

9 October 2020

Dear Member

ENVIRONMENT OVERVIEW AND SCRUTINY PANEL - THURSDAY, 15TH OCTOBER, 2020

Please find attached, for consideration at the next meeting of the Environment Overview and Scrutiny Panel, taking place on Thursday, 15th October, 2020, the following report which was unavailable when the agenda was printed.

Agenda No Item

3. **Draft Waste Strategy (Pages 3 - 66)**

To consider the draft Waste Strategy.

Yours sincerely

Karen Wardle
Committee Administrator

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ENVIRONMENT OVERVIEW AND SCRUTINY PANEL – 15 OCTOBER 2020

DRAFT WASTE STRATEGY

1. INTRODUCTION

- 1.1 Since September 2019, a Member Working Group has been developing a new Waste Strategy for NFDC. A draft of this Strategy is now ready for review, and is scheduled to be considered by Cabinet on 4th November 2020.
- 1.2 The draft waste strategy and engagement plan are included as appendices to this report.

2. BACKGROUND

- 2.1 In December 2018 the UK Government released the 'Our Waste, Our Resources: A Strategy for England (known as the Resources and Waste Strategy, or RaWS). The strategy set out key objectives for dealing with waste nationally and suggests ways in which these objectives might be achieved.
- 2.2 New Forest District Council recycling rates are currently significantly below the national average, at 34% in 2019-20. Current national targets (for the UK as a whole) are set at 55% by 2025, rising to 65% by 2035. There is a clear need to review NFDC's current waste and recycling provision if we are to achieve those targets.
- 2.3 As a result of this, a Member's Working Group was set up to support the development of a new Waste Strategy for NFDC. The group has considered:
 - The impact of the new RaWS for England, and how the Council's services may need to change to comply with forthcoming legislation;
 - The impact of regional developments in relation to Hampshire County Council (HCC) as the waste disposal authority and Project Integra (PI), the waste partnership for Hampshire;
 - Which waste and recycling collection methods can best deliver the Council's aims of minimising environmental impact by reducing waste and increasing recycling and achieving good value for money, based on the evidence the group will review; and
 - The needs of all our community, including the public, businesses and or partner organisations
- 2.4 A Draft Strategy has been developed, included at appendix 1, which provides a vision of how NFDC will manage its waste and recycling collection service to meet local needs, whilst ensuring any environmental impact is minimised, and that the requirements of any wider policy drivers are met. It details service changes and initiatives that may be needed in order to meet the aims and objectives.

3. MAKING THE CASE FOR CHANGE

- 3.1 The Member Working Group has carried out a considerable amount of research which is detailed within the Draft Strategy document itself but which for example includes:
 - i. Current and future legislative position (for example the implications of the Environment Bill 2020)

- ii. Performance levels at local, regional and national level
 - iii. Case studies and benchmarking
 - iv. Resident engagement
 - v. Modelling of different collection options
- 3.2 This information has led the Working Group to conclude that there is a clear need for change in frontline service delivery.

4. AIMS, OBJECTIVES AND ACTIONS

- 4.1 The Draft Strategy sets out the Council's overall aim as follows:

To provide the New forest with a cost and carbon efficient recycling and waste service, that maximises the recovery of valuable natural resources and meets the needs and expectations of our residents. We will ensure that this service is compliant with forthcoming national legislation and compatible with any new working arrangements with our Hampshire partners.

- 4.2 The objectives within the Draft Strategy are as follows:

- Objective 1 – Minimise carbon impact of waste/recycling service
- Objective 2 – Legislative compliance
- Objective 3 – Reduce overall levels of household waste
- Objective 4 - Increase quality and quantity of recycling

- 4.3 There are ten actions within section 6 of the Draft Strategy. The key action is no. 1, which is to carry out further work on collection Option 4 ("AWC, Twin Stream") which for clarity is as follows:

- **Food** – collected weekly, in a caddy
- **Dry Recycling** - twin stream – glass, cans, plastic bottles and PTT in one stream, and paper/card in another – collection every other week, alternating with residual waste collection
- **Residual waste** – collection every other week, alternating with dry recycling collection, wheeled bin
- **Garden waste** – fortnightly, wheeled bin (with option for customer to choose to remain on sack collection)

This "further work" would consist of developing a business case and carrying out engagement with stakeholders on this collection system and the Strategy as a whole.

5. NEXT STEPS

- 5.1 After presentation to Environment Overview and Scrutiny Panel on October 15th, the draft strategy will be presented to Cabinet on 4th November.
- 5.2 If approved, there would then be a period of stakeholder engagement and the development of the business case. The Engagement Plan is presented as Appendix 2 to this report. We know that our waste and recycling collections must change. The purpose of the engagement work is to gather opinions from stakeholders of how the collection system described in Action 1, and other parts of the strategy, may affect them. The feedback will enable us to develop a final strategy that considers the needs of these stakeholders alongside the other key drivers described in the Strategy.

5.3 The final Waste Strategy would be taken to a Cabinet meeting in early 2021.

6. CONCLUSIONS

6.1 The work carried out so far demonstrates the need for change in NFDC's waste and recycling services, and the Draft Strategy sets this out, as well as setting out the actions needed in order to meet the Council's aims and objectives.

6.2 Taking this Draft Strategy through the Council's decision-making process should allow for the next phase of work to be carried out as we move towards a final Strategy in 2021.

7. FINANCIAL IMPLICATIONS

7.1 There are some significant financial implications of this draft Waste Strategy. However, there is still much uncertainty around this, which may not become clearer until:

- i. The business case has been developed as per Action 1 in the Draft Strategy
- ii. The position is known with regard to the financial arrangements with the Waste Disposal Authority, Hampshire County Council, relating to costs and income associated with infrastructure and materials processing

7.2 The actions within the Draft Waste Strategy therefore currently focus on the legislative compliance and measures to improve recycling performance, with more information on financial implications to follow in the final Waste Strategy.

8. CRIME & DISORDER IMPLICATIONS

8.1 There are none.

9. ENVIRONMENTAL IMPLICATIONS

9.1 A significant driving force behind development of this Draft Strategy is the desire to improve environmental performance relating to waste management. The Council aims to quantify the Carbon impact of NFDC's waste management as part of the business case development.

10. EQUALITY & DIVERSITY IMPLICATIONS

10.1 The Draft Strategy suggests there could be changes to containers used by residents, and this may have implications on accessibility to the service for residents who are elderly or disabled. This will be fully considered via an Equalities Impact Assessment which will be conducted prior to production of the Final Strategy.

11. DATA PROTECTION IMPLICATIONS

11.1 There are none.

12. RECOMMENDATIONS

- 12.1 That the Panel provide comments upon the Draft Waste Strategy and Engagement Plan for inclusion in the report to Cabinet on 4 November 2020.

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Background Papers:

Appendix 1 – Draft Waste Strategy

Appendix 2 – Engagement Plan

**New Forest District Council
Draft Waste Strategy**

DRAFT

Draft Strategy Foreword – Cllr Alison Hoare, Portfolio Holder for Environment

Now is the time to deliver a modern and efficient waste and recycling service to help our residents protect the environment.

We are proud to deliver waste and recycling services directly to the doors of our 82,000 households across the district every week of the year. We know it is important to not only get these services right in terms of quality standards for residents; but that our collection services should also allow us to treat waste in a way that is least damaging to the environment.

We recognise residents' concerns over the effects of climate change, and the impact that their waste has on the environment, and we know that residents want to be able to recycle more of their waste.

The Government are making changes, to help shift our country towards a more circular economy, where we maximise the recovery of valuable natural resources and keep materials in use for longer. So, it is important that our collection system follows this shift, and encourages wherever possible, the prevention and minimisation of waste. Our plans will provide a service that complies with future legislative requirements and works in tandem with our partners across Hampshire.

This draft strategy supplies a background to our current service, the key policy drivers and the waste strategy review research we carried out in 2019/20. It sets out not only the changes we know we must make to comply with the forthcoming national changes, but also the aims and objectives of this Council for our future waste and recycling service. The strategy describes the actions and further work required to meet these objectives.

We plan to carry out further work on what our future collection service could look like. It is also important we gather the views of the public and other stakeholders on this draft strategy during a period of engagement. This document has the detail and background, and there is also a summary of the key elements of this strategy document which you can see at newforest.gov.uk/wastestrategy

We aim to produce a final strategy in 2021 that will allow us, and our residents, to move forward with a waste and recycling service that is fit for the future.

Thank you for reducing, reusing and recycling

Cllr Alison Hoare

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DRAFT

1.0 Introduction

It is a significant challenge for any local authority to manage waste in a more sustainable way. Reducing waste and increasing the amount of material that is recycled is key.

Waste and recycling are the only Council services that are delivered directly to the doors of every household, every week. The council has an obligation to provide a service that encourages waste prevention and minimisation. The most effective way to do this, is to consider how we can change our frontline collection services to help reduce waste. We also need to look at how we can provide residents with the information they need to use our services correctly and make positive choices to minimise their own carbon footprint.

In December 2018, the UK Government released the 'Our Waste, Our Resources: A Strategy for England' (known as the Resources and Waste Strategy, or RaWS). The strategy set out key objectives for dealing with waste at a national level and suggests ways in which these objectives might be achieved. New Forest District Council recycling rates are currently significantly below the national average, at 34% in 2019-20. Current national targets (for the UK as a whole) are set at 55% by 2025, rising to 65% by 2035. There is a clear need to review NFDC's current waste and recycling provision if we are to achieve those targets.

As a result, a Member's Working Group was set up to support the development of a new Waste Strategy for NFDC. The group has considered:

- The impact of the new RaWS for England, and how the Council's services may need to change to comply with forthcoming legislation;
- The impact of regional developments in relation to Hampshire County Council (HCC) as the waste disposal authority and Project Integra (PI), the waste partnership for Hampshire;
- Which waste and recycling collection methods can best deliver the Council's aims of minimising environmental impact by reducing waste and increasing recycling and achieving good value for money, based on the evidence the group will review; and
- The needs of all our community, including the public, businesses and or partner organisations

This strategy provides a vision of how NFDC will manage its waste and recycling collection service to meet local needs, whilst ensuring any environmental impact is minimised, and that the requirements of any wider policy drivers are met.

This strategy will detail service changes and initiatives that will be actioned to meet the aims and objectives. Further action plans of how to achieve these services changes will be developed and updated as appropriate.

1.1 The New Forest

The New Forest is an area of southern England which includes one of the largest remaining tracts of unenclosed pastureland, heathland and forest in this heavily populated part of England. It covers south west Hampshire and extends into south east Wiltshire and towards east Dorset. It is a unique place of ancient history, wildlife and stunning beauty and was originally established as a royal

hunting preserve. The local government administrative area of New Forest District Council (290 square miles) includes the New Forest National Park (206 square miles).

The District is one of the most populated non-unitary authorities in England, with a population of 178,728 in 2019 according to the Hampshire County Council Small Area Population Forecasts (SAPF). Within its boundaries there are 37 active town and parish councils. Hampshire County Council are responsible for upper tier services. Operating within the heart of the District council area is the National Park Authority established in 2005. The National Park is the planning authority for its area. In other service areas there are shared responsibilities and close collaborative working with the District council. Approximately 70% of the population of the District live outside of the National Park in a number of medium sized towns. To the south and east of the District border there lies 40 miles of coastline.

The District contains just under 8,000 businesses in total, which is more than any other local authority in Hampshire, including the cities of Southampton and Portsmouth. Of the businesses in the District, 89% are micro in size employing fewer than 10 people.

Housing development is made more difficult by many of the environmental constraints of the area, however over the next 5 years the housing trajectory data suggests there will be an additional 830 properties built in the district.

These factors offer unique challenges for the waste and recycling collection service and should be fully considered in the development of a new strategy.



1.2 Key policy drivers

1.2.1 NFDC Waste Management Strategy 2013 – 2016

The Council's last waste management strategy was developed and actioned for the period 2013 – 2016. The key objectives of this strategy were to:

- Promote waste minimisation
- Provide a waste management system that provide value for money and meets the needs and expectation of the New Forest residents
- Improve the quality and capture of recyclable material
- Continue to work with partners to achieve an integrated waste management system

The uncertainty over both the National and Regional position since 2016 has prompted the Council to pause further strategy development until this point.

1.2.2 NFDC Corporate Plan 2020-2024

The Council has set out its vision for the New Forest through to 2024 via its corporate plan¹. The Environment and Regulatory Services Portfolio key priorities are:

- Taking actions that address the impact of climate change locally
- Working with others to protect and enhance our natural environment
- Reducing waste and increasing recycling
- Ensuring regulatory services are delivered for the benefit of our residents, businesses and visitors.

Specific actions for waste and recycling throughout 2020/21 include:

- Develop an Environmental Strategy which will identify local actions to address the impact of climate change
- Cabinet approval of Waste Strategy by December 2021

Success will be measured by the following achievement Indicators:

- Reduced carbon footprint for the New Forest area and District Council
- Increase in household waste sent for reuse, recycling and composting (%)

The waste strategy 2021 – 2026 will therefore consider measures to increase carbon efficiency and overall recycling rate.

1.2.3 'Our Waste, Our Resources: A Strategy for England'

Things are changing in waste and recycling. In the future, the materials the council collects and the way they are collected are likely to be heavily influenced by the latest National RaWS.

"Our Waste, Our Resources: A Strategy for England"² was released in December 2018, and is the first document of its kind since 2007. The strategy sets out the key objectives for dealing with waste and suggests ways in which these objectives might be achieved. Much of this Strategy is subject to

¹ <https://www.newforest.gov.uk/corporateplan>

²

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/765914/resources-waste-strategy-dec-2018.pdf

consultation, and the Government carried out four key consultations simultaneously between February and May 2019. The second round of consultations are due to take place early 2021. The following documents are available for review, they summarise the four consultations carried out in 2019:

- Consistency in recycling collections in England: executive summary and government response³
- Introducing a Deposit Return Scheme (DRS) in England, Wales and Northern Ireland: Executive summary and next steps⁴
- Packaging waste: changing the UK producer responsibility system for packaging waste⁵
- Plastic packaging tax⁶

The Strategy also set out that Government would fund any additional burdens placed on Councils, but the formula for such funding has not yet been made clear.

New Forest District Council reviewed the Waste Strategy and responded to the four consultations. The overarching statement made by NFDC was as follows:

“This Council welcomes any measures that improve recycling and waste minimisation. NFDC believe creating consistency in household recycling across the country and introducing a deposit return scheme will on the whole be progressive steps to meeting some of the strategy’s key objectives. Extending the producers’ responsibility for packaging and the introduction of a plastic tax, are important actions that we hope will encourage businesses to use more recycled material and move this country towards a more circular economy. New Forest District Council are pleased that central government have indicated that local authorities will be equipped with funds to implement any legislative changes and look forward to seeing the outcome of these consultations.”

1.2.4 Environment Bill January 2020

The initial consultation responses showed strong support for many of the key policies suggested in RaWS, and Government incorporated many of them into the Environment Bill⁷ published in January 2020. Some of the most relevant elements for NFDC include:

- Separate weekly collection of food waste required in all council areas by 2023
- A requirement to reduce the number of recyclable materials that are collected/mixed together

³ <https://www.gov.uk/government/consultations/waste-and-recycling-making-recycling-collections-consistent-in-england/outcome/consistency-in-recycling-collections-in-england-executive-summary-and-government-response>

⁴ <https://www.gov.uk/government/consultations/introducing-a-deposit-return-scheme-drs-for-drinks-containers-bottles-and-cans/outcome/introducing-a-deposit-return-scheme-drs-in-england-wales-and-northern-ireland-executive-summary-and-next-steps>

⁵ <https://www.gov.uk/government/consultations/packaging-waste-changing-the-uk-producer-responsibility-system-for-packaging-waste>

⁶ <https://www.gov.uk/government/consultations/plastic-packaging-tax>

⁷ <https://services.parliament.uk/bills/2019-21/environment.html>

- Packaging producers to fund the cost of collecting and processing of packaging waste via Extended Producer Responsibility (EPR), although this is likely to be dependent upon a Council's compliance with other elements of RaWS

The resources and waste measures in the Bill will help move our economy away from the 'take, make, use, throw' system to a more circular economic model.

