conclusion

The results suggested that site density was no longer the most important factor in achieving high performance levels across the bring network. A greater return on investment was believed to be through LCC reconsidering existing procedures and policies and switching their focus to maximising performance at existing, or new, high performing bring sites.

Potentially, this could be achieved in a number of ways:

- Changing site designs at existing high performing retail locations
 - Gaining access to new retail locations
 - Working with the planning teams in the Council to identify potential new retail sites to be developed in the City over the next few years
-

8. Top Performing Local Authorities

Introduction This section discusses some of the similarities between high performing local authorities in England, in order for other Councils to consider what might assist them in improving their bring recycling performance. It is based uniquely on the data provided by local authorities to DEFRA for the 2003/04 statistical return and includes a summary of the main statistical findings.

Common factors By analysing the statistics it is possible to identify some similarities between the top 20 performing local authorities on bring recycling. It should however be remembered that this data does not consider factors such as access and signage to bring sites, parking space, bank design, etc.

The highest performers don't share one common factor; rather they have a number of similarities. These vary in importance depending on the authority, which makes it difficult to directly compare one authority with another.

General factors affecting the performance of bring are outlined earlier in section 2 of this Guide. Common factors shared between high performers on bring, are outlined below.

High Paper & Glass Yields Top performing bring authorities typically perform well on tonnages recovered from both paper and glass banks; nearly 75% of the top 20 high performing bring authorities have high yields from both of these materials; over 41kgs/hhd/annum for glass and over 27kgs/hhd/annum for paper.

High Bank Densities 45% of the high performers had paper bank densities within the top quartile and 50% of the high performers had glass bank densities within the top quartile.

Low level of Deprivation Only 2 of the top 20 performing local authorities had average deprivation levels above the national average of just under 19%.

Fortnightly Kerbside Collections The majority of the Top Performers have fortnightly kerbside collections, including paper, across more than 50% of their area.

Regional Performance Levels The majority of the Top Performers are in the South East, South West and London, with some in Yorkshire and the North West. Figure 22 below details regional performance levels:

Figure 22: Regional Performance Levels

	Average kgs/hhd/annum					
	Bring Total	Glass	Paper	Metals	Plastic	Other*
North East	16.8	9.5	5.4	0.2	0	1.7
North West	20.4	12.1	5.7	0.4	0.2	2.0
Yorkshire and Humber	33.7	16.2	12.1	0.6	0.5	4.3
East Midlands	25.8	15.4	6.6	0.5	0.7	2.6
West Midlands	27.0	13.1	8.9	0.4	0.2	4.4
Eastern	31.5	19.5	8.1	0.7	0.2	3.0
London	20.3	8.9	8.2	0.3	0.2	2.7
South East	43.8	25.2	10.6	0.6	0.3	7.1
South West	37.8	20	13.2	0.7	0.7	3.2
England 2003/04	30.3	16.8	8.9	0.5	0.4	3.7

**Includes textiles and card*

Examples of Top Performing Authorities

Surrey Heath Borough Council

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Diversion from Bring 122.8 kg/hhd/annum (2003/2004)

Total Number of Bring Sites 61

Number at Retail Locations 7

Site Density 1 site for every 500 households
(except plastic and textiles at 1:2500 households)

Bring Materials Collected Paper, plastic, glass, textiles and cans

Deprivation Indice 4.9%

Kerbside Details Coverage - 100%
Materials Collected – Paper and cans
Frequency – Weekly

Special Interest Surrey Heath meets all the criteria which assist in providing a high diversion rate from bring, as detailed above.

The Council recently surveyed 33,500 residents in the area as to their awareness of recycling services and their opinion of the quality of the service. They received a respectable 17% return, of which 91% said they used the bring network on a regular basis and that just under 70% were satisfied with the network.

Surrey Heath have focused on the cost effective option of bring recycling. The high density banks and the mix of materials including plastic have driven good performance, but now they need to focus on a combined strategy for both bring and kerbside. This must be done in a way which gets the highest performance out of both services.

In terms of good practice, this Council has high bring bank density and includes a good mix of material, including plastics, at most sites. They have utilised high profile sites, where possible, and have reviewed the existing service with householders to see if anything else can be done to improve the service.

Lewes District Council

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Diversion from Bring 110.9 kg/hhd/annum

Total Number of Bring Sites	100
Number at Retail Locations	8
Site Density	1 site for every 390 households (except paper and plastic bottles at 1: 500 households)
Bring Materials Collected	Paper, plastic, glass, textiles, card and cans
Deprivation Indices	12.8%
Kerbside Details	Coverage - 80% Materials Collected – Paper, Cans, textiles, glass and Plastic Bottles Frequency – Fortnightly
Special Interest	<p>Lewes used to operate a mobile bring recycling system which arrived at set locations for a timetabled period and collected material from householders living in the location of the stop. The service enabled communities which did not have the appropriate space, location or desire to have a permanent site, to benefit from a recycling service. The authority utilised spare resource to provide this service, but has had to find alternative permanent sites now that the resource is no longer available.</p> <p>In terms of Good Practice, this authority provides a relatively high density of banks, across a good mix of materials, including plastic. They have been innovative in providing bring systems to areas which have either had no bring system, or kerbside collections, available in the past. The decision to use a mobile centre for a period of time was driven by consultation with the local community, opportunistic use of spare resource and cost saving measures.</p>

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Telephone: 0845 050 4434
Fax: 01539 717 262
Email: recycling@southlakeland.gov.uk

Diversion from Bring 73.9 kgs/hhd/annum

Total Number of Bring Sites 56

Number at Retail Locations 5

Site Density 1 site for every 850 households
(except paper at 1:1200 households)

Bring Materials Collected Paper, plastic, cans, textiles and glass

Deprivation Indice 12%

Kerbside Details Coverage - 30%
Materials Collected – Paper, Glass and Cans
Frequency – Fortnightly

Special Interest South Lakeland has carried out a lot of work on waste awareness and education work. They run a website for young recyclers called ‘Sort It Out’. This site promotes the waste hierarchy and methods of reducing and recycling waste materials:

www.southlakelandrecycling.co.uk

/

They also run recycling road shows around the District which provide local



householders, school children and other groups with up to the minute, comprehensive information and advice about what they can do to reduce waste going to landfill in South Lakeland.

Their website is comprehensive and provides details of how much has been collected by month, by material and by system. This provide householders with direct feedback on how well they are doing and reinforces the fact that the Council is taking time to appreciate the efforts of its citizens and setting them targets to achieve more.

www.southlakeland.gov.uk/main.asp?page=1061

In terms of Good Practice, South Lakeland have a relatively high density of banks including paper and glass. They have promoted and educated the local population, and visiting population, using a well designed web site, mobile promotional campaigns and the national waste awareness campaign.

Camden Borough Council

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Tel: 0207 974 1819
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Diversion from Bring 74 kgs/hhd/annum

Total Number of Bring Sites 153

Number at Retail Locations Unknown

Site Density 1 site for every 650 households for paper
1 site for every 1060 glass
lower densities for plastic and textiles

Bring Materials Collected Paper, plastic, cans, textiles and glass

Deprivation Indices 35%

Kerbside Details Coverage - 100%
Materials Collected – Paper, Glass Textiles and Cans
Frequency - Weekly

Special Interest Camden operated over 100 mini on-street commuter paper recycling points, capturing the high footfall of passengers using public transport in the Borough. These facilities provide a valued service for recycling the daily papers bought in and brought into the area.

This project was carried out in partnership with 14 other London Boroughs and London Remade.

The service originally targeted newspapers but some sites now have facilities for recovering plastics and cans and others are being developed to receive mixed recyclables.

Contamination has been reported as low and the sites are appreciated by local householders and commuters alike.

This Council has shown good practice in using bring to address a waste problem unique to certain parts of the UK. They rolled out on-street bring recycling points which have provided a service for both the commuting population and the local residents.

