

Sustainable development panel

Date: Wednesday, 13 January 2016

Time: 09:30

Venue: Westwick room, City Hall, St Peters Street, Norwich, NR2 1NH

Committee members:

Councillors:

Bremner (chair)
Herries (vice chair)
Bogelein
Grahame
Jackson
Lubbock
Thomas (Va)
Woollard

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Agenda

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Date of publication: **Wednesday, 06 January 2016**

Sustainable development panel**09:30 to 11:30****25 November 2015**

Present: Councillors Bremner (chair), Herries (vice chair), Bogelein, Grahame, Jackson, Maxwell (substitute for Councillor Thomas (Va) and Woollard

Apologies: Councillors Lubbock (other council business) and Thomas (Va)

1. Declarations of interest

There were no declarations of interest.

2. Minutes

RESOLVED to approve the minutes of the meeting held on 4 November 2015.

3. Joint Core Strategy Annual monitoring report

The planning team leader (policy) presented the report and a supplementary report comprising a summary of the findings of the monitoring report.

The planning team leader, together with the head of planning services and the planner (policy) answered members' questions. This included confirmation that the Joint core strategy (JCS) took account of changing demographics as the proportion of older people in the population was projected to increase over the next 20 years. The detail was set out in the Greater Norwich strategic housing needs assessment. Referring to the county council's Joint strategic needs assessment, the planning team leader said that there was a move to increase support to older people in their own homes. This put pressure on housing availability but reduced the need for increasing the provision of specific residential accommodation with care facilities.

Discussion ensued on the need to provide appropriate, affordable housing to meet the demographic profile and the government's proposals under the Housing and Planning Bill 2015-2016.

The panel noted that the definition of a lower super output area related to the reporting of statistics, such as census returns and other information, for a geographic area of around 1,500 people. It was previously known as an enumeration district.

In reply to a question, the head of planning services explained that some of the information used to monitor the performance of the JCS was no longer collected

nationally or locally and that this would be reflected in next year's monitoring report. Members of the panel were invited to email questions on specific aspects of the monitoring report to the head of planning services who would arrange for the questions to be collated and circulated to members. A member sought an explanation for the 2013-14 statistics for Norwich and Broadland (on page 79 of the monitoring report) which showed a significant increase in the number of total dwellings with category 1 hazards.

The head of planning explained that conservation area appraisals had slipped due to staffing resources either being directed to development control, as the market had picked up or due to staff turnover. The next conservation area to be appraised would be Hellesdon.

The panel discussed the implications of permitted development rights which enabled office spaces to be converted to residential accommodation without the need for planning permission and resulted in there being no scope for the local planning authority to seek affordable housing or ensure that the residential units met minimum space standards. A member referred to the vacant office space and asked whether there was a demand for new office space. The panel was advised that it tended to be older office blocks that were being converted to residential accommodation. The high cost of development meant that new office blocks were usually purpose built for a particular firm; there was good demand for newer, higher quality office buildings, which meant that these were unlikely to be converted to residential. There was also demand from firms in the creative industries looking for office spaces in quirky, older buildings. The offices that had been repurposed for residential use were usually offices that had been built in the fifties or sixties and had been vacant for some time and difficult to modernise.

In reply to a question on the Northern City Centre Area Action plan the head of planning services explained that the new owners of Anglia Square were in discussion with the council about the process to follow in securing its regeneration. The existing planning consent for a mixed development including 318 units of housing, of which 33% was to be affordable housing, had been contingent on a large supermarket store being secured as the anchor for the site and therefore was not viable without it.

RESOLVED to:

- (1) note the publication and content of the 2014-2015 Joint Core Strategy Annual monitoring report;
- (2) ask members to submit detailed questions to the head of planning services and note that the questions and answers will be collated and circulated to members of the panel.

4. Retail Monitor 2015

The planner (policy) presented the report.

During discussion the planning team leader (policy), together with the head of planning and the planners (policy) answered members' questions. The panel noted that the development of the city centre strategy was in its early stages and that the

council would be working closely with the Norwich Business Improvement District (BID) and the Norwich Society, which was in the process of developing its own city centre strategy.