The progress of the Bill through Parliament has been slower than anticipated, due to the impact of Covid-19, and it has not yet received Royal Assent. Many aspects of RaWS are still subject to further consultation and secondary legislation in 2021-22. Until this progresses, there is still some uncertainty about exact requirements and impacts upon Councils and the wider waste industry.

1.2.5 Project Integra, Partnership and infrastructure

Project Integra (PI) is the name for Hampshire's waste partnership. The partnership consists of:

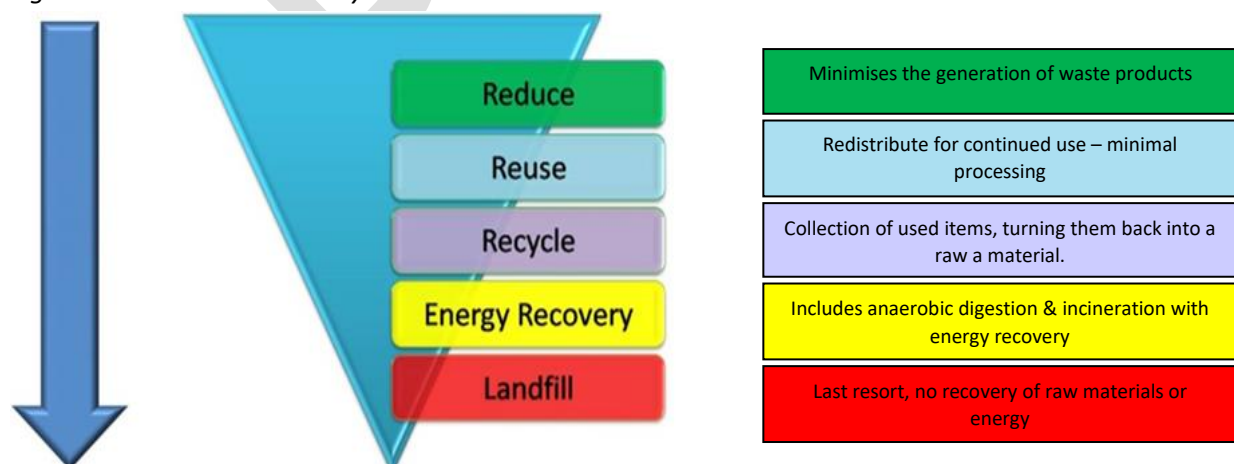
- **11 Waste Collection Authorities (WCA)** of which NFDC is one. A WCA is responsible for the collection of waste.
- **Hampshire County Council (HCC)**, a Waste Disposal Authority (WDA). A WDA is responsible for disposing of the waste collected in its area, and they also operate Household Waste Recycling Centres (HWRCs)
- **Southampton CC (SCC) and Portsmouth CC (PCC) – as Unitary Authorities.** Unitary authorities are responsible for both waste collection and waste disposal in their areas
- **Veolia** – The main waste disposal contractor, who operate the infrastructure described below as well as Hampshire's 26 HWRCs. The contract between Veolia, HCC, PCC and SCC runs until 2030.

The 13 authorities with responsibility for waste collection in Hampshire share some similarities in terms of how waste is collected, but there are also some key differences. A service comparison chart for all PI WCAs can be seen in Appendix 1.

Waste hierarchy

In line with the legal requirement of the waste hierarchy, Project Integra operate a five-step integrated approach to waste management illustrated below. The blue triangle represents the savings in CO2 emissions at each step of the process.

Figure 1. The Waste hierarchy



The infrastructure used by all partners is as follows:

- **3 Energy Recovery Facilities (ERFs)** – These facilities take almost all of Hampshire’s residual or black bag waste, and burn it to generate electricity for c50,000 homes.
- **2 Material Recovery Facilities (MRFs)** – The MRFs sort Dry Mixed Recycling (DMR – i.e. paper, glass, cans, plastic bottles) by mechanical and manual means into its constituent parts before it is sent onwards for reprocessing.
- **2 “open windrow” composting facilities** – for garden waste material
- **1 landfill site** – For waste which is not suitable for the ERFs, for example bulky waste and material rejected from the MRFs (contamination).
- **Multiple waste transfer stations** – these sites facilitate the movement of waste/recycling around the County.

HCC is responsible for the disposal of residual (black bag) waste collected by NFDC and other Hampshire authorities. Although current infrastructure includes the facilities to sort DMR, HCC do not have a statutory responsibility for the processing of recyclable material collected by the district, and this includes dealing with food waste.

Decisions within PI are made at the Project Integra Strategic Board (PISB). The Board has 14 voting Members, who are normally each partner Council’s Portfolio Holders. The partnership is underpinned by several documents, including a Joint Municipal Waste Management Strategy, Action Plan, Constitution, and Memorandum of Understanding.

1.2.6 Hampshire Waste Partnership Project

The Hampshire Waste Partnership (HWP) Project was originally formed to consider the opportunity to amend the input specification at one of the PI MRFs which was due a refit; with the aim of expanding the range of materials that can be accepted. However, there was also an opportunity to look at greater standardisation of approaches to waste collection across Hampshire.

The HWP work packages for 2020 are as follows:

- HCC is carrying out detailed work into the requirements for transfer and processing of recycling for both kerbside sort and twin stream collections (see section 3.1 in this document for a more detailed explanation of these collection methods). This incorporates the recycling of plastic pots, tubs and trays (PTT) and beverage cartons. Further information is likely to be available later in 2020.
- Project Integra has initiated a Food Waste Working Group to look at the options for food waste collections and processing, including the provision of Anaerobic Digestion (AD) capacity within Hampshire. AD is the method for the recycling of food waste to generate electricity, but there is currently a shortage of AD capacity in Hampshire. HCC is looking at food waste transfer station requirements across the County.
- Project Integra are working with the Waste and Resources Action Programme (WRAP) to co-fund detailed and robust modelling of different collection systems for each WCA. This work will be used by each WCA to inform future decisions.

2.0 Waste collection & disposal in the New Forest

2.1 Current service

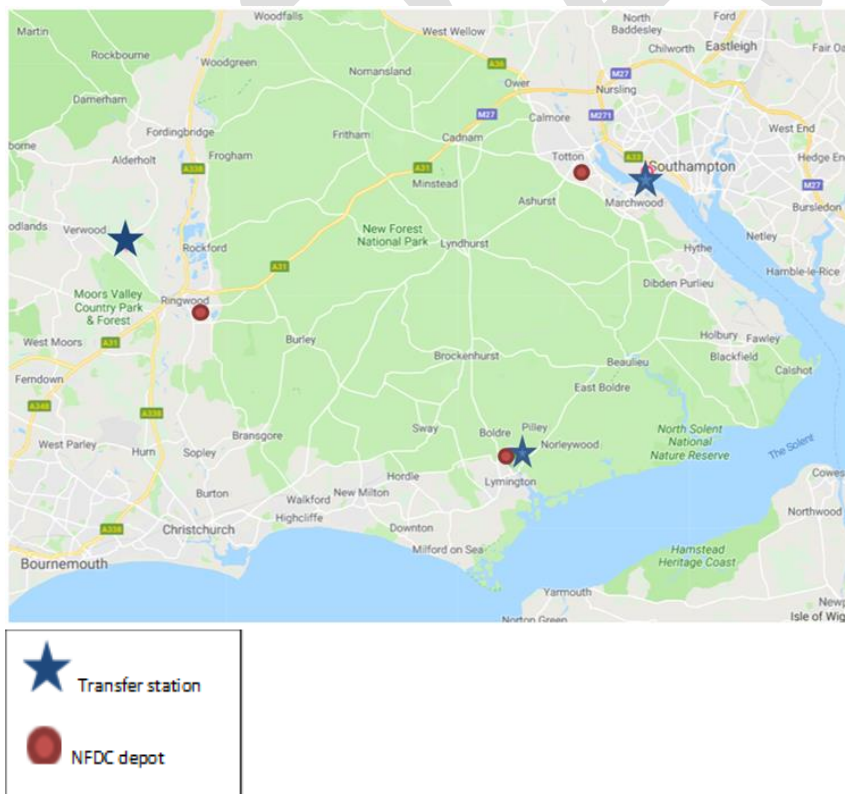
NFDC is a WCA, and has various responsibilities set out in law. For example, under Section 46 of the Environmental Protection Act (1990), the council must arrange for the collection of household waste, but it can require residents to place the waste for collection in receptacles of a kind and number specified. This gives Councils flexibility to design collection schemes which are best suited for local circumstances.

Many Councils have local waste collection policies that define their approach to issues that can arise at the kerbside – for example, contaminated recycling and excessive amounts of waste being presented. At present NFDC does not have such a policy.

2.1.1 Residual waste and recycling

New Forest District Council offers a weekly sack collection of residual waste (black sacks) and DMR, (clear sacks) on the same day each week. The collection teams operate from three depots based in Lymington, Totton and Ringwood. Alongside the main vehicles the Council also operate smaller vehicles that are able to access narrow roads in rural areas across the district.

Once residual waste and DMR has been collected the crews take the material to a waste transfer station, at Lymington, Marchwood or Blue Haze (Ringwood) or directly to the ERF at Marchwood. The map below shows the location of our depots and transfer stations.



There are around 27 collection vehicles that service the residual waste and DMR rounds, manned by approximately 70 operatives.

The clear sack service is used for paper, cardboard, food and drink cans and plastic bottles. It does not allow residents to recycle plastic PTT, beverage cartons, foil, or plastic bags/films.

Given the unique characteristics of the New Forest, the sack service presents issues with livestock and bird strikes on sacks. This can have an adverse effect on livestock and wildlife and it can require attention from the Streetscene service if litter is left.

2.1.2 Sack Delivery

Residents receive a doorstep delivery of 36 clear sacks and 26 black sacks twice a year, which requires a full-time team of three operatives. This operation delivers 10 million single-use plastic sacks per annum. These sacks are made from recycled plastic but are sent for energy recovery once they have been used.

2.1.3 Glass collection and Remind Me service

Most households across the district receive a 4-weekly collection of glass. Residents are supplied with a black box in which to store and present their glass for collection. Glass collection vehicles operate from all three depots. Ringwood depot also operates a rural glass collection vehicle, which collects from narrow access roads across the district.

All glass vehicles tip at Marchwood transfer station as glass is not accepted at the Ringwood or Lymington sites. The glass collection service requires four vehicles and 10 staff to operate.

In 2017 the Council introduced a text reminder service. The service sends a text message reminder to the resident the evening before their scheduled collection. This has been instrumental in maintaining participation levels in the service and diverting glass from the bring sites.

2.1.4 Garden waste

Garden waste is a subscription-only service that normally has a customer base of around 16,000 households. The annual subscription starts in April and collections are fortnightly. Garden waste is collected in a reusable green sack which can hold 20kg of green waste. The following subscription periods and costs currently apply and are reviewed annually:

Subscription period	First sack	Each extra sack
4 May 2020 to 30 April 2021 (12 months)	£35	£18
1 August 2020 to 30 April 2021 (nine months)	£30	£16
1 November 2020 to 30 April 2021 (six months)	£24	£13

NFDC has three garden waste collection vehicles that operate five days per week from Totton and Ringwood depots, these vehicles are manned by six operatives. An additional vehicle operates one day per week servicing narrow access properties.

2.1.5 Bulky waste collection service

The bulky waste service collects a range of large items such as white goods and furniture. The collection of one item costs £30.00, each additional item (up to a maximum of eight items) costs £7.50. Residents in receipt of certain benefits can apply for one free collection of up to 3 items, in any one financial year (April - March).

Residents book and pay for this service via the Customer Service team. The bulky waste service operates four days per week and is staffed by two operatives.

All bulky waste is disposed of in landfill which is not only costly but is also the most inefficient form of disposal from a carbon producing perspective. It is therefore within the Councils interests to help residents find reuse opportunities for suitable unwanted bulky items, with the aim of reducing tonnage collected via the bulky waste service. The Council currently do this through an online reuse script that residents are encouraged to complete before making a booking enquiry. The table below shows the reduction in bulky waste tonnage over the last 4 years.

Table 1. Bulky waste tonnages

Year	Tonnes
2016/17	488.36
2017/18	450.12
2018/19	312.86
2019/20	272.81

2.1.6 Clinical and healthcare waste

Residents who receive medical treatment at home can apply for a one-off or regular collection of clinical waste.

Orange sacks are given to residents, the sacks are collected once a week and new ones left in their place. If the request is for the collection of needles or syringes, a yellow 'sharps' box will be delivered. Registration for this service is via the resident's GP or other health professional.

NFDC employs one member of staff for three days per week to deliver this service.

2.1.7 Business waste collections

Business waste collections are a chargeable service. The Council offer a 'pay as you throw' service for small businesses which allows them to purchase residual waste and recycling sacks by the roll. Purchases can be made at local information offices or can be purchased in bulk via the customer service team.

Business waste collections are made by the household waste and recycling vehicles. This increases the efficiency of the service, helps reduce vehicle emissions and ensures a competitive rate for businesses.

In addition to the 'pay as you throw' sack service, the Council provide containers for DMR and glass. Much of this recycling is collected via the bulk bin vehicles, these vehicles also collect from the bring sites and flats throughout the district.

The Council does not currently offer collection of business residual waste in bins.

NFDC currently have customer base of around 1,200 businesses.

2.1.8 Recycling bring banks

NFDC provide DMR and glass banks at 18 frequently used locations around the district. The bring sites accept the same materials that we collect in the recycling sacks and glass collection boxes. This material is collected by our bulk collection vehicles; collection frequency varies from site to site. The bulk vehicles collect glass on three days per week, and DMR on two days per week.

There are also additional banks for textiles, shoes and books at some of these sites. NFDC is currently in contract with the Salvation Army Trading company (SATCoL) under a County-wide Textile Framework Agreement, which is managed by Fareham Borough Council. Under this agreement the council receives income for the material collected in the banks on its land; 80% of the income is distributed to charities and good causes and 20% is allocated to waste and recycling communication initiatives.

A carton bank was implemented as a trial at the Fordingbridge car park in July 2019. The bank has been well used and well received by residents, and tonnages have steadily increased over the trial period. As discussed in section 1.2.4 of this document we are awaiting further decision making from central government on the inclusion of cartons as a core material for kerbside collections, before rolling out further banks across the district.

Reviewing the current waste strategy presents an opportunity to ensure that a comprehensive kerbside collection service is offered to all households. Doing this will remove the need for householders to make additional journeys to bring sites. Removing bring sites would also help tackle problems such as fly tipping, contamination and misuse by businesses.

2.1.9 Use of technology

The Council uses vehicle tracking technology on all its fleet. Refuse Collection Vehicles (RCVs) also have CCTV installed, which is used to ensure the safety of our staff and the public. Both of these systems are in need of review.

Communication between collection crews and supervisory staff is via telephone or is paper-based. This way of working can inhibit staff's ability to:

- Monitor contamination of recycling
- Report in real time on issues such as waste not presented or litter
- Receive communication direct from customer services

The council's clinical waste, garden waste and trade waste services are managed via bespoke IT programmes which are in need of replacement.

The Council has no route planning or route optimisation software at present.