Warrington Borough Council

Contact Details Mr Peter Hyde
Waste Minimisation and Recycling
Warrington Borough Council
Warrington
WA1 1UH

Tel: 01925 442586
Fax: 01925 442564
Email: phyde@warrington.gov.uk

Diversion from Bring	36 kg/hhd/annum
Total Number of Bring Sites	29
Number at Retail Locations	10
Site Density	1 site to every 2800 households
Bring Materials Collected	Paper, card, glass, cans, textiles and plastics
Deprivation Indices	19.4%
Kerbside Details	Coverage - 100% Materials Collected – Paper Frequency - monthly
Special Interest	<p>Approximately 96% of the dry recyclate collected in Warrington comes from bring sites. Although there is a relatively low density of banks in the area, sites are mainly based at high profile locations, offer a full material range for collection (including plastic bottle recycling), and complement a monthly kerbside paper collection. This means that bring recycling contributes a large amount of the total recycling tonnage achieved in this metropolitan area.</p> <p>It is important to remember that if the coverage of kerbside is low in an area and if the material collected on kerbside is a single stream such as paper then the importance of bring recycling is significant and bring sites will recover larger levels of materials.</p> <p>This is especially so if plastic recycling facilities are available at bring sites.</p> <p>This authority has not necessarily shown good practice but has shown that if bring is the only form of recycling in an area, it is important to still consider all of the options available to try to increase tonnage performance. They have placed sites at high profile retail locations, provided services for a range of materials including plastic and they have promoted the sites both on the web and through local promotional leaflets and advertisements.</p>

8. Useful Information

www.recyclenow.com

The national waste awareness site for England is the consumer website which includes the bank locator.

www.recyclenowpartners.org.uk

The WRAP website which contains iconography, toolkits and common branding for bring and other recycling systems.

www.recycle-more.co.uk

An educational and awareness website which carries useful information on recycling and carries a bank locator for bring sites

www.lasupport.defra.gov.uk

The DEFRA website has toolkits on:

- Estates Recycling
- Procurement Toolkit
- Household Waste Recycling Centres

And other guidance on issues relating to bring and recycling in local authorities

WRAP/ROTATE provides advice to LAs on bring scheme enhancement and performance

Other useful websites:

www.wrap.org.uk

<http://www.alupro.org.uk/>

<http://www.britglass.org.uk/index.html>

<http://www.ciwm.co.uk/>

<http://www.scrib.org/>

<http://www.recoup.org/>

9. Glossary of Terms

Average Deprivation Indices	The indices collected and published by the Office of the Deputy Prime Minister. These measures look at levels of employment, literacy, housing stock and other indications of areas wealth and standards of living. This measure is an average of several of these studies.
<hr/>	
Bank Density	The number of households to each site in an area.
<hr/>	
Bring Network	The total amount of bring locations in an area. This includes the sites for one material and the sites which collect several.
<hr/>	
Bring Recycling Site	A location to which householders and others can take recyclables to deposit into a container for collection and ultimately recycling. This guide does not include work related to civic amenity sites.
<hr/>	
Container	The skip, bank, wheeled bin or other form of receptacle used to deposit recyclables into.
<hr/>	
Contribution of Bring	The number of tonnes collected from bring sites and the level they assist achieving the recycling targets set for an area.
<hr/>	
Dry Recyclables	Dry materials collected for recycling e.g. - paper, card, glass, cans, plastic bottles, textiles and foil
<hr/>	
FEL	A container for recyclables or refuse which is loaded from the front end of the vehicle, over the cab and into the storage bay at the back of the vehicle.
<hr/>	
Footfall	The number of pedestrians walking by a certain location
<hr/>	
Frequency of Collection	This describes the time period between collections at the kerbside
<hr/>	
Good Practice	A technique or technology which through research or experience has been proven to reliably lead to a desired result. Processes that represent the most effective way of achieving a specific objective.
<hr/>	
Hi-Ab	A hydraulic crane system for lifting and emptying bring containers on site

Hook Lift	A skip or hydraulic crane lift that uses a hook on the vehicle to lift a hoop on a container to take it away and empty it off site.
<hr/>	
Igloo	A dome top large container with apertures for the deposit of recyclables and capable of being emptied on site.
<hr/>	
Kgs /hhd / annum	Kilogrammes per household per annum
<hr/>	
LASU	The local authority support unit of DEFRA
<hr/>	
Material Mix	The range of materials you can recycle at one site
<hr/>	
Micro Recycling Centre	A centre which is small in scale and normally consists of 140 litres or 240 litre containers which are sometimes attached to a frame.
<hr/>	
Mini Recycling Centre	A centre which consists of one or more larger continental style wheeled bin containers.
<hr/>	
Reverse Vending	A recycling system which allows various forms of packaging to be deposited into receptacles and vend a reward. The systems also have the capability to crush, shred, bale and convey materials to make their handling more cost effective.
<hr/>	
Underground Centres	Centres which have the deposit point above the ground and a large volume storage container below ground.
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Improving waste diversion from civic amenity sites



Funded by DEFRA's Waste Implementation Programme Local Authority Support Unit under the 2004/5 consultancy programme



The projects

Civic amenity sites are an essential source of recyclables, a developing source of reusables, and the main way in which disposal authorities are able to meet their recycling targets and share of future diversion targets. They will also be an essential part of a local authority's approach to diverting biodegradable waste from landfill under LATS. For unitary authorities, including the metropolitan authorities, they are a very important disposal/recycling route, with ready opportunities for integration with collection options. A good well managed site can also act as an example to members of the public in waste management more generally, raising awareness of recycling and waste minimisation.

M·E·L carried out several projects aimed at improving waste diversion through civic amenity sites with funding from DEFRA's Waste Implementation Programme's Local Authority Support Unit. These

have included projects for three unitary authorities, one London Borough and one County Council.

The projects included:

- Assessing whether an authority should remain at their existing site or move to a different site
- Identification of suitable locations for sites as well as the design of two affordable and deliverable new sites that will also maximise diversion and customer service, including a split-level design for one site
- Appraisal and redevelopment of an existing site, including a survey of users and a waste analysis
- Analysis of the salvage operation at a site, redesign of the site and development of a new contract

Barriers to waste diversion at civic amenity sites

Signage

At many of the sites, signage was poor or could be improved. For example one site had only one signpost directing users to it and this was placed less than 300 metres from its entrance. At this site other advisory signage, clear though it was, was situated along the entrance roadway in such a manner that moving traffic could not read it. Recommendations were therefore made with respect to directional signs and also on-site signage. Acting on these

recommendations should make significant improvements to the site and assist residents to use them correctly.

Publicity material

Some of the councils' publicity material was not sufficiently available or could have been more helpful to readers. In one authority, for example, it was found that there was no material specific to the use of site; what there was had been included as part of the annual waste collection information leaflets and these

were not available in most outlets at the time of the project. In another authority we recommended adding a map of the sites to the information leaflet. Better and more widely available publicity material should help increase the correct use of sites; in one area where a survey of users was conducted, we found that most people had heard about the site through word of mouth, local knowledge, newspapers or leaflets with a tiny number using the web site.

Site design and layout

This was an important aspect of several of the projects, including capital investment options to create recycling-focused and customer-friendly single (or preferably) split-level sites. Allocating space for a reuse centre is an important element as is ensuring efficient traffic flow through the site. By way of example, one site was due for an update using a WRAP grant because this was to accommodate a growing need for extra green waste capacity, For this site a major proposal was to revamp the tipping hall system into a raised site. At another site it was recommended that the site be zoned using signage to ensure more efficient use of space.

User satisfaction

Despite some of the sites being old and in need of redesign, site users were found to be generally very satisfied with them where surveys were carried out. This reflects the generally low expectations the public has of waste sites and is something that the improvements made as a result of these projects will go some way to change. These sites need to be seen as community assets, not as 'tips' or 'dump-it sites'.

Management issues

Poor performance may be due to management issues rather than site design or operational factors and there is a limit to what short term consultancy can do to improve this. Communications between the local authority and the site contractor need to be improved in some areas. Contracts may also need to be further incentivised to encourage higher levels of recycling.

Lack of targets

Not all of the authorities had target diversion rates for their sites. This should be standard practice in order

to guide performance. Waste analysis can help to quantify what might be achievable in this respect (see below).