The chair welcomed the report which demonstrated that the city had continued to thrive as a regional retail centre.

RESOLVED to note the findings of the 2015 Retail Monitor.

5. Environmental statement

The environmental strategy manager presented the report. He pointed out that paragraph 1 should have been amended to replace the "XXXX 2014" with "27 February 2013", the date of the meeting where the panel considered the Climate Local commitments (approved at cabinet at its meeting on 20 March 2013). It was also noted that the reference to the pink pedalway in paragraph 4 c) ii) of the Environment statement should be corrected by deleting "pink" and replacing it with "blue".

During discussion the environmental strategy manager referred to the report and answered members' questions. The panel noted that the Christmas street lights in the city had been replaced with LED lights and that the floodlights at City Hall would be replaced with LED lights after Christmas.

In reply to a question, the environmental strategy manager said that the government's reduction in the feed-in tariff meant that the large scale roll out of photovoltaic solar panels across the council housing stock would not be viable. This could be considered in the future as the cost of installation would be reduced as technology advanced.

Discussion ensued on the successful delivery of Cosy City and the reliance on external funding to operate this scheme. The city council had been the only authority to ensure that all its funding had been allocated to help people in fuel poverty. It was noted that initiatives such as Switch and Save reduced fuel costs to people in fuel poverty without an initial outlay. A report on Cosy City had been deferred to the next meeting of the panel so that the outcome of the government's autumn statement and proposals for the Green Deal had been announced.

Members noted that the council's procurement strategy ensured that its contractors complied with the council's environmental policy and contributed to its reduction in carbon dioxide. Contractors were required to provide an annual report.

The environmental strategy manager referred to the council's fleet review and said that it was evident that there could be some efficiency savings and that it could be used effectively. The council had removed the diesel Vauxwagon polos from its fleet in 2008 before the recent concern about the misrepresentation of emissions from these vehicles.

During discussion a member suggested that at events for the recycling and collection of electrical goods, there should be publicity about the facilities at the permanent site at Swanton Road, Mile Cross. General discussion ensued about the scope to

promote recycling and reduce landfill. It was considered that there was around 20% of recyclable food waste still in the general refuse.

During discussion on the built environment and planning; and the natural environment sections of the statement, the environmental strategy manager and the planning policy team leader (policy) answered members' questions. The panel discussed the importance of bio-diversity and how air quality would be modelled as part of a planning application.

The chair said that he was very pleased that the city council and its officers had in contributing to the council's carbon reduction targets and the progress that had been made.

A member suggested that appendix B the table that set out the actions against the environmental statement would be more informative to the reader if dates were added. The environmental strategy manager said that this could be considered when the environmental statement was reviewed and explained that the team had been under pressure as the environmental statement, Climate Change Local and HECA reports had all been due at the same time.

The chair said that the scrutiny committee would be considering the environmental statement at its meeting in January 2016.

RESOLVED to note the environmental statement and progress on the actions that has been made.

6. Photo-voltaic (PV) panel array on the roof of City Hall

The environmental strategy manager presented the report.

Members of the panel commented that it was regrettable that some of the panels had not been operational during the summer months due to the roof repairs.

The panel agreed that in future information on the progress of the PV panels could be disseminated to members by email or published on e-councillor.

RESOLVED to:

- (1) note the report;
- (2) ask the environmental strategy manager to monitor the usage of the PV panel array on the roof of City Hall and to circulate information to councillors periodically.

CHAIR

Report to Sustainable development panel
13 January 2016
Report of Executive head of regeneration & development
Subject Cosy City update

Item

4

Purpose

To consider the progress made against addressing energy efficiency within the private sector housing stock. This report sets out the energy conservation measures and grants which have been delivered via the Cosy City programme.

Recommendation

To consider the progress made.

Corporate and service priorities

The report helps to meet the council's corporate priority of Prosperous City helping to improve energy efficiency within the private sector housing stock and therefore contributing to lowering per capita emissions from domestic sources.

Financial implications

None in addition to those already budgeted for.