2.1.10 Communications and Education

The waste and recycling team have an annual budget for communications of £31k, this excludes a contribution from the income received from the sale of textiles. which in 2019 was £9.5k, however this income is variable based on textile market values. WRAP recommend a figure of £1 minimum spend per household per year to adequately communicate and educate residents. However, during service change periods WRAP recommend doubling this amount. Communications to residents currently focuses on the following:

- Messages displayed on the side of the Council's fleet
- Website and social media
- E-newsletters

- Printed media including leaflets

In previous years NFDC contributed financially to a county-wide communications and education programme called “Recycle for Hampshire” which included a schools education team. Because of funding pressures, this programme was significantly reduced in size and then ceased. NFDC was one of the last remaining contributors to the programme when it came to a close in 2017.

Work with schools is currently limited to signposting and giving advice, there is no formal school education service.

HCC is the lead authority on waste prevention initiatives and education for the PI partnership. They currently support householders by offering reduced price compost bins to Hampshire residents and providing advice to help them successfully compost at home. HCC Smart Living initiative also includes promoting and sharing messages including:

- Love food hate waste
- Repair cafes
- Swap shops
- Sustainable fashions

2.2 Finances

The Councils waste and recycling services are budgeted for in terms of total costs for refuse collections and recycling separately. Refuse collection includes cost of refuse collection fleet, all associated staff costs, and the cost of providing and delivering refuse sacks. Recycling collection includes commercial and domestic clear sack scheme, recycling centres, glass, garden waste, and the Remind Me text messaging service.

A high-level summary of revenue budgets at the start of the financial year 2020 -2021 is shown below. The net expenditure on waste and recycling services amounts to £53 per household:

Table 2.

	Refuse Collection (£)	Recycling collection (£)	Total (£)
Employee costs	2,164,890	1,542,010	3,706,900
Transport costs	678,420	927,090	1,605,510
Supplies and services	234,770	341,280	576,050
Support services	79,730	65,660	145,390
Gross expenditure	3,157,810	2,876,040	6,033,850
Income	-276,000	-1,415,000	-1,691,000
Net expenditure	2,881,810	1,461,040	4,342,850

Hampshire County council have indicated that there will be changes to some of the payment mechanisms to WCAs from April 2021, but this is subject to confirmation.

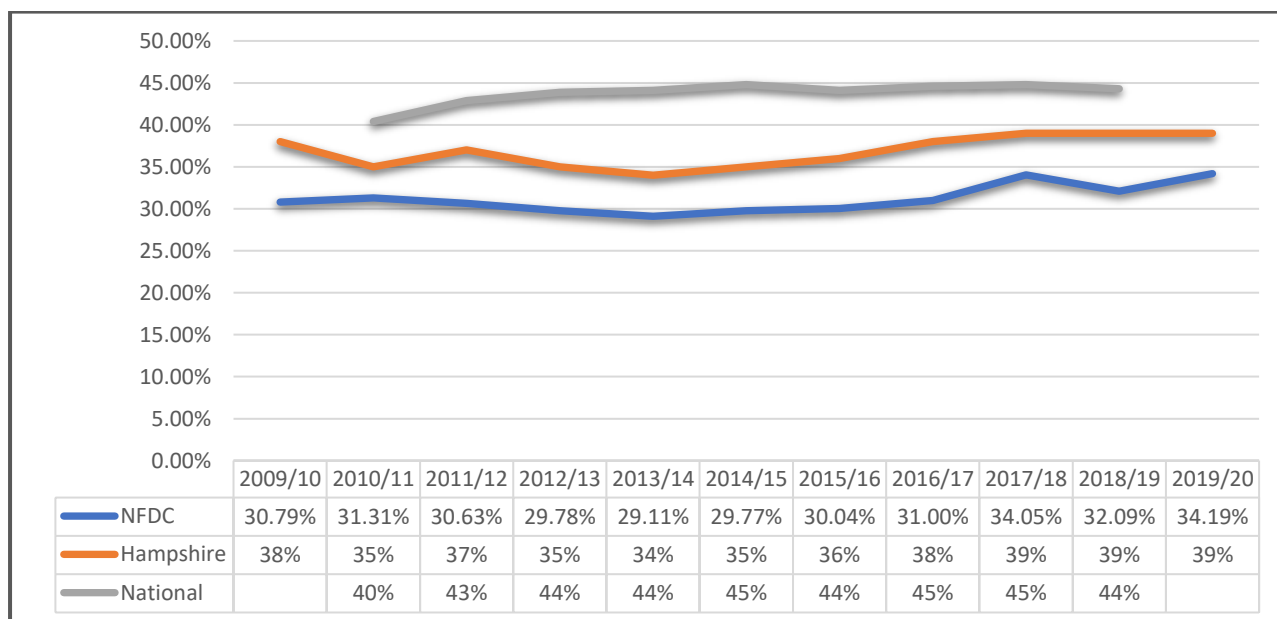
2.3 Waste and recycling performance and composition

This section shows some performance measure for waste and recycling.

2.3.1 Recycling rate

This measure is the proportion of household waste collected that is sent for recycling and/or composting.

Figure 2. Recycling rate trends; District, County & National

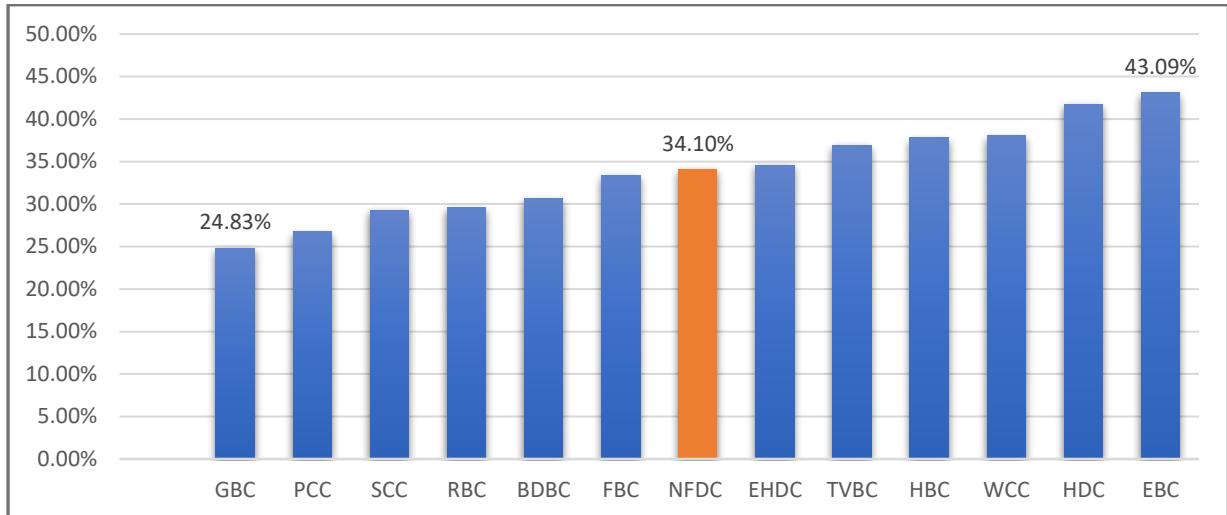


The graph shows that:

- The recycling rates for NFDC, Hampshire and England have not increased significantly in the last 11 years.
- The recycling rate in NFDC usually tracks 5-7 percentage points below the overall rate for Hampshire, and 10-15 percentage points below the rate for England. (note: the rate for Hampshire includes material recycled at HWRCs)

In 2018/19, NFDC's recycling performance was ranked 286th out of 345 councils in England.

Figure 3. Recycling rate comparison; Hampshire authorities 2019/20



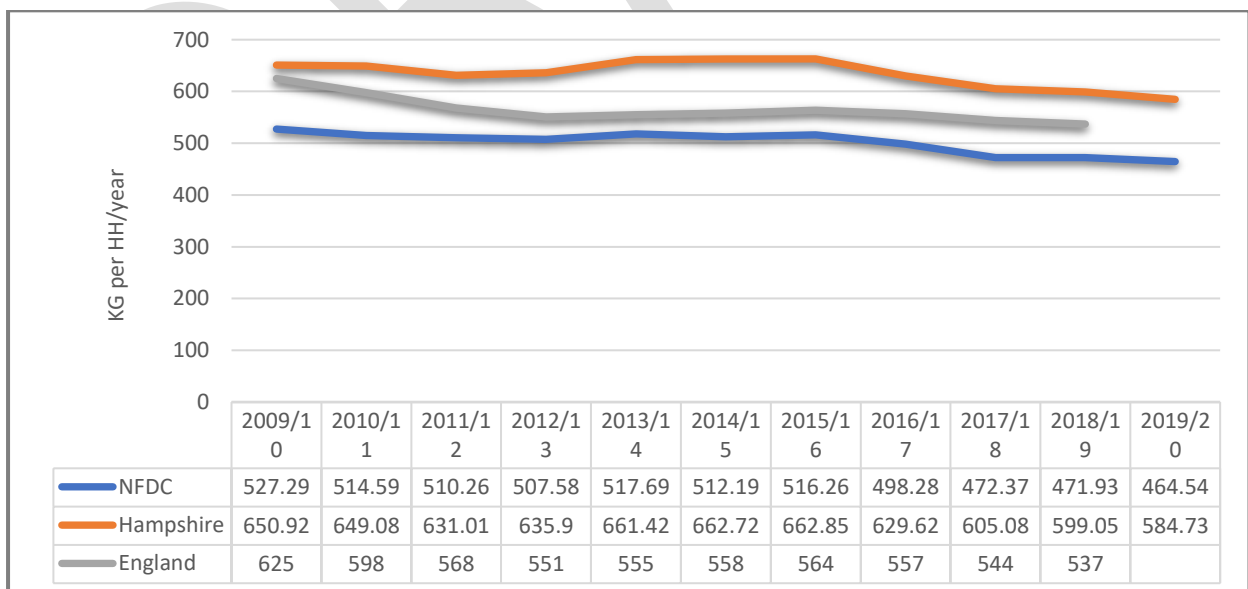
The above graph shows that:

- NFDC is a “mid-range” performer in Hampshire
- The six best performers all have alternate week collections of residual waste and DMR
- All are performing below the national average
- The only authority to carry out separate food waste collections, Eastleigh, are the best performer in Hampshire.

2.3.2 Residual waste

This is a measure of two factors – how much household waste is generated, and how good an authority is at extracting material for recycling.

Figure 4. Residual waste trends; District, County & National

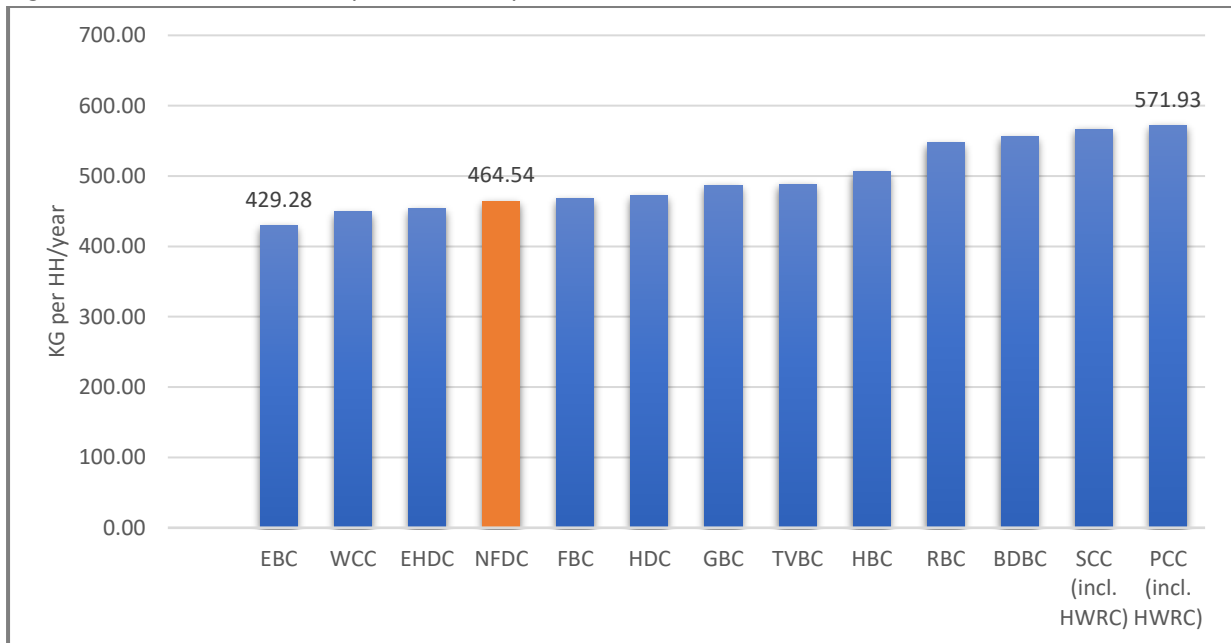


The above graph compares NFDC performance with that of England and Hampshire. It shows:

- No significant change in performance nationally in the last seven years
- A reduction in residual waste per household in NFDC and Hampshire

- A better level of performance in NFDC than nationally. However, the national figures do include certain elements of waste which are not part of NFDC’s waste stream, e.g. waste from HWRCs. The average KGs per household for all waste collection authorities in the south-east of England in 2017/18 was 440kgs, some way better than NFDC’s performance.

Figure 5. Residual waste comparison; Hampshire Authorities 2019/20



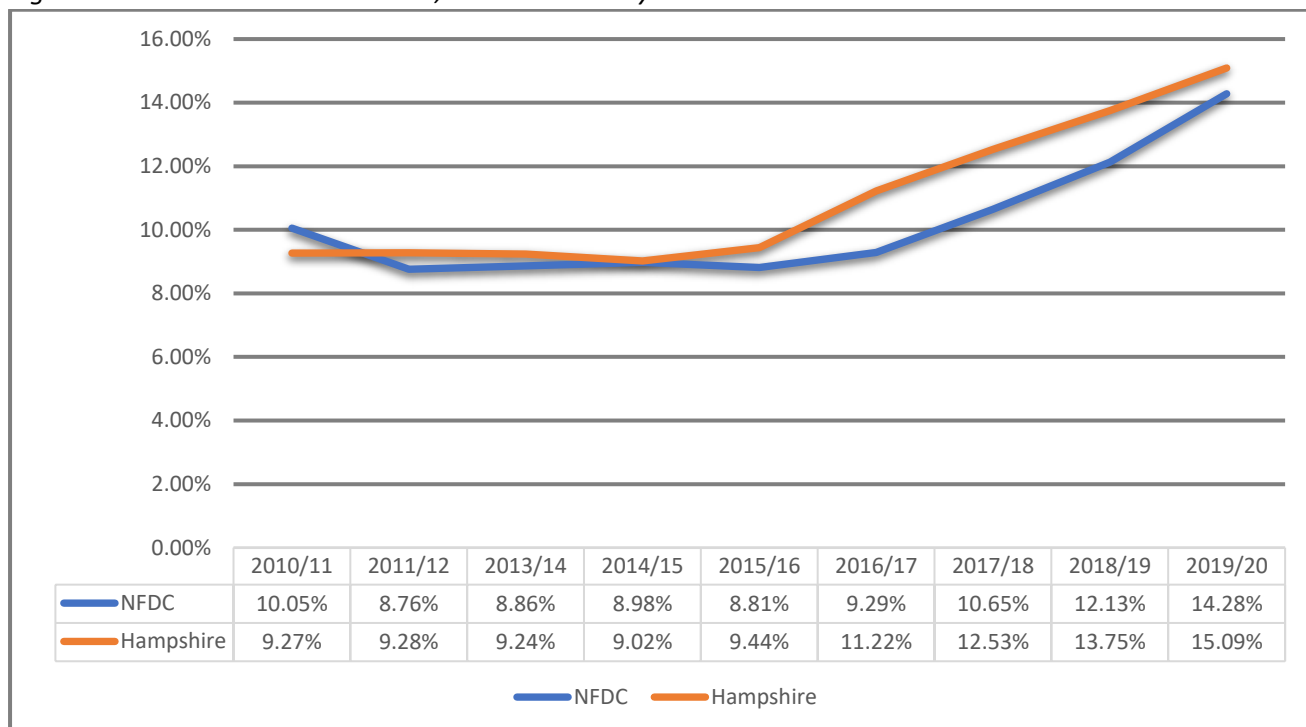
The graph above compares NFDC performance in 2019-20 with other Hampshire authorities. It shows that:

- NFDC is one of the better performers in Hampshire
- The two poorest performing district councils have weekly collections of residual waste
- The three best performers all have alternate week collections of residual waste and DMR
- The only authority to carry out separate food waste collections, Eastleigh, are the best performer

2.3.3 Contamination of DMR

Non-recyclable material found within DMR at the MRFs is rejected and sent for disposal. Material from NFDC is mixed with other authorities’ DMR before being processed, so sampling is carried out at a Materials Analysis Facility to estimate the quality of the DMR being collected by each WCA.