Lack of information

Some of the sites lacked data, drawings and plans, particularly where the sites were older. Compositional data was also absent for many of the sites; this can help in the development of standards or targets as part of contracts, can also help to identify recyclables and reusables not currently being targeted, and also identify where poor direction of the public may be resulting in more waste being disposed of than necessary. This lack of information hampered improvement efforts. For one site, for example, it was immediately clear that there was no real information on the composition of waste being deposited and so before any other recommendations were made, a waste analysis was recommended and carried out. This was essential as the basis of a new performance related contract.

Totters

Although totters do perform a useful function at many sites, they operate independently and tend to keep few records. Without clear overall material recovery targets, they will only recover materials where they can earn profit, thus leaving much that is recyclable or reusable behind. This makes it difficult if not impossible to assess the scale of waste diversion, particularly for items such as WEEE and furniture. Much tighter arrangements will be needed if reuse credits are implemented and also under the WEEE Directive.

Lack of investment

For some of the sites there had been a history of under-investment which meant that improvement efforts started from a very low base. This seems to be particularly the case for unitary and metropolitan authorities which seem to have less capital money to spend. In addition some of the new unitaries had inherited sites from county councils in need of radical improvement. Other sites even have stacks or buildings from the old 'destructors' for example.

Trade waste

In London trade waste is admitted to sites and good money is being made from it. In most areas in England outside London trade waste is banned from sites or only allowed into a very few. The potential for joint household/small trader use of sites should be exploited. In some areas councils are considering site redesign options retaining height barriers. While this complicates site redesigns it does offer the future option of receiving and charging for trade waste.

Vague briefs

Many of the project briefs were vague and needed considerable work to develop them into a workable project. This is inevitable, but time and resources need to be allowed to firm up the brief to make a successful project. Major site redevelopment also takes time and money. A two stage process would allow time for the involvement of consultants in the developing of a brief before moving on to implement the brief.

Existing guidance and advice

Local authorities should be encouraged to make use of the *National Assessment of Civic Amenity Sites* which provides comprehensive guidance on the assessment and improvement of civic amenity sites (Future West/Network Recycling 2004 *National Assessment of Civic Amenity Sites*)

Local authority cultures

There were difficulties with local authorities not working together effectively enough. In one county, the districts withdrew their support for a new site with

no apparent reason for doing so. Where sites are located near local authority boundaries local authorities should enter into agreements for the shared use of such sites by all local residents rather than restricting use to the host local authority which may be unsustainable. The next round of local authority Public Service Agreements (PSAs) should be specified so as to encourage joint working between local authorities on provision of recycling facilities.

Site locations

Many sites are now located in the wrong place. At two sites, for example, the respective towns had grown around them so that both have been overtaken by development and regeneration plans. Replacement sites are planned in industrial estates. Other sites are located on busy roads. One site, for example, was situated in the extreme north east corner of the council's area and as most users live within 2 miles of the site some two thirds of residents do not use it. A major recommendation was for the Borough to sell the existing site for housing development which would allow easily sufficient funding for a more central and ultra modern site to be established, easy for all residents to use.

Site ownership

Finding new sites is difficult due to bad neighbour perceptions so the best must be made of existing sites in most cases. Authorities should also investigate the sites that they themselves own; in one project an ideal site was identified and only then was it discovered that the local authority owned it.

Recommendations to local authorities to overcome barriers

- Review and then improve signage at sites to attract more people to use them and also encourage them to use them most effectively
- Review the publicity material available on sites and improve it if required. Make sure that it is available in all council locations and incorporate details in any mailings to residents. Work with district, if in a shire county, to ensure that their publicity also makes suitable reference to sites.
- Review site design and layout, and if improvements are required examine possible sources of funding. WRAP has programmes on civic amenity sites, for example. Split level sites are the most efficient as they enable the public's vehicles to be separated from site vehicles. Also consider setting up a reuse centre.
- Don't assume that because the public are satisfied now with a site that this will be the same into the future; as they are exposed to

sites in other areas they may start to demand higher standards in their own.

- Be aware that the name people give to sites affects how they think about them. Sites that are still referred to locally as 'tips' will be seen as tips. Branding is very important and should start with site signage but should also be conveyed throughout the council so that all staff are referring to them correctly. Over time members of the public will also adopt this terminology.
- Review management arrangements at sites, particularly the communication between the client and the contractor. Make sure that as client you are aware as you can be about what is happening on the site. Although totters perform a useful function, their activities should be monitored and reuse measured.
- All sites should be given targets for waste diversion, preferably as part of the management contract. These can be incentivised through contract conditions. Targets should then be properly monitored and achievements fed back to the public using the site to act as motivation.
- Information about sites, such as plans and drawings, should be kept in a safe place. The sites may last for many years and future generations of officers will need to know where they can find original documents.
- Compositional analysis of the residual waste stream should be a routine aspect of site management. This could be written into contracts as the contractor's obligation to obtain regular independent audits. This enables an assessment to be made of the effectiveness of site segregation activities, targeting of new

materials for reuse and recycling, and development of future contractual targets.

- Authorities should consider on an ongoing basis the merits of allowing segregated trade waste into sites
- When putting together plans for diverting more waste from civic amenity sites, authorities should be absolutely clear about what they hope to achieve as well as what the constraints and barriers are. This is especially important when working with consultants.
- More use should be made of existing toolkits and guidance documents, particularly the *National Assessment of Civic Amenity Sites* toolkit
- Authorities should seek agreement to share costs and recycling yields from sites close to borders rather than ban non-residents from sites. This is more environmentally sustainable as it reduces transport distances and ultimately more cost effective. The Audit Commission has indicated that a robust survey of residents twice a year would be sufficient evidence for them.
- When searching for new sites, authorities should first investigate sites owned by their own authority. Existing sites should be improved where feasible, though, because of the difficulties of obtaining planning permission for new sites.
- Consider carefully the health and safety implications of proposed schemes, consulting with the Health and Safety Executive as necessary. Ensure that all people working on site have appropriate health and safety training.

What not to do

- Don't continue to allow people to use inappropriate terms to describe civic amenity sites such as 'tips' or 'dump-it sites'. Even though old signage has now mostly been replaced and the council itself uses modern

terminology, every opportunity should be taken to promote this to members of the public. This may seem petty but words are very important in shaping views of reality.

- Don't underestimate the levels of investment that are going to be needed to improve old sites to acceptable levels. Make sure this is budgeted for internally and/or seek external funding.
- Don't close your sites to non-residents without first exploring opportunities for sharing costs and

recycling tonnages with neighbours. The Audit Commission is supportive of this approach provided the evidence for the apportionment is robust.

Conclusion

The DEFRA-funded projects have shown that significant improvements in civic amenity sites are possible given suitable attention and investment. The problems found with civic amenity sites are well known – lack of directional signage, poor on-site signage, lack of feedback to the public on

achievements, lack of publicity and inappropriate locations.

To solve problems needs commitment from both officers and contractors and often requires significant financial investment. The increase in recycling yields is likely to justify this in the medium to long term.

Project team

Consultants: Ted Clover, Chris Coggins, Patrick Coulter, Lewis Herbert, Tony Hammond, Alan Phillips, Steve Robinson

Waste composition work: Sarah Knapp, Barbara Leach

Survey work: Barbara Leach, Chloe Nikitas

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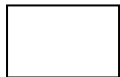
Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 11th January 2010

Subject: Procurement of the Grounds Maintenance Contract for 2011 – Draft Interim Statement

Electoral Wards Affected: All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 Grounds maintenance continues to be an area of priority for Scrutiny and in June 2009 it was brought to the Board's attention that the procurement process for the new grounds maintenance contract in 2011 had commenced.
- 1.2 The Board agreed to establish a working group to oversee the procurement process for the new contract, ensuring that recommendations from the earlier Scrutiny inquiry in 2005 had been taken forward and lessons learned from the existing contract was also being reflected in the new specification.
- 1.3 The working group has now held 4 meetings and considered evidence from representatives from Environment and Neighbourhoods, the four client groups (3 ALMOs and Highway Services) and representatives from local Parish and Town Councils.
- 1.4 At this stage of the procurement process, it was considered appropriate for the Board to produce an interim Statement setting out its initial findings and recommendations for the attention of the Executive Board and Grounds Maintenance Project Board.
- 1.5 The Board's draft interim Statement is attached for Members' consideration.
- 1.6 Scrutiny Board Procedure Rule 16.3 states that "where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The Director shall consult with the appropriate Executive Member before providing any such advice. The

detail of that advice shall be reported to the Scrutiny Board and considered before the Statement is finalised”.