Ward/s: All wards

Cabinet members: Councillor Bremner, environment and sustainable development

Contact officers

David Moorcroft – Executive head of regeneration and development 01603 212226

Richard Willson – Environmental strategy manager 01603 212312

Eleanor Carter – Affordable Warmth Officer 01603 21112

Background documents

None

Report

1. Reducing energy use has important environmental, social and economic benefits and therefore clearly contributes to Norwich City Council's corporate priorities. It will help meet national and international targets to reduce emissions of carbon dioxide, one of the main contributors to climate change.
2. In addition, recent increases in fuel prices have resulted in a rise in fuel poverty nationally and so further emphasised the importance of increasing domestic energy efficiency. Improving energy efficiency in communities, especially deprived ones, is vital to improving the health outcomes of the local area but also enhances prosperity locally via reducing utility bills for citizens as well as creating local employment opportunities.
3. However, more than a million households in the UK cannot afford to heat their homes sufficiently even though a member of the household is in work. A study by Policy Exchange looking at the 2.3m households in England in fuel poverty found that half of them, around 1.1m households, had someone in work.
4. Therefore, there appears to be a disconnect between the government's ambition to improve the energy efficiency of all fuel-poor homes to a decent band C level and the amount of money being spent on the issue.
5. In Norwich we believe that 12.3 per cent of households are experiencing fuel poverty. That equates to a staggering 7,335 households. In addition in the last 4 years, we have seen a credit crunch, a double dip recession and a period of limited economic growth. National policy changes such as welfare reform will also affect some of the most vulnerable residents in the city.
6. In response the council has worked to improve its own housing stock as well as assisting improvements within the private sector via enforcement and incentives such as Cosy City. This report sets out the energy conservation measures and grants which have been delivered via the Cosy City programme.
7. Our programme of activities has been assisted by a number of national Governmental incentives such as the Green Deal, Green Deal HIF (Home Improvement Fund) ECO (Energy Companies Obligation) and HHCRO (Home Heating Cost Reduction Obligation). In 2015 a number of these incentives were ended as part of the government spending review, including the flagship energy incentive called the Green Deal.
8. Following the launch of the Cosy City project, in Summer 2014, Norwich City Council was successful in gaining over £400,000 of DECC Greener Communities funding as part of a wider bid with Broadland and South Norfolk district councils to provide incentives and grants to improve energy efficiency in the private sector. As part of the bid Norwich City Council with its partners Fosters Property Maintenance and Aran Services have delivered the following measures during the scheme.
9. To date Cosy City has referred over 1,100 people to grant assisted energy efficiency measures and/ or advice.

10. Cosy City has installed Solid Wall Insulation (SWI) on 67 properties. On average Cosy City provided grants of £5800 towards the cost. In total Cosy City provided over £390,000 of unique funding for SWI within the Norwich area for 2015/16.
11. Cosy City provided over £36,000 of non-national funding to replace broken or inefficient boilers for the most fuel poor or vulnerable. This helped 40 families keep warm for less. Many with heating for the first time in years due to their circumstances. To ensure no future fuel poverty issues Cosy City works with the councils "Big Switch and Save" programme to ensure the clients are on the best available energy deals.
12. Cosy City has provided over £10,000 in grants to help insulate lofts and cavity walls regardless of income. Assisting over 100 properties within the Norwich Area.
13. Finally Cosy City provided grant assisted Green Deal or EPC assessments by offering a 50% discount on the price. This helped over 200 households understand how they could access the Green Deal and 400 EPC's to help households understand where to make energy improvements to their property.
14. Over time NCC hopes to see SAP improvements within the private sector housing stock.