Figure 6. Contamination rate trends; District & County



The graph above shows the estimated proportion of DMR from NFDC and the rest of Hampshire that is classed as contamination. It shows that:

- Contamination rates have been rising in NFDC and Hampshire since 2015/16
- Contamination rates in NFDC are slightly below the Hampshire average

The Council’s current collection method, with bags often piled up into “stackpiles”, means that identifying households which are placing out contaminated bags is often not possible. This limits our opportunities to reduce contamination via targeted education and information.

As discussed, the figures detailed above are based on a sampling process, which because of its nature, tends to underestimate actual rejections from the MRF. This means that actually up to 20% of NFDC’s DMR may end up being sent for disposal rather than recycling.

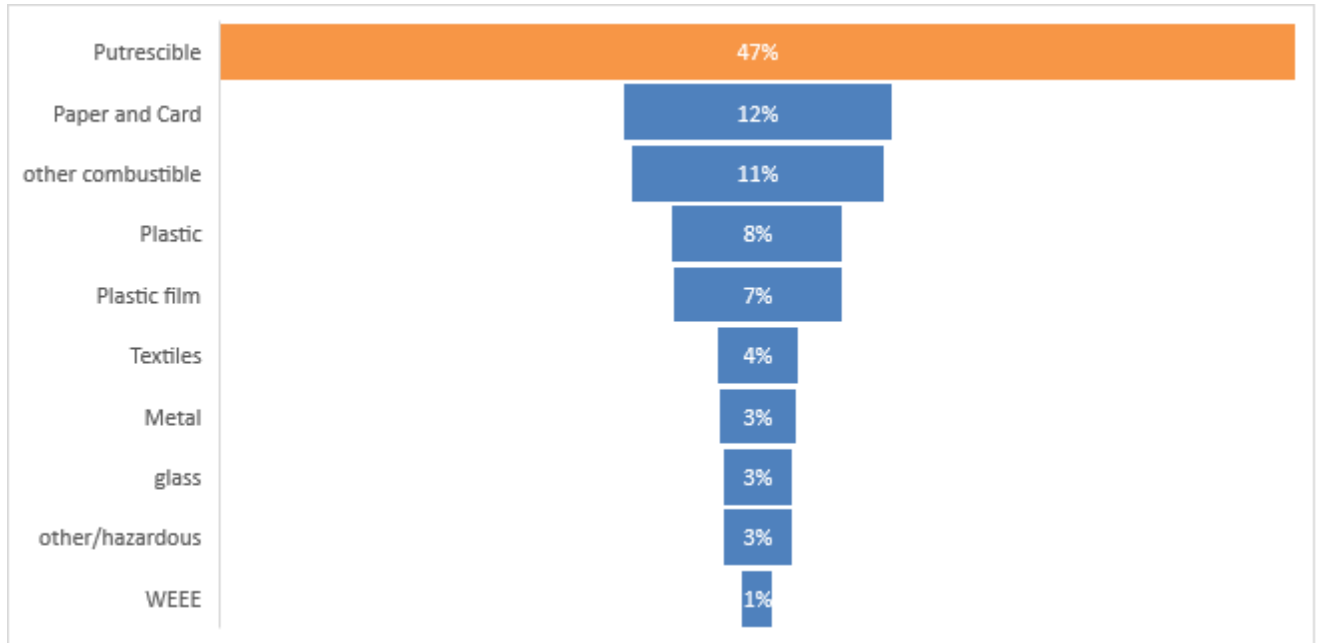
2.3.4 Waste composition

In 2018, a comprehensive analysis of kerbside waste and recycling was carried out for the PI partnership. The results of the residual waste analysis are shown below.

Nearly half (47.0%) of the residual waste was made up of putrescible (organic/degradable) waste. Of this putrescible waste, 29.4% was avoidable food waste, with 10.2% being unavoidable food waste. The next largest category, making up 11.9% of the total residual waste, was “other combustibles”, of which half was disposable nappies. Paper and card accounted for 11.7%. Of this, 4.9% came from non-recyclable paper (mostly tissues and kitchen paper) while 5.9% was recyclable.

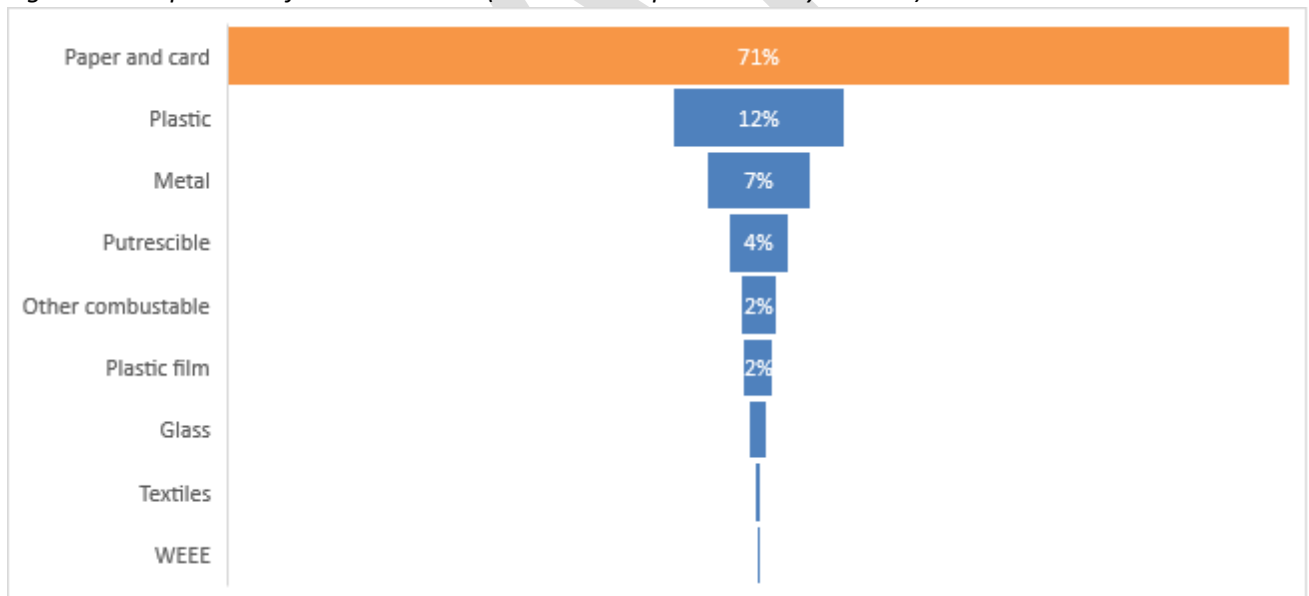
Overall, 19% of residual waste could have been recycled at the kerbside or bring sites rather than being placed into black sacks.

Figure 7. Composition of the NFDC residual waste (PI waste composition Analysis 2018)



The results of the DMR analysis are shown below.

Figure 8. Composition of the NFDC DMR (PI waste composition analysis 2018)



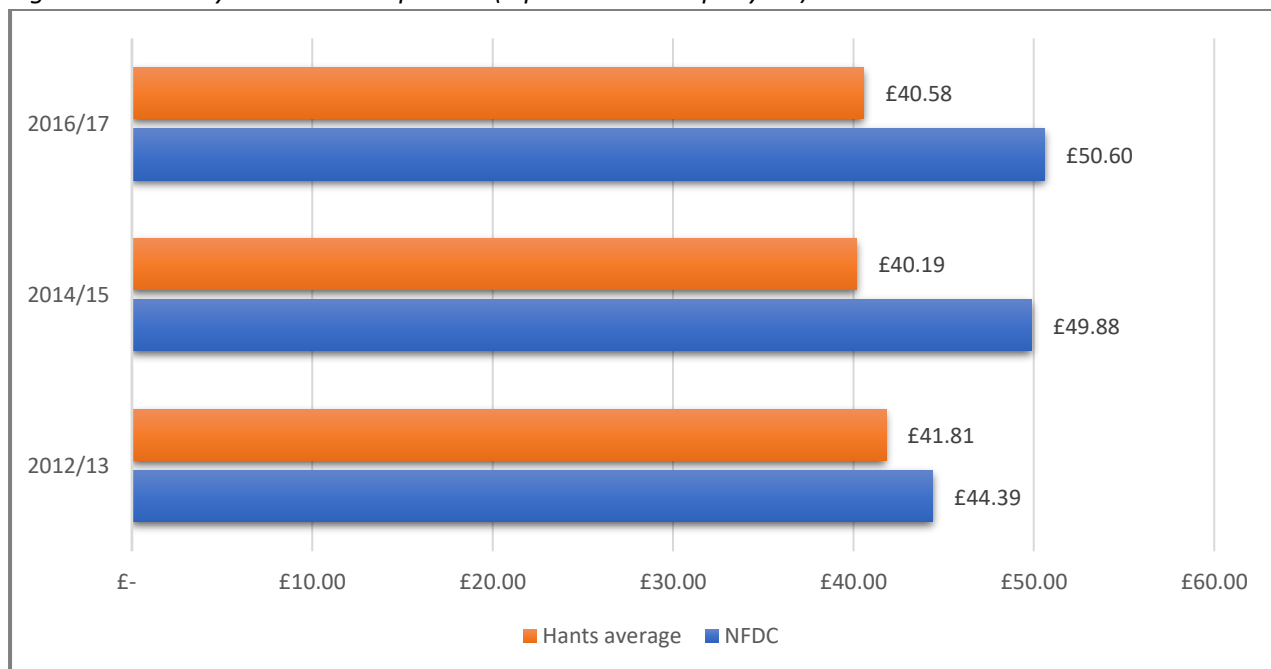
Paper and card made up the majority of the DMR in New Forest (71.0%). This included newspapers and magazines (39.3%), corrugated card (7.8%), thin card (12.6%), laminated card (3.9%) and other recyclable paper (4.8%). 11.5% of the composition was dense plastics (8.3% was bottles). 16.7% of DMR is material that cannot currently be recycled via that collection method.

The New Forest overall capture rate (how much targeted recyclable material is found in the DMR as opposed to the residual) is slightly below the average from PI. The top performers in this respect all operate an alternate week bin collection.

2.3.5 Whole System Cost

Since 2012, PI has carried out three cost comparison exercises, most recently in 2016-17. It is often difficult to accurately compare costs between authorities because of differences in accounting practices and operational factors. However, the exercises were able to analyse enough information to indicate comparative performance and monitor direction of travel. This is shown in the graph below.

Figure 9. Whole system cost comparison (£ per Household per year)



The graph shows that NFDC's collection service cost increased between 2012 and 2017, this being largely due to the introduction of the new glass collection service. It also shows that NFDC's collection costs in 2016/17 were 25% above the average for Hampshire. This is due to the provision of a weekly collection service for both residual waste and DMR.

3.0 Waste strategy review research

Throughout 2019 and 2020 officers, members and external consultants have worked together to research waste & recycling services and gather all the necessary information needed to draw conclusions for the council's future service. This section summarises the key pieces of research.

3.1 Waste service options

Residual Waste

The options for the collection of residual waste are based on two factors - the choice of container (generally either a bin or a single use sack) and the frequency of collection.

It is useful to understand the term “alternate week collection” (AWC) here. AWC is a system where weekly collections are maintained, but the waste type alternates from week-to-week, i.e. one week residual waste would be collected, and in the following week the dry recycling would be collected.

Food Waste

Food waste can be collected as either:

- A standalone service; includes two containers (caddies) per household – a smaller one for internal use and a larger one for external use. Liners can be used for the smaller internal caddy.
- Or mixed with garden waste; collected in a wheeled bin. This has implications on disposal infrastructure, meaning garden waste could not be sent for open windrow composting as with the current system. It also means that garden waste collection could no longer be charged for.

Garden Waste

Garden waste can either be collected in a reusable sack or wheeled bin. Frequency of collection can vary, although most authorities collect fortnightly.

Dry recyclable materials

In terms of dry recycling (paper/card, metal, glass, plastic), collection systems tend to broadly fall into three categories, the key features of which are described below.

Kerbside Sort

- Multiple recycling containers of varying sizes are provided to residents. They could be a mix of boxes and bags
- Materials are usually collected weekly on a single multi-compartment vehicle. Some element of kerbside sorting may be required by the collection crew
- When the material is offloaded from the vehicle, the waste transfer facility needs to be able to store multiple material streams separately while awaiting onward transport for reprocessing.
- Note: a kerbside sort vehicle could also collect food waste.

Twin Stream

- Householders are provided with two containers for their dry recyclable materials.
- The main intention is to keep glass and fibres (paper and card) separate, as glass can bind with the fibres and reduce their quality
- Generally, the two streams of recyclables would be collected on the same vehicle in 2 separate compartments
- Apart from the separation of the two streams, any further sorting required is completed post-collection (i.e. at a MRF).

Co-mingled

- All dry recycling is mixed into one container or sack by the resident
- Recycling is emptied into the back of a single vehicle.

- The material is taken to a MRF to be sorted, before being sent to reprocessors for recycling.

Each of the above service configurations has its advantages and disadvantages, and NFDC must decide which of the above is the best for the local circumstances.

3.2 Collections modelling work

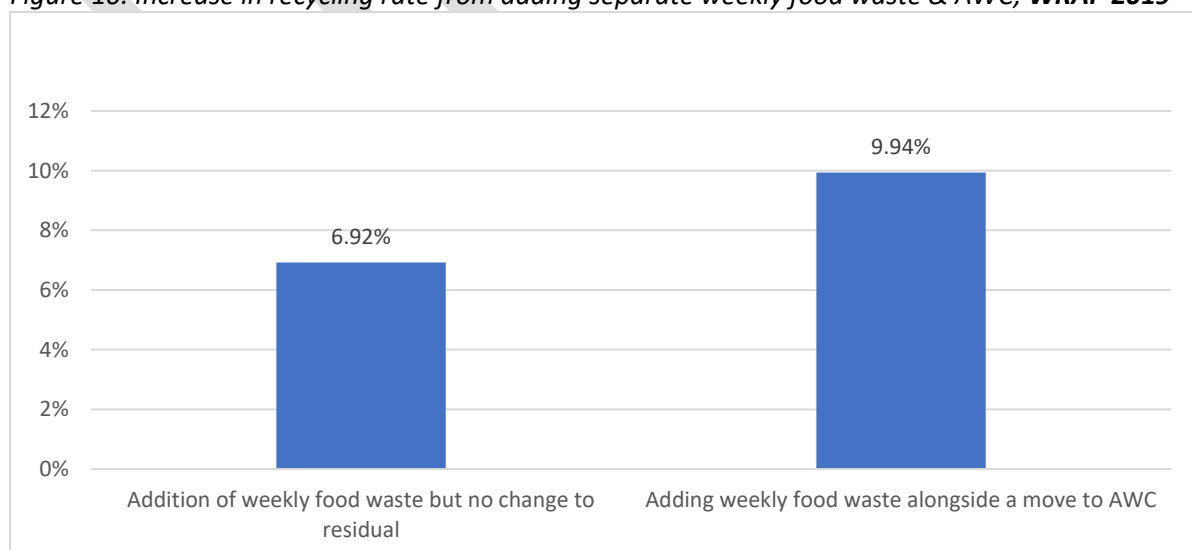
In 2019 and 2020, the Council modelled some different options for waste and recycling collections. Each collection option is a combination of different collection containers and collection frequencies, for the different materials that the Council currently collects, or will be required to collect in future. Their selection was based on industry best practice, the key elements of the emerging RaWS, and the Council’s desire to see improved levels of recycling.