- 1.7 Any advice received will be reported at the Board’s meeting for consideration, before the Board finalises its statement.
- 1.8 Once the Board publishes its final statement, the appropriate Director(s) will be asked to formally respond to the Scrutiny Board’s recommendations within three months.

2.0 Recommendations

- 2.1 Members are asked to consider and agree the Board’s interim Statement on the procurement of the new Grounds Maintenance Contract for 2011.

Background Papers

None

Scrutiny Interim Statement

Procurement of the Grounds Maintenance Contract for 2011

Scrutiny Board
(Environment and Neighbourhoods)

11th January 2010

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Introduction and Scope

Introduction

1. An extensive inquiry into the process of handing over the Streetscene Grounds Maintenance service to an external contractor was conducted by the former Environment and Community Safety Scrutiny Board during 2005 following public and Member concerns about the delivery and standard of the service.
2. This inquiry had identified a number of factors that had prevented a smooth transition of the Streetscene Grounds Maintenance service to the external contractor, Glendale Grounds Maintenance Ltd, and consequently led to the problems encountered during the first year of the new contract. There were 21 recommendations made as a result of this inquiry that aimed to improve the procurement process and develop a more robust risk management approach to similar projects in the future.
3. The initial grounds maintenance contract period was three years with the option to expand by up to a further three years. Since the Scrutiny inquiry in 2005, service delivery improvements had been reported in years two and three of the contract. As a result, a decision was made to extend the contract into year four. However, this extension was on the understanding that rough cut, sight line and 'In Bloom' judging route grass be worked out of the main contract. This led to a smaller contract being awarded through a competitive process to ATM which commenced on 1st March 2008 for one year with the option to extend up to a further two years in order to allow for a co-terminus end to both contracts.
4. Both contracts were extended again for a further year and are now expected to run into their final year, meaning that both contracts will end on 28th February 2011.
5. Grounds maintenance continues to be a service area that generates high public interest and often is an issue raised by local residents with Members of the Council. It therefore remains an area of priority for Scrutiny.
6. In February 2009, the Environment and Neighbourhoods Scrutiny Board was formally consulted on the Streetscene Grounds Maintenance draft Service Improvement Plan. This Plan summarised the actions agreed between Leeds City Council, the ALMO's and Glendale Managed Services Ltd for improvements to the contract to be implemented in 2009/10, many of which aimed to build upon the lessons learned during 2008.
7. At that time, Members had requested that Scrutiny be given a proactive role in considering the specification for the new 2011 grounds maintenance contract to ensure that lessons learned from the existing contract are reflected within it.
8. In June 2009, it was brought to our attention by the Executive Member for Environmental Services that the procurement process for the new contract had commenced and it was agreed that Scrutiny had an important role in this process.
9. A working group of the Board was established to oversee the procurement process for the new contract, ensuring that the recommendations from the 2005 inquiry had been taken forward



Introduction and Scope

and that lessons learned from the existing contract were also being reflected in the new specification. The membership of this working group includes Councillors Barry Anderson (Chair), Ann Blackburn and Ann Castle.

10. The working group met initially in August with the Area Development Manager to clarify the procurement timetable in place to deliver the new contract from 1st March 2011. At this stage, it was noted that a client and stakeholder consultation process around the future content of the new contract, which was being undertaken by the main clients (the 3 ALMOs and Highways Services), was due to be completed at the end of August. In view of this, the working group agreed to meet with the client groups at the beginning of September to get their feedback from the consultation.
11. In the meantime, a member of the Collingham with Linton Parish Council had approached a member of the working group expressing a wish to feed into the Scrutiny Board's review. This was welcomed and prompted an invitation to all 31 Parish and Town Councils to attend a meeting of the working group to discuss the future content of the grounds maintenance service contract or alternatively to submit their views in writing.
12. Whilst we were very surprised that only 6 out of the 31 Parish and Town Councils¹ had responded to this invitation, this does not detract from the level of frustration that was shared by these local councils about the existing grounds maintenance service and lack of consideration given to those local councils that have continuously attempted to negotiate with the Council for an opportunity to manage the grounds maintenance service within their own boundary area.
13. The contribution of these local councils has also led Scrutiny to identify a fundamental omission within the existing contract procurement exercise as we learned that none of the Parish and Town Councils had been formally consulted as part of the client and stakeholder consultation process despite being acknowledged within the procurement implementation plan as one of the stakeholder groups.
14. The issues and concerns raised by the local councils during our review are valid and we believe that many of these could have been addressed much earlier if given the opportunity to engage effectively. Our review has also raised issues around the level of engagement with Elected Members throughout the procurement process.
15. This interim statement sets out our initial findings and recommendations relating to the procurement of the new contract for the attention of the Executive Board and the Grounds Maintenance Programme Board at this particular stage of the procurement process.

¹ The 6 local councils included Arthington Parish Council, Boston Spa Parish Council, Clifford Parish Council, Collingham with Linton Parish Council, Scarcroft Parish Council and Thorner Parish Council.



Conclusions and Recommendations

Management of the current procurement project

16. Firstly, we do acknowledge that many of the recommendations arising from the 2005 Scrutiny inquiry have been taken forward into the current procurement strategy. In particular, we welcome that a more rigid risk management approach is now being applied in line with the Council's Delivering Successful Change methodology. As part of this approach, we noted that an initial health check of the procurement process by the Council's Project Assurance Section was conducted in April 2009. As a result, a number of recommendations were put forward to improve the procurement process and the project was given an overall RAG (red, amber or green) rating status of Amber. A copy of the health check report was considered as part of our review.
17. We are also pleased that governance arrangements are now in place to oversee the procurement process. Such arrangements include the appointment of a Project Manager and the establishment of a Grounds Maintenance Project Team and Project Board, which has senior representation from the various clients plus other Council services including Strategic Landlord, Procurement Unit and Parks and Countryside. However, we did raise a number of issues in relation to the Project Board, which we have addressed separately within our Statement.
18. We do note with concern that there are still a number of recommendations from the 2005 inquiry that have not yet been fully achieved and consequently this has had an impact on the management of the current procurement project. We have made reference to these particular recommendations where appropriate within our Statement.
19. As the current grounds maintenance contracts have been extended into their final year, there is now the urgency to procure a new contract to be implemented from 1st March 2011.
20. The 2005 Scrutiny inquiry identified a number of factors that had prevented a smooth transition of the service to an external contractor. However, the main problems encountered were associated with the lack of time allocated for a thorough induction process for the contractor and the reduced time available for the contractor to mobilise effectively.
21. We note that the current implementation timetable does factor in these key lessons by allowing for a longer lead-in period for contract mobilisation, which starts from November 2010. This lead-in time also responds to the earlier recommendation by Scrutiny for future contracts to be awarded well ahead of the growing season so as to ensure the contractor has sufficient time to mobilise.
22. However, whilst we acknowledge the amount of work and level of consultation carried out with stakeholders by the client groups to help inform the current procurement strategy, there does not appear to have been a great deal of engagement with Elected Members throughout this process. This is extremely disappointing given that issues around communication with Elected Members was also raised as a concern during the 2005 Scrutiny inquiry.



Conclusions and Recommendations

23. Although we would not expect all Elected Members to be briefed on every aspect of a project, it is vital that Members are able to put forward their views in order to inform key stages of a procurement process, particularly for high profile projects.

24. It is clear that the recent consultation exercise conducted with Area Committees during October/November around the future content of the grounds maintenance contract should have been undertaken much earlier during the procurement process. This would have allowed more time for the Grounds Maintenance Project Board and the client groups to reflect and respond appropriately to the issues and concerns raised by Elected Members.

25. In relation to this particular project, we recommend that the Chair of the Grounds Maintenance Project Board ensures that the relevant client groups actively engage with all Elected Members at key stages of the procurement process and would advise that such engagement continues to be conducted through Area Committees.

Recommendation 1
That the Chair of the Grounds Maintenance Project Board ensures that the relevant client groups actively engage with all Elected Members at key stages of the current grounds maintenance procurement project. We would advise that such engagement continues to be conducted through Area Committees.