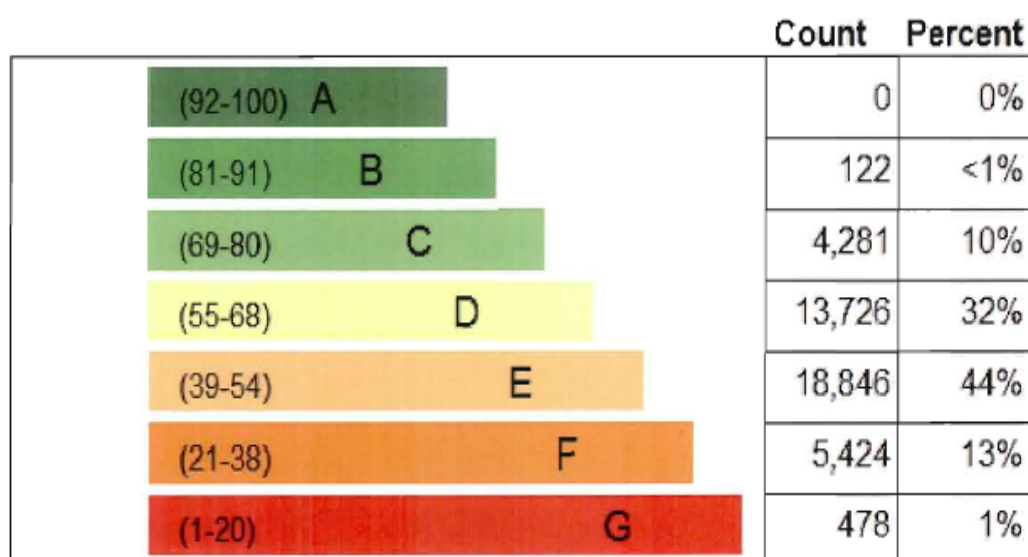


Fig 1. Energy Efficiency Rating (Based on SAP) private sector stock for Norwich City.

15. Regretfully 2016/17 will be a potentially barren year for domestic energy efficiency if action is not taken to replace the energy efficiency programmes removed in 2015. The Green Deal Home Improvement Fund (GDHIF) as well as the Green Deal (GD) has been axed by central government without any replacement. This is despite its regular over-subscription (GDHIF) – and with less than one-third of its original budget allocated.
16. The 2013-2017 Energy Company Obligation (ECO) upon the Big Six energy companies was also cut in December's Autumn Statement. Its main energy/carbon saving component was cut by 34 per cent. The consequence of this policy switch is that, 18 months before it is formally due to end, almost all the energy companies have mostly fulfilled all their obligations under this scheme. With no sign yet of what, if anything, will replace it in April 2017.

17. This means that 2016 will be an even more barren year for residential installations in existing homes. Current levels of installations in basic energy saving measures are already now running at less than one-quarter of the position less than four years ago. In addition a number of businesses associated with energy efficiency measures are downsizing or closing their activity within this previous buoyant sector.
18. The Federation of Master Builders (FMB) said the government must set out a clear vision for what will replace the Green Deal. The FMB CEO described the Green Deal as the greatest flop of the last Parliament: "It failed spectacularly in its mission to incentivise millions of house holders to improve the energy efficiency of their homes. However, the government would have been wise to reform, rebrand and relaunch the Green Deal rather than scrap it altogether."
19. To date DECC's Energy and Climate Change Committee have announced little information in regards to energy efficiency policies moving forwards. They are looking at "various initiatives...so we can work with industry to design a system that will deliver the most cost effective solution".
20. To keep the Cosy City programme active until the parliamentary review of energy improvement grants the scheme is working with the 3rd sector to apply for grants directly with the big six. Eg: British Gas Energy Trust and other direct funding from the big six as well as helping Aran Services to identify smaller measures still funded via the existing ECO arrangements.
21. Cosy City will also aim to identify any alternative options for household energy improvements such as Energy Service Companies(ESCO's), European funding and promotional activities of new energy saving technology such as LED's or any remaining renewable energy generation incentives (FITs/ RHI).
22. Finally the council will continue to work with the End Fuel Poverty Coalition, Age UK and other NGO's to ensure that this issue is highlighted at a national and local level.

References:

Norwich City Council HECA report 2015-2017

Report to	Sustainable development panel	Item
	13 January 2016	
Report of	Environmental services development manager	5
Subject	Integrated waste management strategic objectives: Progress report	

Purpose

This is an update for members on progress against the service Action Plan for waste prevention and recycling and the integrated waste management strategic objectives.