3.2.1 Options selection process/reasoning

Service characteristics vary from option to option, but there were five characteristics which were common to all options. The reasons for selecting these characteristics for the purpose of the modelling are set out below:

- Food waste collected separately
 - This will become a legislative requirement, as set out in the Environment Bill
- Collection of residual waste every two or three weeks. This change would:
 - Drive up resident participation in the food waste collection service, for those residents who wish to have their food waste collected on a weekly basis.
 - Mitigate some of the collection costs arising from separate food waste collections
 - Align NFDC’s service more closely with regional and national practice. In 2017/18 WRAP reported 77% of authorities in England offered fortnightly collections
 - Evidence from WRAP also suggests that the move to AWC alongside food waste collections would have the added benefit of increased recycling rates, as can be seen in figure 10 below.

Figure 10. Increase in recycling rate from adding separate weekly food waste & AWC; WRAP 2019

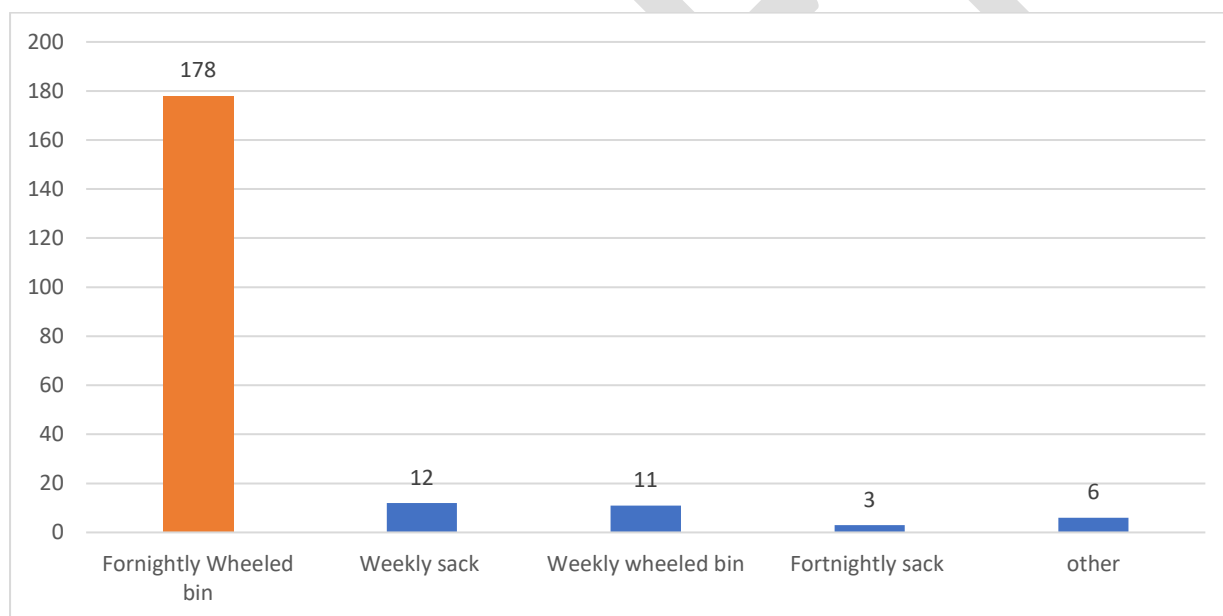


- Collecting residual waste via an AWC system decreases residual waste levels overall, however each household may have more residual waste per collection. For the purpose of

containing this waste over a 2-3 week period, an alternative to the current sack collection scheme is needed. Wheeled bins were modelled and would:

- Drive down waste generation and increase recycling by limiting capacity for residual waste. Analysis of residual waste shows that most households could adequately contain their residual waste in a wheeled bin, as part of a more comprehensive waste/recycling service
- Reduce the 10 million single-use black and clear plastic sacks provided to residents by NFDC every year
- Improve working conditions for Council staff, by reducing cuts and puncture injuries, as well as issues with offensive materials within the bags if/when they are split open
- Improve the cleanliness of streets before/after collection by reducing litter and mess caused by split sacks and animal strikes. In 2019/20, over 150 complaints relating to mess on collection day were received by the customer services team.
- Align NFDC’s service more closely with regional and national practice - wheeled bins are used for containment of waste in 12 out of 13 WCAs in Hampshire, and 95% of authorities nationally. Figure 11 below shows the core waste collection method for lower tier English local authorities. The data excludes city centre councils.

Figure 11. Local Authority residual waste collections frequency/container – England



- Garden waste collected in wheeled bins. The current reusable bag collection presents several challenges -
 - Significant manual handling issues for collection crews and residents because of weight/density of garden waste
 - Slow collection system as it can sometimes be difficult to fully empty bags when full of sticks, thorns etc
 - Limited capacity of reusable bags
 - Bag replacement costs are high because of the weight in the bags and the nature of waste going in, they tear/rip. They are also liable to be blown away after collection.

- Removal of single-use sack collection for mixed recycling. A sack collection service was ruled out as a viable option due to the following limitations of the existing service:
 - Resident participation in the DMR service depends on them having access to clear sacks. When households run out of sacks before their next scheduled delivery, it inhibits their ability to participate in the service.
 - NFDC distribute in the region of 10 million clear and black single-use plastic sacks every year to residents. This is a fulltime delivery operation with annual costs of c£0.5m.
 - NFDC is the only WCA out of 13 in Hampshire to use a single-use sack as its core collection method. This means that NFDC has a bespoke arrangement at the current MRFs, where sorting staff are required to split open NFDC sacks by hand so that the contents can be sorted into constituent parts.
 - Around 20% of the material sent to the MRFs is currently rejected as contamination. Because of the current collection method, with sacks often piled up into “stackpiles”, the identification of households which are placing out contaminated bags is not possible, which limits our opportunities to reduce contamination via targeted education and information.

3.2.2 Core and non-core services

While it will be the intention of the Council to find a best fit core service for the vast majority of the Households in the New Forest, waste collection is very rarely ‘one size fits all’ in any local authority. NFDC has a mixed landscape with a multitude of towns and villages, National Park and coastal areas. This means we have harder to reach properties including flats, terraced housing front facing straight on to the highway and very rural properties in private lanes or with long driveways. Because of this the council is aware that no single service will meet the needs of 100% of these property types. This has been considered in the modelling process. Using our current round knowledge and property numbers we have assumed the following property numbers may require some change to the core service, as illustrated below:

Property type	Number of properties
Flats	4800
Rural properties	1600
Core service	75,600

This change would depend upon the service model selected, but could include an alternative container or sack, different collection frequency, or materials being collected on a different size vehicle. For some properties it may even be necessary to combine material streams in order to make collections possible.

Estimation for the purpose of modelling, will give an indication for future provision. However, to ensure the right service is offered to every property, extensive surveying would be carried out of all streets where access and storage of containers is a potential issue. This exercise would need to be suitably resourced.

3.2.3 Options modelled and assumptions

The options modelled are shown in Table 3 below. Options 1 to 3 were modelled in 2019, option 4 was modelled in June 2020, following discussions with HCC and other Hampshire partners which

indicated that a “Twin Stream” collection was a viable option, and one which we had not yet modelled. More detail on each of these options is included in Appendix 2.

Table 3. Collection options modelled

	Food	Dry Recycling	Glass	Residual waste	Garden
Baseline <i>Current Service</i>	N/A	Weekly, disposable sacks	Once every four weeks, box	Weekly, disposable sacks	Fortnightly (charged), reusable sack
Option 1 <i>Three weekly residual, comingled</i>	Weekly, caddy	Fortnightly, wheeled bin	Once every four weeks, box	Once every 3 weeks, wheeled bin	Fortnightly (charged), wheeled bin
Option 2 <i>AWC, co-mingled</i>	Weekly, caddy	AWC, wheeled bin	Once every four weeks, box	AWC, wheeled bin	Fortnightly (charged), wheeled bin
Option 3 <i>Kerbside sort</i>	Weekly, “multi-stream”, using a caddy for food waste and three boxes for recycling			Fortnightly, wheeled bin	Fortnightly (charged), wheeled bin
Option 4 <i>AWC, Twin Stream</i>	Weekly, caddy	Twin stream – glass/cans/plastic in one stream, and paper/card in another – AWC		AWC, wheeled bin	Fortnightly (charged), wheeled bin

The way the modelling works is based on agreeing a range of assumptions which are then used to forecast the impact of service changes. These assumptions are wide-ranging and include for example the expected yield (kg per household) of different materials, levels of resident participation in different services, and the cost of vehicles, staff and other items. The existing service is also modelled, in order to compare the options effectively with current practice.

The study focussed on core service costs and didn’t include costs of peripheral services such as bulky waste collection, post collection costs such as transfer stations, onward transport, and processing costs, or income.

As described above, the results can be used to compare relative costs of different options, and give an indication of potential future costs, but should not be used to infer future budgets, because of the high-level nature of the modelling and the exclusions of certain factors such as income.

3.2.4 Modelling results

The modelling showed that each option would lead to an increase in both service costs and recycling rate, when compared to the current service:

Table 4. Options service costs and recycling rate comparison

Option	Increase in service cost compared to current service	Increase in recycling (% points)
1 - "Three weekly residual, co-mingled"	£765k	19.3
2 - "AWC, co-mingled"	£739k	15.4
3 - "Kerbside sort"	£87k	15.6
4 - "AWC, Twin Stream"	£725k	15.3

General remarks from the modelling results in comparison to the baseline include:

- The use of bins and a move to AWC results in improved recycling performance. This is because it encourages residents to both minimise their waste and increase recycling.
- The collection of waste from bins is slower than the collection of disposable sacks. Nonetheless, if collection from bins is coupled with a move to AWC, this normally results in improved overall financial performance, because the cost benefits of AWC outweigh any collection inefficiencies arising from the use of bins.
- In the long run, the use of bins, which normally have a useful life of at least 10 years, will result in savings when compared to the continuous, annual provision of disposable sacks.
- Where a separate food waste service is introduced, this results in higher collection costs due to the requirement of additional vehicles and staff to provide the service to 82,000 households per week. Moreover, a separate food waste collection service requires the purchase of food waste caddies and the regular provision of compostable food waste liners, which result in an increase in the capital and overall service costs.
- Option 3 (kerbside sort) benefits from the collection of all recyclable and compostable material from the same vehicle on the same round, which provides collection efficiencies.
- An AWC collection of residual waste in wheeled bins is shown to cost c£1.28m per annum whereas maintaining the current weekly sack service would cost c£2m. In all the collection options, the reduced cost of the residual waste service helps to offset some of the cost of the food waste collection service.

3.3 Best performers research

Appendix 4 to this document details the services of the five best performing authorities in England, in terms of recycling rate – they all have a rate of between 61% and 65%, compared to NFDC’s rate of 34%. Service configuration varies across the 5 but they have the following in common:

- All 5 collect a greater range of materials for recycling than NFDC (e.g. all collect wider range of plastic, and 4 collect cartons)
- All 5 have wheeled bins for residual waste and recycling
- All 5 collect residual waste on an AWC basis
- All 5 collect food waste
- Top 2 performers collect food waste mixed with garden waste, this is free collection service, so we would expect yields of garden waste to be high within this mix.

Another way of looking at performance is via ONS Area Classification, which assigns all authorities into groups which have key population characteristics in common such as housing type and age distribution.

The ONS nearest neighbours are the 4 authorities that are most similar to the selected authority based on key population characteristics. The recycling rates and service design of NFDC’s nearest neighbours are shown in Appendix 5, and the key findings are as follows:

- NFDC has the lowest recycling rate of its 4 nearest neighbours
- All other authorities use a wheeled bin collection system for residual waste
- All other authorities collect residual waste on an AWC basis
- Authorities with a wheeled bin can maintain a similar recycling rate to NFDC, without a glass collection
- The highest performing authority collects food waste separately
- The highest performing authority uses a kerbside sort collection model, collects the broadest range of materials, and restricts the capacity of residual waste by using smaller bins (140L -180L).

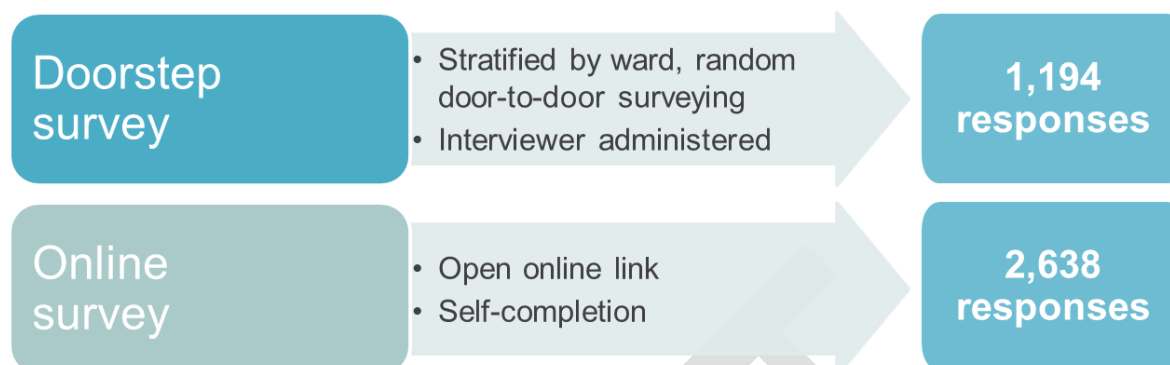
3.4 Resident engagement

Despite uncertainty surrounding national and regional decision making; engaging with residents early in the waste strategy review process was a high priority. Specific service actions or changes for all local authorities are now heavily dependent on central government, the survey was commissioned before the release of Environment Bill in January 2020 and as such specific service actions were not raised for comment. Instead the survey focused on:

- Current recycling behaviours
- Motivators to recycle more
- Satisfaction and importance of key elements

3.4.1 Methodology

The survey was carried out using a mixed methodology, it was important that the survey was inclusive but also representative of the district, therefore both door to door and online methods were used.



With 3,832 residents completing the survey in total, this returned a confidence interval of 1.6% for a 50% statistic at the 95% confidence level. This simply means that if 50% of residents indicated they agreed with a certain aspect, the true figure (had the whole population been surveyed) could in reality lie within the range of 48.4% to 51.6% and that these results would be seen 95 times out of 100. We are therefore confident that through weighting some of the data we would see reliable results when combining both the doorstep and online results.

3.4.2 Survey findings

The executive summary of the survey report can be seen in Appendix 6. There is much to be taken from the survey, it has helped us assess our residents' general appetite for recycling, and their understanding of NFDC's recycling services. It has given us an insight into how we might better communicate with residents in the future; and it has helped us understand what barriers may exist when we implement statutory changes. In summary the key findings were:

- Overall claimed usage of kerbside services was high, with most residents using collections at the required frequency including recycling and glass.
- The range of materials collected seems to be a limitation. Residents would foremost like to be able to recycle a wider range of plastics (tubs/trays/film/bags), closely followed by tin foil and foil trays; and then cartons and batteries.
- Of those that thought the service would benefit from further containers, bins were the most popular.
- Food waste collections were welcomed by residents.
- There are high levels of satisfaction with elements of the current service, though there is a need for a balanced approach and the Council recognises the need for improvement.