26. In future, it is vital that Area Committees are recognised as one of the key stakeholders and engaged from the start

of the procurement process in order to inform key decisions.

Recommendation 2
That Area Committees are recognised as key stakeholders during the procurement of future grounds maintenance contracts and are engaged from the start of the procurement process in order to inform key decisions.

27. As a result of the 2005 Scrutiny inquiry, a recommendation was made which stated '*That where a high profile project is experiencing any difficulties or risks that might influence the awarding of a contract or the delivery of new service arrangements, the relevant Executive Board Member is briefed by the chair of the project board at the earliest possible stage. To complement this we recommend that guidelines are drawn up outlining the appropriate stages at which Members should be briefed*'.

28. Whilst we acknowledge that communication with the Executive Member has improved, we are unaware of any guidelines being drawn up in relation to holding general briefings with Elected Members, as recommended.

29. In view of this, we further recommend that clear guidelines be drawn up immediately in relation to Elected Member engagement throughout all stages of the procurement process and particularly for high profile projects. We would like such guidelines to be brought back to Scrutiny for consideration.



Conclusions and Recommendations

Recommendation 3

That clear guidelines be drawn up immediately in relation to Elected Member engagement throughout all stages of the procurement process and particularly for high profile projects. That these guidelines be brought back to Scrutiny for consideration.

30. As we have already highlighted in our introduction, there has also been a fundamental omission within the existing contract procurement exercise as none of the Parish and Town Councils had been formally consulted as part of the client and stakeholder consultation process despite being acknowledged within the procurement implementation plan as one of the stakeholder groups.
31. We believe that many of the issues and concerns that have been raised by the local council representatives during our own review could have been addressed much earlier if given the opportunity to engage effectively. In view of this, we further recommend that the Chair of the Grounds Maintenance Project Board ensures that all local Parish and Town Councils are also actively engaged at key stages of the current grounds maintenance procurement project.

Recommendation 4

That the Chair of the Grounds Maintenance Project Board ensures that all local Parish and Town Councils are actively engaged at key stages of the current grounds maintenance procurement project.

The benefits and limitations of a city-wide contract

32. One of the key issues we have debated during our review and particularly with the local council representatives, has been around the benefits and limitations of pursuing with a city-wide contract for the grounds maintenance service in line with the principle of achieving value for money.
33. Value for money is about ensuring that services are delivered to the agreed quality, perform effectively and generate outcomes which meet the needs of service users for the agreed price. With proposed changes already being identified for the new contract specification, we recognise that a like for like comparison with the existing service would now be very difficult.
34. We are aware that some Parish and Town Councils have continuously attempted to negotiate with the Council for an opportunity to manage the grounds maintenance service within their own boundary area.
35. In doing so it was felt that local councils would be able to specify the level of standard required in line with local expectations and could incorporate more robust local monitoring mechanisms. Also, as some Parish and Town Councils already employ a local contractor to provide grounds maintenance services in addition to that provided by Glendale, this would remove this added cost and duplication of effort.
36. However, during our review the local council representatives were advised



Conclusions and Recommendations

that by taking on that responsibility, local councils would need to ensure that a complete grounds maintenance service was being provided within their area, which includes a wider range of horticultural duties than just cutting grass. It was also noted that legally, local councils are not insured to work on the highway and therefore any local contractor would need the appropriate accreditation and insurance for this work.

37. It was also acknowledged that any Parish and Town Council interested in tendering for such a contract would be required to take part in the statutory competitive tendering process in order to demonstrate value for money for delivering that service, which was also considered to be a major obstacle.
38. Whilst recognising the potential challenges to this approach, a suggestion was put forward by the local council representatives to have a pilot scheme running alongside the new contract as this would provide an opportunity to test whether smaller local contracts could provide better value for money.
39. We understand that the Risk Management Unit (RMU) facilitated two Options Appraisal Workshops (the first was completed April 2008 with a follow-up in June 2008). Of the 9 options considered, it had emerged that the preferred option was to continue with a city-wide contract. Whilst we understand that some reservations about this option were initially expressed by two of the ALMOs at that time, which was reported within the initial health check report and prompted a request for a further risk assessment to be undertaken, it had emerged that this was still the preferred option put forward

by the Grounds Maintenance Project Board.

40. Whilst we recognise that the restrictions now placed upon the current procurement timetable could be a potential barrier for revisiting the option appraisal process, we do believe there would be merit in giving further consideration to awarding smaller contracts for the grounds maintenance service and for local Parish and Town Councils to be engaged in this process.
41. In view of this, we recommend that the Executive Board consider an immediate risk assessment for conducting a further option appraisal as part of the current procurement process so that the option of awarding smaller contracts for the grounds maintenance service is considered again and involves engagement from local Parish and Town Councils.

Recommendation 5

That the Executive Board considers an immediate risk assessment for conducting a further option appraisal as part of the current procurement process so that the option of awarding smaller contracts for the grounds maintenance service is considered again and involves the engagement of local Parish and Town Councils.

Key principles surrounding the new contract specification

42. Separate to the debate around contract packaging, we discussed the key principles surrounding the new contract



Conclusions and Recommendations

specification, as it is clear that the specification will be key to measuring the quality delivered through the new contract.

approach would allow the contractor more flexibility to conduct maintenance works when appropriate and not be restricted to a rigid schedule of cuts.

43. In consideration of the proposed changes to the specification we acknowledge that the main principle behind the new contract will be around providing a consistent service across the city and guaranteeing a minimum specification standard, but also incorporating more flexibility within the specification to give clients the option to purchase an enhanced service if required.

48. Whilst we understand that the Grounds Maintenance Project Board has already analysed the benefits and limitations of having an output specification, we would recommend that the details of this analysis be shared with Elected Members, particularly as this was also an issue raised during the consultation with Area Committees. We would also recommend that such analysis is brought to the attention of the Executive Board for consideration.

44. As an example, we noted that a significant change will be around the frequency of cuts for enhanced grass as this will be reduced from 32 cuts and replaced with a more general standard, 13 cuts at 25mm. However, this will be variable by clients with appropriate formal notice.

Recommendation 6

(i) That details of the analysis conducted by the Grounds Maintenance Project Board in relation to the benefits and limitations of having an output specification for the new grounds maintenance contract is shared with Elected Members.

45. In welcoming this flexibility within the contract, we also recognise the need to ensure that rigorous contract monitoring is also completed in order to measure quality consistently. We have therefore addressed this matter separately within our statement.

(ii) We further recommend that such analysis is brought to the attention of the Executive Board for its consideration.

46. Whilst acknowledging that the proposed changes put forward by the client groups reflect the continuation of an input based specification, we did question whether an output specification would have been more appropriate.

47. The principle of an output specification means that the onus is put on the contractor to manage the contract accordingly in order to achieve the specified level of standard. In view of the problems often presented by the unpredictability of the weather, such an

49. During our review, we also recognised the need to ensure that the data used to map site locations within the tender documentation is as current as possible in order to provide bidders with a comprehensive pricing document. In doing so, potential bidders will be able to submit as accurate as possible tendered price for evaluation purposes. It will also help minimise the scope for site variations in and out of the contract. We noted that this was another key recommendation arising from the 2005



Conclusions and Recommendations

inquiry which has not been fully achieved.

50. However, it was acknowledged by the client groups and also the local council representatives that a lot of work has been undertaken to help identify all pieces of 'orphan' land still remaining across the city in order to vary this into the contract where necessary.
51. We debated the likelihood of ever achieving 100% accuracy at all times and concluded that there is very much a need to continue to have a clear mechanism included within the new specification to effectively manage the incorporation of any new site locations.
52. Whilst we appreciate that the existing client groups have budget provisions in place to vary any additional pieces of land into the contract, we recognise that many of the problems arise in dealing with unregistered land where the ownership is not clear and requires investigation by officers. We therefore recommend that further work is carried out to quantify the size of the problem in dealing with unregistered land and its financial impact on the Council. We also recommend that consideration is given to the feasibility of setting aside a separate budget for maintaining such pieces of orphan land until ownership matters are resolved.