Recommendation

To note the contents of this report.

Corporate and service priorities

The report helps to meet the corporate priority 'a safe and clean city' and the service plan priority 'to deliver an efficient and effective waste service whilst increasing landfill diversion rates'.

Financial implications

Ward/s: All wards

Cabinet member: Councillor Bremner – Environment and sustainable development

Contact officers

Chris Eardley, Environmental services development manager 01603 212251

Background documents

None

Report

Introduction

1. This report provides headline details on progress against the integrated waste management strategic objectives in 2015 and precedes a detailed analysis of the major current issues, which will be provided to the sustainable development panel (SDP) in the spring.
2. The strategic objectives for waste and recycling were endorsed by the SDP in December 2013 and approved by cabinet in February 2014. The six objectives are -
 - a) **To reduce the level of residual household waste per household to 90% of the 2013-14 level by 2016 and to 80% of the 2013 level by 2020**
 - b) **To promote waste prevention and recycling through public engagement campaigns**
 - c) **To develop and improve the quality and range of recycling services available to Norwich residents**
 - d) **To achieve a recycling rate of 50% by 2016 and to seek to achieve a recycling rate of 60% by 2020**
 - e) **To improve participation, set-out rates and collected tonnages for recycling services, particularly the weekly food waste service**
 - f) **Through objectives A to E, seek to increase landfill diversion rates year-on-year and reduce landfill tonnage to 80% of the 2013 level by 2020**
- 3 The council seeks to achieve these objectives through a combination of projects and initiatives in accordance with the agreed Service Action Plan (SAP).

Service Action Plan

4 Table 1

Objective	RAG status	Direction of travel	Comments
a) To reduce the level of residual household waste per household to 90% of the 2013-14 level by 2016 and to 80% of the 2013 level by 2020	Red	↓	<p>Household waste levels continue to increase throughout the county and throughout the country. In part this is due to with low inflation and the continued fall in the prices of oil and raw materials. As a result of these factors consumer spending has increased.</p> <p>In Norwich, household waste levels for 2014/15 show that Norwich remains the best performing authority in Norfolk.</p> <p>Residual waste per household per week</p>

Objective	RAG status	Direction of travel	Comments
			<p>2014/15 –</p> <ul style="list-style-type: none"> • Breckland 10.26kg • Broadland 8.96 • Great Yarmouth 10.95 • Kings Lynn 8.66 • North Norfolk 8.91 • Norwich 8.57 • South Norfolk 9.64 <p>Detailed ‘before and after’ waste audits were carried-out in 2014/15 to assess the effects of the new recycling service which commenced in October 2014. Results were variable across the county, but clearly highlighted that easily/conveniently recyclable material was still being discarded as waste in all areas and in disappointingly large quantities - see para a).</p>
b) To promote waste prevention and recycling through public engagement campaigns	Amber	↑	<p>Public engagement activities continued during 2015 with the student engagement programme, door-knocking programme, red card follow-ups, recycling events and the ‘Recycling Revolution’ (Phase 2) campaign. These activities reached many thousands of residents during the year.</p> <p>In response to the requirements of the Transformation Programme, the dedicated door-knocking team ceased activities in September 2015 at the end of their temporary funding. Remaining officers in the environmental services team are currently part of a restructure process which includes for these SAP objectives to be included as specific elements of the new Team Plan. These will then be effectively delivered by the new team alongside their multi-disciplinary duties in other environmental services.</p>
c) To develop and improve the quality and	Green	↑	<p>The new MRF service in 2014 has successfully provided a convenient, kerbside opportunity to recycle a greater</p>