3.5 Member working group

The member working group has been central to the development of the draft waste strategy document. Meeting every 6 weeks since September 2019 as well as making site visits has helped understand current and potential future operational practice. Work has included the following:

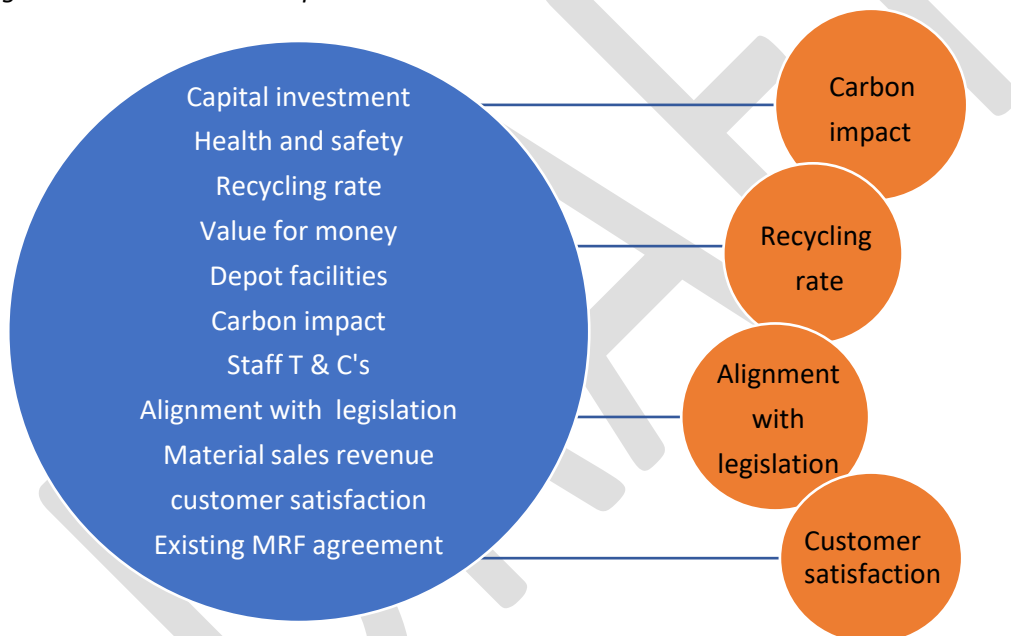
- Current service understanding
- Infrastructure review

- Performance review/update
- HCC Project Infrastructure site visits
- Policy driver review/update
- Understanding possible service design
- Best performing authorities research
- Waste and recycling engagement survey design
- Modelling work review

3.5.1 Priorities for a new service

In early February 2020 members were given a presentation from consultants Wood, who were commissioned to carry out service modelling work on behalf of the Council as set out in section 3.3 of this document. Part of the modelling process requires the council to establish priorities for a new service, so that elements of each model can be assessed in terms of how well they meet these priorities. The members were given an explanation of each listed priority and asked to rank them so the top 4 could be established. The results can be seen below.

Figure 12. Member service priorities



Whilst members agreed that all listed priorities highlighted in blue in figure 12, were very important when considering the future service, the members 4 'highest' priorities, highlighted in orange in figure 12, were used to establish the service recommendations presented to members in June 2020. These accepted recommendations have formed the basis of the actions set out in this document.

4.0 A case for change

The information on policy drivers, performance, current services and the research carried out demonstrates the need for change in frontline service delivery. This is summarised below:

- 4.1 The council needs a service that will comply with Central Government's future direction regarding consistency of collections
- 4.2 The council has a legal obligation to apply the waste hierarchy by reducing, reusing and recycling as much of the waste it collects as possible.
- 4.3 The council has pledged to increase recycling rates and reduce carbon footprint as detailed in the 20-24 Corporate Plan.
- 4.4 The current service does not encourage waste minimisation because it offers unlimited collections of residual waste
- 4.5 The council needs to offer a wider range of recycling services to meet resident expectations as highlighted in the customer engagement exercise.
- 4.6 The council needs to work with Hampshire partners to ensure that the future collection service is compatible with future waste and recycling transfer and processing arrangements.
- 4.7 The Council's current collection service is one of the highest cost services in Hampshire.
- 4.8 Technology could significantly improve resource efficiency and customer service.
- 4.9 Different ways of collecting waste could improve the cleanliness of the district's streets, by minimising waste from split bags and the associated litter.
- 4.10 The council should aim to reduce the quantity of single-use sacks distributed per annum, currently numbering 10 million.
- 4.11 The council could reduce DMR contamination rates via alternative collection methods and/or use of technology. This will facilitate communications direct to the householder.

5.0 Aims and objectives

5.1 Our Aim

To provide the New Forest with a cost and carbon efficient recycling and waste service, that maximises the recovery of valuable natural resources and meets the needs and expectations of our residents. We will ensure that this service is compliant with forthcoming national legislation and compatible with any new working arrangements with our Hampshire partners.

5.2 Objectives

Objective 1 – Minimise carbon impact of waste/recycling service

- The council is committed to taking all possible measures to help tackle climate change. We can do this by considering the carbon impact of different viable waste collections available to us.

Objective 2 – Legislative compliance

- As a waste collection authority, the council is required to comply with any legislation that central government pass in relation to waste collection services. Failing to meet requirements on new legislation will results in financial penalties upon the council.

Objective 3 - Reduce levels of overall household waste

- Waste reduction remains top of the waste hierarchy; therefore, the council must implement all possible actions proven to reduce levels of waste.

Objective 4 – Increase quality and quantity of recycling

- The councils recycling rate is currently low when compared to other authorities, ranking 286th out of 345 councils in England. Future recycling rate targets set by the government, will not be met without service changes. Contamination within the recycling is also increasing, and the council need to be able to provide feedback directly to residents to educate and help bring about behaviour change.

6.0 What are we going to do?

This section of the strategy describes the actions that are required in order to achieve the aim and objectives. A timetable for implementation of this strategy is not presented at the draft stage because of the further work needed and the developing picture nationally, and within Hampshire, that will strongly influence such a timetable. A more detailed timeline for implementation will be included within the final strategy.

The Government's Waste and Resources Strategy states that *"we must, and will, ensure that local authorities are resourced to meet new net costs arising from the policies in this Strategy, including up-front transition costs and ongoing operational costs."* No further information on the mechanism for this has been released.

6.1 Kerbside collection of household waste and recycling

Each component of current/future service provision is taken in turn. It is important to bear in mind that part of the work to develop a new strategy will be to carry out extensive work to assess properties where access and storage of containers is a potential issue, and our core service may not be possible. Consideration will be given to; hard to access areas, properties with access to free roaming animals, terraced housing and flats. However, wherever possible, the core service will be adopted.

6.1.1 Food Waste

The Environment Bill release in January 2020 states that separate weekly food waste collections will be required by 2023. Waste composition data (see figure 7) shows that 40% of black bag waste in NFDC is food waste. Targeting this material for recycling would have a strong impact upon recycling rate and residual waste reduction.

6.1.2 Residual waste

The introduction of a separate food waste collection service allows for collection frequency, and containment, to be considered for residual waste. The benefits of wheeled bins collected on an alternate week basis have been set out in section 3.3.1 of this document.

6.1.3 Dry Recycling

Section 3.3.1 also sets out the rationale for moving away from the weekly sack collection.

Future requirements for separation of recycling, and the potential for changes in recycling infrastructure in Hampshire means that the option of collecting current materials in a bin with kerbside box for glass may not be viable going forward. Viable alternative options include kerbside sort and twin stream collection systems. Upon reviewing the factors detailed in Appendix 3, a twin stream system is considered the most viable option for the New Forest for the following reasons

- Twin stream means householders only sorting one stream (paper/card) from everything else, whereas a kerbside sort system involves different boxes/bags for different materials (3 containers)
- Twin stream means that food waste would be collected on a standalone vehicle fleet, rather than on the same vehicle as dry recycling. De-coupling food waste from dry recycling means that:

- the introduction of these two services are not tied to the same timescales – one could proceed without the other, if necessary
- there can be different transfer locations for food waste and dry recycling
- the tipping process is more straightforward if food and dry recycling are collected on separate vehicles
- there is the ability to collect food waste from communal bins (e.g. at flats) and rural areas on standalone vehicles (not achievable on kerbside sort vehicles)
- there is more flexibility to restructure food waste rounds depending on participation and yields, to maximise collection efficiencies
- The council could more easily introduce collections of food waste from businesses - pubs, restaurants etc
- There can be faster collections at each property, with less impact on local traffic compared with the kerbside sort option
- There would also be a reduction in manual handling and noise (from glass collection) resulting from a twin stream service when compared with a kerbside sort service

6.1.4 Garden waste

The limitations of the garden waste sack service have been presented in section 3.3.1. Wheeled bins would overcome many of these. However, it is noted that for this chargeable service some flexibility may be required.

Action 1 – Carry out further work on Option 4 – “AWC, Twin Stream”

Carry out further work on Option 4 as presented in section 3.2.3, which for clarity is as follows:

Food – weekly, caddy

Dry Recycling - twin stream – glass, cans, plastic bottles and PTT in one stream, and paper/card in another – AWC

Residual waste – AWC, wheeled bin

Garden waste – fortnightly, wheeled bin (with option for customer to choose to remain on sack collection)

This further work will be two-fold –

- Development of a detailed business case which would include the following elements:
 - An assessment of vehicle types and numbers and suitable container sizes
 - How such a service can be provided in “harder to reach” area such as flats and rural properties
 - For food waste, a cost/benefit analysis of caddy liner provision
 - How food waste and twin stream recycling would be transferred and processed (working with HCC)
 - Timetable for introducing such change
 - How flexibility with containers can be provided as part of the garden waste service
- Carry out engagement with stakeholders. We know that our waste and recycling collections must change. The purpose of the engagement work is to gather opinions from stakeholders of how the collection system described in Action 1, and other parts of the strategy, may affect them. The feedback will enable us to develop a final strategy that considers the needs of these stakeholders alongside the other key drivers described in the Strategy.

This action will help to achieve the following objectives:

- Objective 1 - Minimise carbon impact of waste/recycling service
- Objective 2 - Legislative compliance
- Objective 3 – Reduce levels of overall household waste
- Objective 4 – Increase quality and quantity of recycling

6.1.5 Waste Collection Policy

Many Councils, particularly those introducing new collection services, have “Waste Collection Policies”. Such policies define the approach to questions such as:

- How contaminated recycling will be handled when found at the kerbside
- Criteria for higher levels of waste/recycling capacity at a household level e.g. larger containers for larger families.
- How quickly the council will return for missed collections
- Where waste should be presented for collection e.g. at the curtilage of the property, at the public highway etc

- How excess waste will be handled if found at kerbside
- How to minimise waste being presented too early or too late for collection
- How services will be provided to areas which cannot receive the “core service” – flats, or extremely rural areas, for example
- What are the criteria for assisted collections?
- What are charging policies for new/replacement containers?

Action 2 – Devise a new Waste Collection Policy

Regardless of what the future kerbside collection of waste and recycling will look like, there will need to be a new Waste Collection Policy for NFDC.

Such a policy will provide clarity for the Council, and the public in terms of the standards they can expect.

This action will help to achieve the following objectives:

- Objective 1 - Minimise carbon impact of waste/recycling service
- Objective 2 – Legislative compliance
- Objective 3 – Reduce levels of overall household waste
- Objective 4 - Increase quality and quantity of recycling

6.2 Waste Prevention

In line with the waste hierarchy, waste prevention remains a major priority for the council. It has been well established that the most effective way of reducing residual waste levels across all social demographic groups is to have a scheme and policies which allow residents to separate materials for recycling whilst minimising the amount of residual waste that can be placed out for collection. Further to this; the 2018 waste composition analysis found that almost 40% of New Forest residual waste was comprised of food waste. Restricting residual waste capacity will encourage up take of the food waste recycling service, therefore helping meet our strategy objectives.

In addition to this there are actions that the council will seek to explore in partnership with other key stakeholders:

6.2.1 Bulky waste

As out lined in section 2.1.5 of this document large items such as furniture and white goods, are collected via the council’s bulky waste collection service. Because of the size of these items they are not suitable for incineration via the Energy Recovery Facility, and therefore much of this waste is disposed of via landfill.

It is therefore within the council interest to help residents find reuse opportunities for suitable unwanted bulky items. Although NFDC does not have the cheapest bulky waste service in Hampshire; recent benchmarking activities have shown that the collection of a single large item is roughly 17% cheaper than average cost of similar services throughout Hampshire. This may

encourage people to use the service before considering donating to charity or other re-use/recycle organisations.

Action 3 – Bulky waste reduction

We will continue to promote the reuse script for our bulky waste service and seek to expand and include other charities and reuse/recycle organisations in the output where possible.

We will increase the price of the bulky waste service in line with other Hampshire local authorities in April 2021.

This action will help to achieve the following objectives:

- Objective 1 – Minimise carbon impact of waste/recycling service
- Objective 3 - Reduce levels of overall household waste

6.2.2 Waste prevention

Despite the planned introduction of a food waste collection service and the continuation/expansion of a garden waste collection service, the council recognise that composting at home is still the most efficient and environmentally friendly way of dealing with this material. HCC currently support householders by offering reduced price compost bins to Hampshire residents and offering advice to residents to help them successfully compost at home. HCC smart living initiatives also include promoting and sharing messages including:

- Love food hate waste
- Repair cafes
- Swap shops /sustainable fashion

Action 4 – Support Hampshire County Councils smart living initiatives

We will work closely with HCC to promote smart living initiatives and campaigns, to try and reduce overall waste generation levels.

This action will help to achieve the following objectives:

- Objective 1 –Minimise carbon impact of waste/recycling service
- Objective 3 - Reduce levels of overall household waste

6.2.3 Communications

The introduction of any new service requires considerable investment in communications to ensure that the public and other stakeholders are informed. As part of the business case detailed under Action 1, an initial assessment of the communications requirements will be made. Depending on the exact nature of the future service, it may be that there is greater opportunity to communicate directly with individual households on issues such as:

- Excess waste
- Contaminated recycling
- Food waste service participation

Action 5 – Develop a Communications and Education Plan

Once the future of the frontline collection service is known, a comprehensive communications and education plan will be developed. Such a plan will include all the necessary communications channels, budget, and resources needed to deliver such a plan.

This action will help to achieve the following objectives:

- Objective 1 - Minimise carbon impact of waste/recycling service
- Objective 2 – Legislative compliance
- Objective 3 – Reduce levels of overall household waste
- Objective 4 - Increase quality and quantity of recycling

6.3 Recycling Banks

The council aims to provide a comprehensive kerbside collection service, that will mean bring sites are superfluous to the service. Evidence from the recent resident engagement survey suggested that 88% of residents either never or rarely used the sites to recycle glass; for DMR the figure was 93%.

Action 6 – Removal of recycling bring sites

We will remove the dry mixed recycling banks (blue) from all NFDC bring sites in summer 2021.

Once a comprehensive kerbside collection of all dry recyclables (including glass) has been established for all households throughout the district, bring sites will be removed.

We will continue to provide recycling points for materials that cannot be recycled from the kerbside:

- Textile recycling - banks will remain in place as per the Fareham Borough Council Framework contract at 16 sites across the district.
- Beverage cartons (e.g. tetra pak) recycling – further consideration will be given to additional carton recycling banks once:
 - A) Central government have made it clear whether this material should be collected within the kerbside collection; and/or
 - B) The likely future recycling collection system and infrastructure is confirmed (i.e. could any new MRF infrastructure effectively sort cartons from other materials

If the material is not to be collected at kerbside, we will seek to implement a number of banks across the district to serve our major towns and villages.