Recommendation 7

- (i) That the Chair of the Grounds Maintenance Project Board ensures that further work is carried out to quantify the size of the problem in dealing with unregistered land and its financial impact on the Council.**
- (ii) We further recommend that consideration is given to the feasibility of setting aside a separate budget for maintaining such pieces of orphan land until ownership matters are resolved.**

53. We understand that the introduction of more localised grounds maintenance teams has been a contributing factor in improving the existing grounds maintenance service. Where staff are given responsibility for a particular area, we believe that this encourages greater ownership and pride in the quality of service delivered. We would therefore like to see such an approach being encouraged as part of the tendering process for the new contract, and particularly if the service is to be packaged as one city-wide contract.

Recommendation 8

That the tendering process for the new grounds maintenance contract encourages a localised approach towards the delivery of the new service, and particularly if the service is to be packaged as one city-wide contract.

54. During our review, we also identified a need to introduce more stringent penalties/measures to address quality of service issues.



Conclusions and Recommendations

55. As part of the existing contract, we noted that the Council monitors highway land by taking a 10% random sample after each cut. Where a quality of service issue is raised, the contractor is given 5 working days to rectify the issue. However, should the issue not be rectified then a percentage of the payment made against the random sample is deducted accordingly.

56. We would recommend that the Grounds Maintenance Project Board gives further consideration to strengthening existing arrangements for dealing with adverse performance issues, including the introduction of more stringent penalties, and for this to be fed back to Scrutiny as part of our ongoing review.

Recommendation 9
That the Grounds Maintenance Project Board gives further consideration to strengthening existing arrangements for dealing with adverse performance issues, including the introduction of more stringent penalties, and for this to be fed back to the Scrutiny Board as part of its ongoing review into the procurement of the new grounds maintenance contract .

The need for robust contract monitoring arrangements

57. There was a consensus view that a fundamental part of the procurement process will be to ensure that robust and consistent contract monitoring arrangements are written into the new specification to ensure that the quality of work is of the required standard. Such

robust monitoring will also be needed to demonstrate to the contractor where adverse performance has been recorded in order to action any penalties/ reductions in payment as a result.

58. The Council currently monitors highway land by taking a 10% random sample after each cut, whilst each of the ALMOs have adopted their own monitoring arrangements. In delivering the existing city-wide contract, this inconsistent approach towards monitoring has often generated confusion and difficulties with the current contractor.

59. We would like to see Elected Members engaged in developing more robust monitoring arrangements and understand that some Parish and Town Councils have also expressed an interest to be part of the monitoring process on a voluntary basis providing they receive the appropriate training.

60. In recognising the benefits of utilising this valuable resource, it was felt that each of the ALMOs and Highways Services should also be working in partnership with the local councils to develop a framework for delivering more robust and consistent monitoring arrangements. We therefore recommend that the Grounds Maintenance Project Board ensures that this is fed into the current procurement project.

Recommendation 10
That the Grounds Maintenance Project Board ensures that each of the ALMOs and Highways Services works in partnership with Elected Members and local Parish and Town Councils to develop a framework for delivering more robust and consistent monitoring arrangements for grounds maintenance as part of the current procurement project.



Conclusions and Recommendations

Project Board commitment and partnership working

61. Finally, in acknowledging that the current procurement timescale for awarding the new contract is challenging, it will require effective decision making from the Project Board to successfully deliver on this project.

62. However, as part of the initial health check report in April 2009, we noted that attendance at Project Board meetings was reported as being inconsistent and often delegated, which impacts on the timeliness of the decision making process.

63. It is essential that the Project Board demonstrates a commitment to partnership working and provides their full engagement with the project. We therefore recommend that the Chair of the Project Board ensures that attendance from senior representatives is consistent and that a full commitment is given by the Project Board to work in partnership to successfully deliver on the procurement timetable.

64. As a Scrutiny Board, we will continue to oversee and feed into the key stages of the current procurement process and look forward to continue working closely with the client groups and also the Project Board to ensure that the future grounds maintenance service delivers value for money and best meets the needs of residents across the city.

Recommendation 11

That the Chair of the Grounds Maintenance Project Board ensures that attendance from all senior representatives on the Project Board is consistent.

Recommendation 12

That the Chair of the Grounds Maintenance Project Board ensures that a full commitment is given by the Project Board to work in partnership to successfully deliver on the procurement timetable for awarding the 2011 grounds maintenance contract.

DRAFT

Scrutiny Board (Environment and Neighbourhoods)
Draft Interim Statement - procurement of the Grounds Maintenance Contract for 2011
11th January 2010
Report author: Angela Brogden



www.scrutiny.unit@leeds.gov.uk

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Originator: A Brogden

Tel:2474553

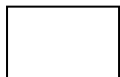
Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 11th January 2010

Subject: Inquiry into Integrated Offender Management - Update

Electoral Wards Affected: All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 At the beginning of the municipal year, the Scrutiny Board (Environment and Neighbourhoods) agreed to conduct a piece of Scrutiny work in line with its new statutory role to scrutinise crime and disorder functions (as set out within the provisions of the Police and Justice Act 2006). The Scrutiny Board agreed to conduct an Inquiry into Integrated Offender Management.
- 1.2 Integrated Offender Management is the process of developing and delivering a range of interventions for those individuals identified as of most concern to police and communities. With the overall aim of reducing or stopping such individuals offending, the 3 strands of the IOM model are based around the existing national Prolific and Other Priority Offender (PPO) Strategy, which are Prevent and Deter; Catch and Control; and Rehabilitate and Resettle. In its broadest sense, the IOM model of working can be used to identify and deliver interventions for individuals, families or neighbourhoods and it is the Safer Leeds Partnership that is accountable for the overall development, delivery and performance of the Leeds IOM model.
- 1.3 The Board agreed the terms of reference for its inquiry in October 2009. These are attached as Appendix 1.
- 1.4 Working group meetings have been held during November and December to consider evidence in line with sessions one and two of the Inquiry. The purpose of this report is to provide Members with an update of the key issues raised to-date as part of the Board's ongoing inquiry.

1.5 A written summary of the working group meetings held during November and December (appendix 2) will follow shortly for Members' consideration.

2.0 Recommendation

2.1 The Board is asked to note the summary of the working group meetings held in November and December which sets out the key issues raised to-date as part of the Board's inquiry into Integrated Offender Management.

Background papers

None

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS)

INQUIRY INTO INTEGRATED OFFENDER MANAGEMENT

TERMS OF REFERENCE

1.0 Introduction

- 1.1 At the beginning of the municipal year, the Scrutiny Board (Environment and Neighbourhoods) agreed to conduct a piece of Scrutiny work in line with its new statutory role to scrutinise crime and disorder functions (as set out within the provisions of the Police and Justice Act 2006).
- 1.2 In June 2009, both the Director of Environment and Neighbourhoods and the Executive Board Member for Neighbourhoods and Housing raised concerns about the rise in serious acquisitive crime in Leeds and most notably domestic burglary. The Board learned that in 2008/09, there were 9,248 recorded domestic burglaries in Leeds, which is equivalent to a 9.5% increase (799 more offences) when compared with the previous year. It was clear that reducing burglary in a dwelling would therefore be critical to realising the overall target for serious acquisitive crime.
- 1.3 The Board was informed that there is now a strong commitment and willingness from strategic leaders to extent joint activity and co-operation between partners and build on the existing city-wide burglary reduction plan to tackle these difficult issues. However, particular importance was also placed on embedding local processes as part of the Integrated Offender Management (IOM) scheme and therefore this was suggested as an area of work for Scrutiny to investigate further.
- 1.4 Integrated Offender Management is the process of developing and delivering a range of interventions for those individuals identified as of most concern to police and communities. With the overall aim of reducing or stopping such individuals offending, the 3 strands of the IOM model are based around the existing national Prolific and Other Priority Offender (PPO) Strategy, which are Prevent and Deter; Catch and Control; and Rehabilitate and Resettle. In its broadest sense, the IOM model of working can be used to identify and deliver interventions for individuals, families or neighbourhoods and it is the Safer Leeds Partnership that is accountable for the overall development, delivery and performance of the Leeds IOM model.
- 1.5 The Scrutiny Board agreed to conduct an Inquiry into Integrated Offender Management, ensuring that the 3 strands of offender management can be utilised across the partnership and that the right interventions are being provided at the right time to the right individuals. As part of the inquiry, particular attention will be given to managing offending behaviour in relation to burglary.

2.0 Scope of the inquiry

- 2.1 The purpose of the Inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:
- The current IOM framework in Leeds, identifying any barriers or gaps in relation to the range of partners/interventions/resources available
 - The mechanisms in place for information sharing between partner agencies to ensure a successful IOM process in Leeds
 - The local selection/de-selection arrangements for PPOs, ensuring that the intensive management of offenders delivered through the PPO approach is provided for those who need it
 - The role and development of Offender Health in Leeds
 - The local IOM performance management framework, ensuring that auditing processes are in place to monitor delivery against agreed outcomes.

3.0 Comments of the Safer Leeds Executive

- 3.1 The views of the Safer Leeds Executive have been sought and incorporated where appropriate into these Terms of Reference.

4.0 Timetable for the inquiry

- 4.1 The Inquiry will take place over a number of sessions. These sessions will involve working group meetings and site visits which will provide flexibility for the Board to gather and consider evidence that will aid the discussions during the public Board meetings.
- 4.2 The length of the Inquiry is subject to change.

5.0 Submission of evidence

- 5.1 Dates for the working group meetings are to be arranged.

5.2 Session one – October/November 2009

The current IOM framework in Leeds, identifying any barriers or gaps in relation to the range of partners/interventions/resources available.

To consider the mechanisms in place for information sharing between partner agencies to ensure a successful IOM process in Leeds.

5.3 **Session two – November/December 2009**

To consider the local selection/de-selection arrangements for PPOs, ensuring that the intensive management of offenders delivered through the PPO approach is provided for those who need it.

5.4 **Session three – January 2010**

To consider the role and development of Offender Health in Leeds.

To consider the local IOM performance management framework, ensuring that auditing processes are in place to monitor delivery against agreed outcomes.

5.5 **Session four – April 2010**

- To agree final report

6.0 **Witnesses**

- 6.1 The following witnesses have been identified as possible contributors to the Inquiry:

Chief Officer Leeds Community Safety
 Chairs of the Safer Leeds Executive and Board
 Chair of the IOM Strategic Group
 IOM Case Managers
 Local Criminal Justice Board
 Chief Officer (Drugs and Alcohol)
 Commissioning and Development Manager, Safer Leeds
 Director of Commissioning for Priority Groups, NHS Leeds
 Drugs & Offender Management Unit (West Yorkshire Police)
 Representatives of the Drug Intervention Programme User Forum
 Probation Service

7.0 **Site visits**

- 7.1 As part of the inquiry, the following site visits will be undertaken by Board Members:

- Safer Leeds IOM and Drugs Intervention programme ,Mabgate Mills.

8.0 **Post inquiry report monitoring arrangements**

- 7.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored.

7.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

9.0 Measures of success

8.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.



Originator: A Brogden

Tel:2474553

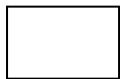
Report of the Head of Scrutiny and Member Development

Scrutiny Board (Environment and Neighbourhoods)

Date: 1st January 2010

Subject: Current Work Programme

Electoral Wards Affected: All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 A copy of the Board's work programme is attached for Members' consideration (appendix 1). This includes an update on the reviews being conducted by the Board's working groups.
- 1.2 Appendix 2 is the current Forward Plan of Key Decisions for the period 1st January to 30th April 2010.

2.0 Recommendations

- 2.1 The Board is requested to:
- (i) Determine from these documents whether there are any additional items the Board would wish to add to its Work Programme.
 - (ii) Receive and make any changes to the attached Work Programme following decisions made at today's meeting.

Background Papers

None

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SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) – LAST UPDATED DECEMBER 2009

Meeting date: 8th February 2010			
Inquiry into Recycling	To consider evidence in line with session three of the Board’s inquiry		DP
Integrated offender Management Inquiry	To consider evidence in line with session three of the Board’s inquiry.		RP
Dog Fouling Enforcement	To consider progress against the Board’s recommendations arising from its earlier review into Dog Fouling Enforcement.		
Asylum Seeker Case Resolution	To receive an update report on the Asylum Seeker Case Resolution programme and progress against the Board’s earlier recommendations.		B
Procurement of Contracts in Housing	To consider and agree the Board’s final Statement following its review of the procurement of contacts in housing.		RP
Meeting date: 8th March 2010			
Performance Management	To consider Quarter 3 information for 2009/10 (Oct – Dec).	All Scrutiny Boards receive performance information on a quarterly basis.	PM
Recommendation Tracking	This item tracks progress with previous Scrutiny recommendations on a quarterly basis.		MSR

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) – LAST UPDATED DECEMBER 2009

EASEL Inquiry	To consider and agree the Board's draft inquiry report		RP
Addressing Fuel Poverty	To receive a briefing paper setting out the different types of schemes available to address fuel poverty.	This was requested by the Board during the December meeting.	B
Worklessness	To consider and agree the Board's final Statement following its review into Worklessness.		
Meeting date: 19th April 2010			
Annual Report	To consider the Board's contribution to the Scrutiny Annual Report.		
Inquiry into Recycling	To consider and agree the Board's draft inquiry report.		DP
Integrated offender Management Inquiry	To consider and agree the Board's draft inquiry report.		

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) – LAST UPDATED DECEMBER 2009

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Unscheduled Items			
ALMO Management Review	To review the current ALMO management arrangements.	This was a referral from the Executive Board Member for Neighbourhoods and Housing in June 2009. The Board has requested further clarification on the potential scope of this inquiry.	RFS
Area Management Review	To review the current Area Management functions, with particular focus on the role of Area Committees in Leeds.	This was a referral from the Executive Member for Neighbourhoods and Housing in June 2009. The Board agreed to include this in the work programme with a view to conducting a review later in the municipal year.	RFS
Climate Change	To conduct an Inquiry into Climate Change.	This was a referral from the Executive Member for Environmental Services in June 2009. In acknowledging the interest expressed by the City Development Scrutiny Board in this topic area, the Board agreed to keep this request in the work programme as unscheduled pending the decision of the City Development Scrutiny Board as to the scope of their inquiry.	RFS
Future options for Council Housing	To monitor developments in relation to future options for Council Housing.	This was a referral from the Central and Corporate Functions Scrutiny Board.	RFS

Key:

CCFA / RFS – Councillor call for action / request for scrutiny

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

PM – Performance management

SCRUTINY BOARD (ENVIRONMENT AND NEIGHBOURHOODS) – LAST UPDATED DECEMBER 2009

Working Groups		
Working group	Membership	Current position
Lettings	Councillor Barry Anderson Councillor Ann Blackburn Councillor Graham Hyde Councillor Mohammed Rafique	The working group met on 16 th November and heard the views of tenant representatives from the ALMOs, BITMO and Leeds Tenants Federation about the level of support given to customers during the lettings bidding process and how Personal Housing Plans could be used as a tool during this process. The working group also discussed the benefits and limitations of Introductory Tenancies and Demoted Tenancies when managing tenancies. A final working group session is scheduled for 18 th January 2010.
Worklessness	Councillor Barry Anderson Councillor Ann Blackburn Councillor Graham Hyde Councillor Josie Jarosz	In December, the Scrutiny Board received an update report on the key issues raised to-date as part of this review. Session three of the review is scheduled for Monday 4 th January 2010 when the working group will be discussing in more detail the opportunities for improved partnership working, particularly with the employer/business facing partners, to help ensure that a coordinated and joined up approach is embedded within the Employment Leeds delivery model.
Grounds Maintenance Contract 2011	Councillor Barry Anderson Councillor Ann Blackburn Councillor Ann Castle Councillor David Hollingsworth	The working group met on 10 th November 2009 with representatives from local Parish and Town Councils and officers from Environment and Neighbourhoods, the 3 ALMOs and Highways Services. At this stage, it was agreed that an interim Statement of the Board regarding the procurement of the new contract would be produced. This draft Statement is part of today's agenda.