This action will help to achieve the following objective:

- Objective 1 –Minimise carbon impact of waste/recycling service
- Objective 3 –Reduce levels of overall household waste
- Objective 4 - Increase quality and quantity of recycling

6.4 In cab technology and round efficiency

A piece of consultancy work prepared for the council in 2018 by Wood, suggested that round restructuring would benefit from route planning software to maximise the efficiency of collection rounds.

Currently our operational staff rely on paper based and verbal feedback to their supervisors to report problems they encounter on the rounds. They currently have no way of providing communications to householders regarding contamination, as it is not easy to establish which household the sacks originate from.

Missed collections remain an issue, especially for services where not every household receives a collection, such as the garden waste service. There are further resource, cost and carbon implications of returning for missed bins, as often the crew will not be operating in the same area on the following day.

In-cab based technology systems and route planning software would be an essential requirement alongside major service changes and would provide the following benefits for the council:

- **Carbon and cost efficiency** - It is important that the Council structure its rounds to maximise efficiency on any given route.
- **Service efficiency** – we can reduce the time spent on paperwork by the crews and administration team, while removing the errors and lost data that come from re-keying handwritten paper records.
- **Better customer service** – in cab technology will allow for direct communications and information flow, not only between crew and supervisors, but also between the waste recycling administration team and more importantly the customer service team
- **Fewer missed bins** – routes and number of properties will be clearly available to the crew in the cab and notifications will appear for assisted collections, reducing the chance of missed collections. The crew can record bins as, 'not out for collection' in real time on the system, providing immediate feedback to the customer service team and supervisors.
- **Contamination** – If the crew are not able to collect a bin due to excessive contamination, they can record this in real time in cab and send immediate feedback to the supervisors and the customer service team.
- **Quicker reactions to problems** - Supervisors can exchange messages with drivers and send tasks from the office to any or all vehicles. Track collection progress and the percentage of work completed.
- **Trade waste and garden waste** – systems should support the management of our subscription services.

Action 7 – Explore route planning software and in cab technology system

We will include route-planning software and in-cab technology into the business case described under action 1. Such systems will work alongside reporting and communication systems linked to the self-service options on the corporate web page and the customer services team, to ensure efficient and accurate sharing of information.

This action will help to achieve the following objectives:

- Objective 1 – Minimise carbon impact of waste/recycling service
- Objective 3 – Reduce levels of overall household waste
- Objective 4 - Increase quality and quantity of recycling

6.5 Commercial waste

The council provides a business waste collection service that is integrated within the collection rounds for household waste and recycling. The pressure on businesses to separate waste and recycling and the inclusion of food waste may well see an increase in demand for this service.

The move to alternate week collections may make it more difficult for the council to provide the frequency of collection required by some businesses within its current integrated service. However, this will not become clear until a full round review and restructure for the new service has been carried out.

Action 8 – Review of the business waste collection service

Once the core future household waste waste/recycling service has been determined, carry out a review of the future business waste collection service. Work would include:

- Vehicle types and numbers
- Suitable container sizes for all waste streams
- Separation of food waste
- Collection frequencies
- Future charging policies

Changes to the business waste service would be based on consumer demand, financial viability, and environmental impact.

This action will help to achieve the following objectives:

- Objective 1 - Minimise carbon impact of waste/recycling service
- Objective 2 – Legislative compliance
- Objective 4 - Increase quality and quantity of recycling

6.6 Guidance for planners/developers

As the number of households within the NFDC area continues to grow, the Council needs to ensure that future housing stock has suitable provision that is consistent with the collection services we are providing. This includes such factors as:

- Provision of space for storage of waste/recycling internally (i.e. in kitchens, utility rooms)
- Provision of space for storage of waste/recycling externally
- Adequate access to properties so that our vehicle fleet can carry out collections efficiently and safely
- How much waste capacity should be provided in communal waste storage areas e.g. for flats

Action 9 – Refresh planning guidance with regard to waste and recycling

Once the core future household waste waste/recycling service has been determined, carry out a refresh of the existing NFDC Supplementary Guidance Document for Design of Waste Management Facilities in New Developments.

This action will help to achieve the following objectives:

- Objective 1 - Minimise carbon impact of waste/recycling service
- Objective 2 – Legislative compliance
- Objective 3 –Reduce levels of overall household waste
- Objective 4 - Increase quality and quantity of recycling

6.7 Develop performance dashboard monitoring

The Council recognises that inclusion of targets within this strategy will help to monitor progress towards the aims and objectives. However, the targets themselves are not included within this Draft Strategy for two reasons.

Firstly, until the exact nature of the future waste and recycling collection service is known, the potential performance improvements cannot be quantified. And secondly, in the RaWS, Central Government hint at some new indicators for measuring success in waste management. For example, for some time now there have been growing calls for measuring performance in terms of carbon emissions, rather than in terms of tonnages and percentages. This may lead to new national and/or local targets which the council may need to heed.

Action 10 – Develop performance dashboard monitoring

Once the core future household waste waste/recycling service has been determined, develop a Monitoring and Evaluation Plan that can measure the success of this strategy. This plan should also take account of any national developments in performance measurement.

This action will help to achieve the following objectives:

- Objective 2 - Legislative compliance

7.0 Risks and implications

There are several external factors that may affect the progress, direction of travel and success of this draft strategy. The major, as yet unknown factors are outlined in summary below.

7.1 National consultations and future legislation

The Environment Bill has not yet received Royal Assent and many aspects of RaWS are still subject to further consultation and secondary legislation in 2021-22. In particular there is uncertainty around:

- Exact requirements for consistency in collections
- Nature and scope of the Deposit Return Scheme, which could result in a reduction in cans, glass and plastic bottles collected at the kerbside
- Formula for distribution of funding for:
 - Packaging collection under new Extended Producer Responsibility arrangements
 - Funding from Central Govt to cover new burdens resulting from RaWS

7.2 Regional developments

NFDC have closely followed developments of the Hampshire waste partnership and the work that has been carried out to establish a way forward to replace/refit their current MRF's and more recently develop infrastructure to deal with food waste. Operational arrangements and financial mechanisms to cover future arrangements are still unknown and unlikely to become clear until early 2021.

Appendices

Appendix 1. Project Integra service comparison

AWC = Alternate week collection, for example, in the case of residual and DMR they would be collected fortnightly on alternate weeks

WCA	Residual frequency	DMR Frequency	Glass collection	Food collection	Garden waste
Basingstoke and Deane	 240L Weekly	 240L AWC	 AWC		 AWC/charge
East Hampshire	 240L AWC	 240L AWC	 Monthly		 AWC/charge
Eastleigh	 140L AWC	 240L AWC	 Monthly	 Weekly	 AWC/charge
Fareham	 180L AWC	 180L AWC			 AWC/Free
Gosport	 240L AWC	 240L AWC			 AWC/Charge
Hart	 140L AWC	 140L AWC			 AWC/charge
Havant	 240L AWC	 240L AWC			 AWC/charge
New Forest	 Weekly	 Weekly	 Monthly		 AWC/Charge
Rushmoor	 140L Weekly	 140L AWC	 AWC		 AWC/charge
Portsmouth	 AWC	 AWC		 Partial roll out/weekly	 AWC/charge

Southampton	 140L AWC	 240L AWC			 AWC/charge
Test Valley	 240L AWC	 240L AWC			 AWC/charge
Winchester	 240L AWC	 240L AWC			 AWC/Free

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Appendix 2. Detailed modelling options










Option	Food	Dry Recycling	Glass	Residual waste	Garden
1 “Three weekly residual, co-mingled”	Each household given 2 containers – a small caddy for internal use, and a larger caddy for external use which is placed out for collection on a weekly basis. Caddy liners to be provided by the Council. Collected on standalone food waste vehicles.	Each household given a 240l wheeled bin, for cans, paper, plastic bottles and card (i.e. the current materials collected in clear sacks). Collected fortnightly.	Collected in a box on a 4-weekly schedule – no change from existing service	Collected in a 240l wheeled bin, on a 3-weekly basis, on standalone vehicles.	Households which subscribe to this chargeable service would be given a 240l wheeled bin, collected fortnightly on standalone vehicles
2 “AWC, co-mingled”	Each household given 2 containers – a small caddy for internal use, and a larger caddy for external use which is placed out for collection on a weekly basis. Caddy liners to be provided by the Council. Collected on standalone food waste vehicles.	Each household given a 240l wheeled bin, for cans, paper, plastic bottles and card (i.e. the current materials collected in clear sacks). Collected on AWC basis, on standalone vehicles.	Collected in a box on a 4-weekly schedule – no change from existing service	Collected in a wheeled bin, on an AWC basis, on standalone vehicles	Households which subscribe to this chargeable service would be given a 240l wheeled bin, collected fortnightly on standalone vehicles
3 “Kerbside sort”	Each household given 2 containers – a small caddy for internal use, and a larger caddy for external use which is placed out for collection on a weekly basis. Caddy liners to be provided by the Council. Collected on a kerbside sort vehicle, along with dry recycling and glass.	2 kerbside boxes, collected weekly in a kerbside sort vehicle along with food waste and glass.	Box, collected weekly in a kerbside sort vehicle along with dry recycling and food waste.	Collected in a wheeled bin, on a fortnightly basis, on standalone vehicles.	Households which subscribe to this chargeable service would be given a 240l wheeled bin, collected fortnightly on standalone vehicles
4 “AWC, Twin Stream”	Each household given 2 containers – a small caddy for internal use, and a larger caddy for external use which is placed out for collection on a weekly basis. Caddy liners to be provided by the Council. Collected on standalone food waste vehicles.	Glass/cans/plastic in one stream, in a wheeled bin (size TBC) and paper/card in another stream (container TBC but likely to be a reusable bag). Collected on an AWC basis, on split-bodied vehicles which collect both streams at same time.	See info under “Dry Recycling”	Collected in a wheeled bin, on an AWC basis, on standalone vehicles.	Households which subscribe to this chargeable service would be given a 240l wheeled bin, collected fortnightly on standalone vehicles

Appendix 3. Alternatives to the single use sack collection modelled by Wood









	Baseline	Option 1 & 2	Option 3	Option 4
Service description	DMR – single use clear sack Glass - box	DMR - wheeled bin Glass - box	All materials sorted by the householder into 3 or 4 separate containers	Plastic, cans and glass -wheeled bin Paper and cardboard – reusable bag
Collection frequency	DMR weekly, glass monthly	DMR fortnightly, glass monthly	All weekly	Both streams AWC
Number of containers required per household	2	2	3	2
No. visits required to collect all dry recycling from a household	2	2	1	1
Implications of this collection system on waste transfer	N/A	None. Under options 1 & 2, food waste is collected on standalone vehicles, and so transfer stations do not necessarily have to accommodate both food waste and dry recycling deliveries.	High impact – transfer stations require significant reconfiguration to accommodate multiple streams (including recycling and food) arriving simultaneously on same collection vehicle.	Medium impact - transfer stations require some reconfiguration to accommodate 2 streams arriving simultaneously on same collection vehicles (but not food)
Implications on MRF	N/A	MRF would no longer have to allow for splitting open of NFDC sacks.	No MRF required for this collection system.	MRF required to sort the plastic/cans/glass stream. However, a smaller and simpler MRF than current MRFs.
Impact on material quality	N/A	Some improvement because of ability to tackle contamination at kerbside	Significant improvement because of degree of separation carried out by resident and crew.	Medium improvement because of degree of separation carried out by resident and crew.
Level of compliance with future legislation:				

(a) Greater separation and EPR funding	Low – doesn't comply with future requirement for greater separation of waste.	Low – doesn't comply with future requirement for greater separation of waste.	High – streams collected separately	Medium – separation of paper/card from other materials will ensure it maintains quality, and the sorting process for cans/glass/plastic has good material quality outcomes
(b) Deposit Return Scheme – flexibility to adapt to changing materials at kerbside	High – collection rounds could be re-organised to take account of lower material volumes in future	High – collection rounds could be re-organised to take account of lower material volumes in future	Low – collection vehicles collect more than just drinks containers, and unless an equivalent reduction in volumes was seen in food waste and paper, it would be difficult to re-organise collection rounds.	Medium – a DRS could lead to volume reduction of glass, cans and plastic bottles. If needed, the 60:40 split in the split-bodied vehicle could be reversed to increase round efficiency.
Opportunity for phased service change	n/a	Good opportunity, because there is no co-collection of food waste on same vehicle.	Limited opportunity, because of co-collection of food waste on same vehicle.	Good opportunity, because there is no co-collection of food waste on same vehicle.
Health and Safety considerations	Manual handling of sacks and glass box. Noise impact of box.	Fewer manual handling issues but noise impact from glass remains.	Greater levels of manual handling required.	Reduction in manual handling, and reduction in impact of noise from glass because it is collected mixed with other materials.

Appendix 4. Best performers comparison 2017/18

	East Riding of Yorkshire Council	Rochford District Council	South Oxfordshire District Council	Three Rivers District Council	Surrey Heath Borough Council
Recycle Rate	64.5%	63%	63%	62.4%	61.4%
Management	In house	Waste management Company	Waste management Company	In house	Waste management Company
Recycle collections	Wheeled Bin 180 - 240L 	Wheeled Bin – 180 - 240L 	Wheeled bin- 180- 240L 	Wheeled bin 180 - 240L 	Wheeled Bin 181- 240 Litres 
	Non-reusable sack (split service) 	Non-reusable sack (textiles) 	Non-reusable sack (textiles) 		Household provided plastic bag (textiles) 
	Fortnightly	Fortnightly	Fortnightly	Weekly	Fortnightly
	Co-mingled 154411 Households Glass, can, tins, foil, card, paper, plastic bottles, mixed plastics,	Co-mingled plus textiles 36012 Households Glass, Cans, foil, card, plastic bottles, mixed plastics, paper, card, textiles, cartons	Co-mingled 60934 Households Glass, cans, Foil, card, plastic bottles, mixed plastics, paper, batteries, textiles, cartons	Co-mingled 37450 Households Glass, cans, foil, card, plastic bottles, mixed plastic, paper, cartons	Co-mingled plus textiles 35270 Households Glass, cans, foil, card, plastic bottles, mixed plastics, paper, batteries, textiles, cartons, plastic bags & film
Food waste	Mixed food and garden waste collection 7 litre kitchen caddy & 180 - 240L wheeled bin	Mixed food and garden waste collection Weekly Wheeled bin 140L or less	Weekly separate collection 7L kitchen & 23L kerbside caddy	Weekly separate collection 7L kitchen & 23L kerbside caddy	Weekly separate collection 7L kitchen & 23L kerbside caddy
Garden waste	Free	Free	Chargeable fortnightly Wheeled bin 180-240L	Chargeable fortnightly Wheeled bin 180-240L	Chargeable fortnightly Wheeled bin 180-240L
Residual	Wheeled bin 180 -240L Non-reusable sacks also used Fortnightly	Wheeled bin 140-180L Wheeled bin 240L Communal wheeled bin 360L Fortnightly	Wheeled bins 140 -180L Fortnightly	Wheeled bins 140L Wheeled bins 240L Fortnightly	Wheeled bins 140 -180L Fortnightly

Appendix 5. Nearest neighbours Performance comparison 2017/18

	New Forest District Council	Barbergh District Council	Wealden District Council	Suffolk Coastal District Council	North Somerset Council
Recycle Rate	34%	34.7%	51.3%	54%	57.1%
Residual (kg/hh/yr)	433.5	490	400.7	340.3	316.2
Recycle collections	Non-reusable sack  60L Glass box 	Wheeled Bin – 180 - 240L 	Wheeled bin- 180- 240L  35-60L box (glass) 	Wheeled bin 180 - 240L 	Box 35-60 L  240L Communal wheeled bins provided for flats 
	Weekly	Fortnightly	Fortnightly	Fortnightly	Weekly
	Two stream	Co-mingled	Two stream	Co-mingled	Multi stream
	82000 Households	38970 Households	60934 Households	600014 Households	85704 Households
	Glass, can, tins, card, paper, plastic bottles, mixed plastics	Cans, foil, card, plastic bottles, mixed plastics, paper, card, cartons *Service changes May 2019 no cartons	Glass, cans, Foil, card, plastic bottles, mixed plastics, paper, batteries *This service has changed to comingled June 2019	cans, foil, card, plastic bottles, mixed plastic, paper, cartons *Service changes May 2019 no cartons	Glass, cans, foil, card, plastic bottles, mixed plastics, paper, batteries, textiles, cartons
Food waste	No Separate food waste collection	No separate food waste collection	No separate food waste collection		Weekly separate collection 7L kitchen & 23L kerbside caddy
Garden waste	Chargeable fortnightly reusable sack 15,000 customers	Chargeable fortnightly Wheeled bin 240L 9600 customers	Free garden waste collection scheme Wheeled bin 180-240L *This service has now changed to chargeable fortnightly Wheeled bin 180-240L	Chargeable fortnightly Wheeled bin 180-240L Collection service, mixed food waste and garden waste.	Chargeable fortnightly Wheeled bin 180-240L
Residual	Non-reusable sacks Weekly	Wheeled bin 180L- 240L Fortnightly	Wheeled bin 180L- 240L Fortnightly	Wheeled bins 180L - 240L Fortnightly	Wheeled bins 140 -180L Communal wheeled bins for flats 360L Fortnightly

Appendix 6. Engagement survey – Executive summary



Waste and recycling survey

New Forest District Council

Executive Summary

April 2020

In December 2018 Government released the 'Our Waste, Our Resources: A Strategy for England'. The strategy sets out key objectives for dealing with waste nationally, and suggests ways in which these objectives might be achieved. To better understand residents' views on services and to inform the Council's transformation plans to improve its service delivery, New Forest District Council commissioned ME-L Research to undertake a residents' survey on their behalf.