APPENDIX 2



FORWARD PLAN OF KEY DECISIONS

1 January 2010 – 30 April 2010

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 January 2010 to 30 April 2010

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
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<p>Request to enter into a Supporting People Contract with ECHG for the Bracken Court Service, Ladybeck House Service and the Floating and Rough Sleepers Service at a total contract value of £726,515.25 per annum Authorisation to enter into a Supporting People contract with ECHG for the Bracken Court Service, Ladybeck House Service and the Floating and Rough Sleepers Service at a total contract value of £726,515.25 per annum</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/1/10</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>
<p>Award of a four year framework contract to provide "Emergency Waste and Recycling Collections" To approve the award of the above contract to those organisations selected following a competitive procurement exercise using the accelerated restricted procedure</p>	<p>Chief Officer Environmental Services</p>	<p>1/1/10</p>	<p>Legal and Democratic Services, HR, Streetscene Services</p>	<p>Contract Award Report</p>	<p>Chief Officer Environmental Services susan.upton@leeds.gov.uk</p>

<p>Procurement of bailiff services for unpaid parking tickets Award of contract to successful bidder following procurement exercise</p>	<p>Chief Officer Environmental Services</p>	<p>1/1/10</p>	<p>Executive Member</p>	<p>A report summarising the procurement process will be prepared at the time</p>	<p>Chief Officer Environmental Services mark.jefford@leeds.gov.uk</p>
<p>Request to invoke a twelve month extension for the existing 3+1+1 contract with Leeds Irish Health and Homes with a total annual contract value of £304,547.66 Authorisation to invoke a twelve month extension for the existing 3+1+1 contract with Leeds Irish Health and Homes with an annual contract value of £304,547.66</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/1/10</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>

<p>Request to invoke a twelve month extension for the existing 3+1+1 contract with Leeds Mind with a total annual contract value of £273,550.77</p> <p>Authorisation to invoke a twelve month extension for the existing 3+1+1 contract with Leeds Mind with an annual contract value of £273,550.77</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/1/10</p>	<p>n/a</p>	<p>Report to be presented to the Delegates Decision Panel</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>
<p>Request to invoke the first twelve month extension for the existing 3 +1 +1 contract with Leeds Women's Aid for Floating Support Outreach and Refuge Service, with a total annual contract value of £470,436.01</p> <p>Authorisation to invoke the first twelve month extension for the existing 3+1+1 contract with Leeds Women's Aid with an annual value of £470,436.01.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/1/10</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>

<p>Request to enter into a 2 (+1) year Supporting People contract with Care & Repair to provide services at a combined contract value of £506,817.50 for 2009/10, £550,550.50 for 2010/11, and £231,642.50 for 2011/12.</p> <p>Approval to enter into a 2 (+1) year Supporting People contract with Care & Repair (Leeds) to provide a Housing Options service, Handypersons service, Technical support for the Disabled Adaptations service, 'Back-to-Back' Handyperson service, and Regional Handyperson Coordinator Post at a combined contract value of £506,817.50 for 2009/10, £550,550.50 for 2010/11, and £231,642.50 for 2011/12.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/1/10</p>	<p>n/a</p>	<p>Report to be presented to the Commissioning Body and Delegated Decision Panel prior to decision being taken</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>
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<p>Advice Agency Grant Allocations 2010/11 Approval of grant allocations to advice agencies in 2010/11 as follows:-</p> <p>Leeds Citizens Advice Bureau £771,352 (£763,715) Chapelton Citizens Advice Bureau £354,489 (£350,979) Harehills and Chapelton Law Centre £175,117 (£173,383)</p> <p>These amounts assume a 1% inflationary increase. If the budget setting process does not allow for this, then the grant allocations will remain at 2009/10 levels (figures in Brackets).</p>	<p>Chief Regeneration Officer, Environment and Neighbourhoods</p>	<p>1/1/10</p>	<p>Consultation regarding priority areas for activities in 2010/11 has been carried out with the advice agencies concerned</p>	<p>Report to Regeneration Management Team 2nd December 2009</p>	<p>Chief Regeneration Officer, Environment and Neighbourhoods julie.staton@leeds.gov.uk</p>
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<p>Request to invoke the six month extension for the existing 18+6 month contract with Leeds Partnership NHS Foundation Trust for the Specialised Supported Living Service 1 (multiple disability) and Specialised Supported Living Service 2 (complex behav Authorisation to invoke the six month extension for the existing 18+6 contract with Leeds Partnership NHS Foundation Trust with the value of the 6 month extension is £749,795.50.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/1/10</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Director of Environment and Neighbourhoods neil.evans@eeds.gov.uk</p>
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<p>Low Energy Combined Heat and Power Plant at Yarn Street</p> <p>The Council will receive and programme manage up to £1.7m capital funding on behalf of the homes and Communities Agency to grant fund a low carbon combines heat and power plant serving up to 280 new homes to be built at Yarn Street, Hunslet which will enable residents to benefit from low cost energy</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>6/1/10</p>	<p>Consultation has already taken place with the Homes and Community Agency and the site developer. Local consultation was undertaken for housing development at the site as part of the Planning Application process.</p>	<p>Regeneration Management Team Report</p>	<p>Director of Environment and Neighbourhoods peter-anderson.beck@leeds.gov.uk</p>
<p>Armley and Chapeltown Townscape Heritage Initiative Scheme</p> <p>For Executive Board to grant 'Authority to Spend' on the Chapeltown Townscape Heritage Initiative (THI) grant scheme</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>6/1/10</p>	<p>n/a</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Environment and Neighbourhoods jessica.ashton@leeds.gov.uk</p>
<p>Private Sector Housing Needs and Future Investment priorities</p> <p>Approval of recommendations for the future strategy and investment in private sector housing in Leeds</p>	<p>Executive Board (Portfolio: Environmental Services)</p>	<p>12/2/10</p>	<p>Previously undertaken</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Officer Environmental Services andy.beattie@leeds.gov.uk</p>

<p>Household Waste Sorting Site (HWSS) Strategic Review Agree</p> <ul style="list-style-type: none"> • Policy for provision of HWSS based on national standards, best practise and Leeds specific population/tonnage data • Policy on cross border use • Number of HWSS required in total 	<p>Executive Board (Portfolio: Environmental Services)</p>	<p>12/2/10</p>	<p>Previously undertaken</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Officer Environmental Services susan.upton@leeds.gov.uk</p>
<p>Acquisition of 2 Branch Road, Armley Approval to acquire 2 Branch Road, Armley, through negotiation with the building owner, to support the regeneration of the West Leeds Gateway</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>12/2/10</p>	<p>Armley Ward Members, West Leeds Gateway Programme Board on which the Executive Member for Development and Regeneration sits.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Environment and Neighbourhoods michelle.anderson@leeds.gov.uk</p>
<p>Lifetime Neighbourhoods (Round 6 Housing) Outline Business Case To approve the Outline Business Case and Project Affordability Position.</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>12/2/10</p>	<p>PFI Housing Project Board and PPP/PFI Coordination Board</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Environment and Neighbourhoods christine.addison@leeds.gov.uk</p>

<p>Chapelton and Armley Townscape Heritage Initiative schemes</p> <ul style="list-style-type: none"> • For Executive Board to include an allocation of Leeds Local Enterprise Growth Initiative (LEGI) Funding into the Capital Programme of the City Council to assist funding the Armley and Chapelton Townscape Heritage Initiative (THI) schemes 	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>10/3/10</p>	<p>West Leeds Gateway Programme Board, IMP Act (Improving Chapelton), ward councillors</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Environment and Neighbourhoods richard.spensley@leeds.gov.uk</p>
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<p>Update to Executive Board on Lettings Policy Review This report updates Executive Board on developments since the Executive Board meeting in July 2009, and is on the government's statutory guidance on allocations. It covers progress made on:</p> <ul style="list-style-type: none"> • Improving the management and allocation of tenancies • Greater sharing of information with the Police • the possibility of developing quotas or giving higher preference to good tenants • incorporating government guidance which allows local authorities to give greater preference to meet local priorities • ensuring the proposals for the lettings policy review are legally robust and contribute to the Council's equality duties 	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>10/3/10</p>		<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Housing Services Officer kathryn.bramall@leeds.gov.uk</p>
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East Leeds Household Waste Sort Site Re-development To award contract to redevelop this waste recycling facility	Chief Officer Environmental Services	1/4/10	Local residents and Councillors prior to works commencing	Tender Documents	Chief Officer Environmental Services susan.upton@leeds.gov.uk
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