A doorstep and online survey was carried out with residents which was weighted to be representative to known characteristics of the district as a whole. The fieldwork took place between January and February 2020 and overall 3,832 residents responded to the survey. The section presents the key findings of the research.

Service importance & satisfaction

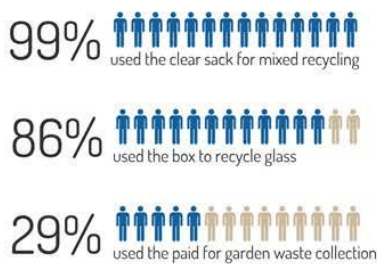
Relationship between service importance & satisfaction



% very / fairly satisfied with...

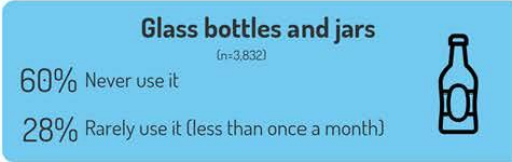
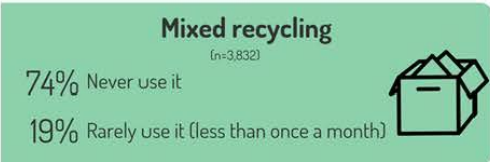


Claimed usage of the kerbside recycling services





Claimed usage of local recycling banks

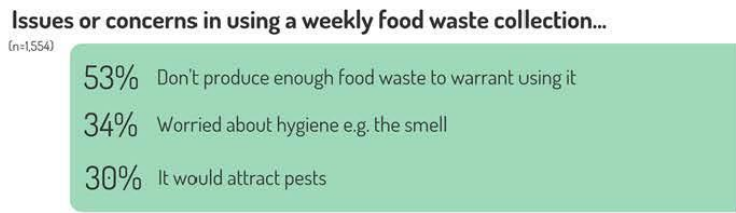
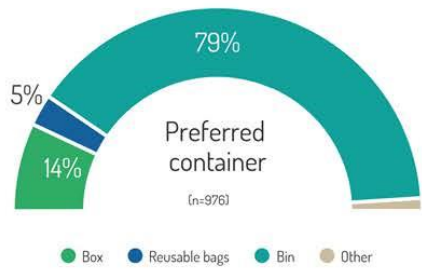
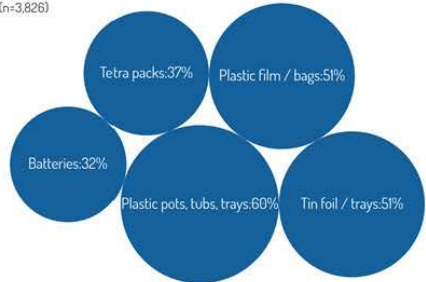


Motivations to recycle more



Improvements to services

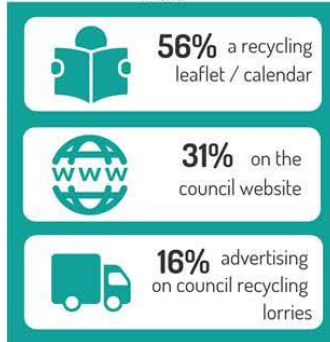
The council needs to recycle more...
(n=3,826)



Communications

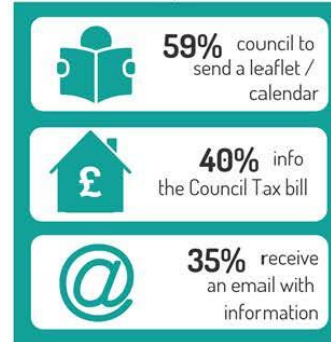
Where information about waste & recycling has been seen or heard...

(n=3,832)



Preferred way of receiving information on waste & recycling...

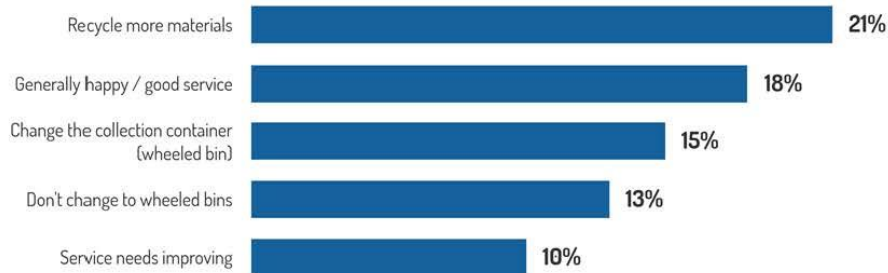
(n=3,837)

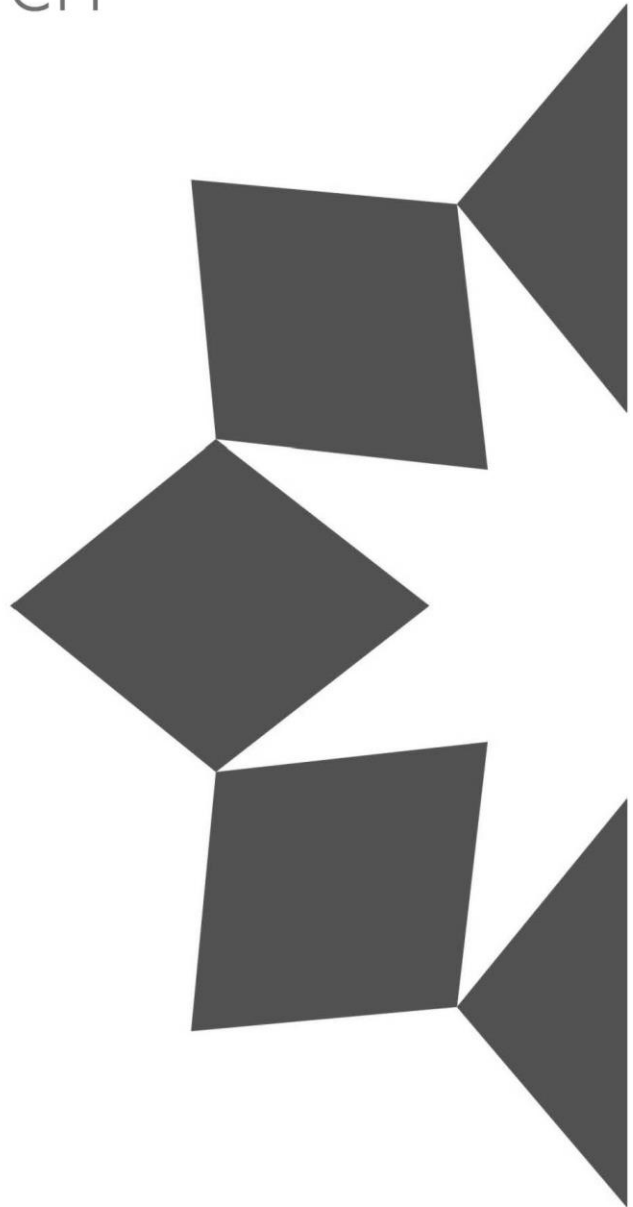


Additional comments

Top five themes

(n=1,200)





Appendix 7 - Acronyms

AD – Anaerobic Digestion

AWC – Alternate Week Collection

DRS – Deposit Return Scheme

EPR – Extended Producer Responsibility

ERF – Energy Recovery Facility

HCC – Hampshire County Council

HWP – Hampshire Waste Partnership

HWRC – Household Waste Recycling Centre

MRF – Materials Recovery Facility

PTT – Pots, tubs and trays

PI – Project Integra

RaWS – Resource and Waste Strategy

WCA – Waste Collection Authority

WDA – Waste Disposal Authority

WRAP – Waste & Resources Action Programme

New Forest District Council - Draft Waste Strategy Stakeholder Engagement Plan

October 2020

1. Introduction

The proposed actions set out in the council's draft waste strategy document will shape the future of our waste and recycling collections for the New Forest. Waste and recycling services are delivered to the door of every household across the district every week. These proposed actions could lead to substantial changes to those services that will affect our residents. Therefore, it is important that succinct and timely information is made available to our residents and opportunity for comment on the direction of travel is provided.

Residents are not the only stakeholders with an interest in these proposed service actions. This document sets out who our key audiences are; and the engagement approaches taken to ensure that targeted information is made available.

2. Engagement approach

The reasoning for the proposed actions detailed in the draft waste strategy is multi-faceted. It is felt that in order to make a fair comment of the proposed actions, stakeholders must be provided with as much background information as possible. The best way to do this is to ensure that:

- Stakeholders are signposted to detailed and up to date information online
- where possible targeted information, forums and feedback opportunities are created for individual stakeholder groups

We know that our waste and recycling collections must change. The purpose of the engagement work is to gather opinions from stakeholders of how the collection system described in Action 1, and other parts of the strategy, may affect them. The feedback will enable us to develop a final strategy that considers the needs of these stakeholders alongside the other key drivers described in the Strategy.

3. Identifying Stakeholder Groups

The council formed a waste strategy working group in August 2019 to help guide the development of the draft strategy. This working group were also instrumental in the identification of the key stakeholder groups, which were identified as follows:

- Residents of the New Forest
- Elected Members
- Frontline Staff
- Hampshire CC
- Parish Councils
- Housing associations and NFDC Housing
- NFDC Planning and Developers
- Local businesses

- National Park Authority,
- Forestry England
- Verderers

4. Engagement timeline

- Draft Waste Strategy and summary document finalised – 7th October 2020
- Environment Overview and Scrutiny Panel – 15th October 2020
- Cabinet report – 4th November 2020
- Decision call in period (5 days) – 5th November to 11th November
- Draft strategy engagement period (4 weeks) – 12th November to 10th December

5. Waste strategy stakeholder actions

5.1 Members

- Agenda, covering report, draft Waste Strategy document and summary document provided in preparation for the Environment panel report – available 7th – 9th October 2020
- Engagement pack for all Members made available from 12th November, sent via email to include:
 - Draft waste strategy and summary document
 - An FAQ document tailored to members
 - Link to an open comment response form for members
 - Information on how to obtain paper copies of the documents
 - Information regarding Member Q & A sessions
- An online Member Q & A session to be held during the engagement period.
 - A panel of Officers, waste industry consultants, representatives from WRAP and other local Authorities, will answer pre-submitted questions from members.
 - Session will be time constrained
 - Dates, registration details and question submission details will be provided to members on 12th November via their engagement pack email

5.2 Operational staff

- Staff briefing sessions held at all depots 2nd, 5th, 7th October 2020
- Staff Newsletter provided 2nd October detailing the current position of the draft waste strategy development
- Engagement pack provided to all operational staff by 12th November 2020, paper copies available at each depot distributed via supervisors, to include:
 - Draft waste strategy summary
 - FAQ's tailored towards operational staff
 - Response sheet for open comment and deadline for submission
 - Link to full waste strategy document online & option to request a paper copy

5.3 Waste and Transport office-based staff

- Engagement pack sent via email by 12th November 2020, to include:
 - Draft waste strategy and summary documents
 - FAQ's tailored towards office-based staff
 - Response form link for open comment and deadline for submission

5.4 Customer service & information office staff

- Briefing meeting with service managers 5th October 2020
- Timeline and proposed engagement plan provided
- Draft waste strategy 'brief bites' document provided to all customer service and information office staff, to include:
 - o Key dates and timeline
 - o Information on resident engagement
 - o Sign posting links for documents and resident responses (live dates)
 - o Standard response template for web chat, email and Customer Service enquiries
 - o Information on how residents can respond if they do not have access to online information
- Paper copies of the 'Draft Waste Strategy Summary' document to be provided to all information offices

5.4 Residents

- Information on the web page regarding the waste strategy review process
<https://www.newforest.gov.uk/article/1636/Our-waste-and-recycling-strategy-August-2020-update>
- Full Draft Waste strategy document & summary document available from 9th October 2020 via the Council meetings calendar at democracy.newforest.gov.uk only
- Web page - newforest.gov.uk/wastestrategy updated on 12th November to include:
 - o Full Draft Waste strategy document & summary document
 - o FAQ's for residents
 - o Link to complete the online resident engagement survey and opportunity for open comment
 - o Timeline for approval meetings
 - o Engagement period details
 - o Details on how to obtain paper based and accessible copies of the draft waste strategy, summary document and resident's engagement survey
- Promotion of draft waste strategy engagement from 12th November 2020 via:
 - o Social media
 - o Enews
 - o Printed media (where print/publication dates allow)

5.5 Parish and Town Councils

- Engagement pack sent via email on the 12th November to include:
 - o Links to online information for residents
 - o Draft waste strategy and summary document
 - o Link to an open comment response form for town and parish councils

5.6 Local businesses and NFDC business waste customers

- Letter/email to all business waste customers on 12th November including:
 - o Link to draft waste strategy and summary document
 - o FAQ's for businesses
 - o Link to an open comment response form for businesses

- Promotion of draft waste strategy engagement from 12th November 2020 via NFBP e-newsletter

5.7 The Verderers, New Forest National Park Authority, and Forestry England

- Online meeting with representatives of the above authorities held in early October
- Engagement pack to be provided from the 12th November 2020 to include:
 - o Draft waste strategy and summary document
 - o Link to an open comment response form

5.8 NFDC Planning and Housing

- Email to internal departments, sent Early October, to include:
 - o proposed timeline and key dates from Oct 2020
 - o Draft waste strategy and summary document
- Engagement pack sent to resident association groups from 12th November 2020

5.9 Hampshire County Council and Project Integra

- Updates and relevant documents to be provided in line with current scheduled meetings

5.10 Other NFDC Staff

- Update all staff via email on the 12th November 2020, to include links to online information as provided to residents

5.11 Media

- Media briefing mid October
- Preparation of a press release 12th November 2020

6. Review

A review of all stakeholder responses will be carried out from the 10th December 2020. An engagement report will be prepared for review of the waste strategy working group in Early January 2021. This report will highlight any key outcomes from the engagement work.