Objective	RAG status	Direction of travel	Comments
<p>range of recycling services available to Norwich residents</p>			<p>range of materials, including many of the items that residents have been asking for over the last few years.</p> <p>New recycling opportunities will also be available after the replacement of the existing recycling collection vehicles during 2016/17 - please see para p) for details.</p> <p>The WEEE events will continue to be operated as part of the environmental services team plan. These are popular events, they raise money for the British Heart Foundation and they provide a valuable opportunity for the recycling and re-use of electrical items, particularly large electrical items.</p>
<p>d) To achieve a recycling rate of 50% by 2016 and to seek to achieve a recycling rate of 60% by 2020</p>	<p>Amber</p>	<p>↔</p>	<p>The results of the waste audit (which will be the subject of a detailed analysis and report to the Spring SDP) provide the greatest opportunity to achieve the council's ambitious targets for recycling. The audits show that recyclable material sufficient to meet and exceed these targets is being regularly disposed as waste across the city. Communications messages and direct interventions will target this issue during 2016 (and beyond).</p> <p>The collected tonnage of co-mingled recycling in the first half of 2015/16 shows an encouraging 5% increase on the same period in each of the previous two years. However, achieving the council's ambitious recycling targets will also depend on a reduction in residual waste levels per household.</p> <p>The recycling rate for the first six months of 2015/16 is 39.18%, which is up on the same period last year (37.72%). Due to improvements in the processes for treating street sweepings, more than 50% of this material is now recycled. At present waste data flow have yet to confirm the method by which these amounts will be recorded for recycling</p>

Objective	RAG status	Direction of travel	Comments
			purposes, however there is an expectation that this will be added to the 15/16 recycling percentage and that this will be back-dated to April 2015. This additional recycling tonnage will increase the rate beyond 40%.
e) To improve participation, set-out rates and collected tonnages for recycling services, particularly the weekly food waste service	Amber	↔	<p>A co-ordinated response to food waste issues will be developed following analysis of the waste audit data.</p> <p>Communications can be targeted at both areas and social groups where excessive quantities of food waste are identified. Actions need to balance the promotion of the weekly food waste service with the lifestyle choices available to help reduce excessive food waste in both the purchase and preparation of meals.</p> <p>See also para e).</p>
f) Through objectives a) to e), seek to increase landfill diversion rates year-on-year and reduce landfill tonnage to 80% of the 2013 level by 2020	Green	↑	As a result of policies determined by the county council, from April 2016 all residual waste will be baled and shipped to Holland to produce refuse derived fuel (RDF), therefore landfill diversion will be 100%. This objective is now obsolete as the county council decision currently means that there is zero waste to landfill. It is proposed that Objective a) be used to measure the 'spirit' of this objective.
g) To continue to work with the other local authorities in Norfolk to achieve the objectives set-out in the <i>Joint municipal waste management strategy for Norfolk (JMWMS)</i>	Green	↑	The inter-authority working which commenced with the letting of the new MRF contract has developed significantly over the last two years. The Norfolk Waste Partnership now includes a formal structure from officer level through to senior management and member groups. The officer groups plan, prioritise and manage a wide range of projects contributing to the delivery of the objectives of both the NWP and the county council's Waste Advisory Group (WAG).

Projects and Initiatives

4 Progress, outcomes and actions 2015/16.

- a) *Carrying-out a 'before and after' waste analysis to record the levels of recyclables in the current residual waste stream and to assess this again after the introduction of the new MRF recycling service in October 2014.*

The analysis was completed during 2014 and 2015 and a detailed response and action plan will be provided to SDP in the Spring.

The levels of residual recyclable material in residual waste are disappointing and in some cases quite shocking. One area of private, rented accommodation showed levels of food waste in residual bins at 42% and recyclable material in total at 70%. This specific area is currently being targeted by a pilot project to improve recycling facilities, improve recycling communications and provide a pilot communal food waste service. The pilot project is necessary in order to assess both the level of intervention that is possible in private rented areas and the options and opportunities available.

Members will know that areas of private rented accommodation can be challenging due to factors including multiple landlords, managing agents, language issues and often transient populations. In considering the council's response to the waste analysis these particular areas are likely to require individual consideration and innovative responses. This may mean that many localised projects would be necessary to address these areas and that proposed actions and solutions could require significant resources. Detailed consideration of the options will be necessary in order to establish effective and practicable solutions.

Full details will be provided in the next report, alongside the county-wide assessment of common issues and the opportunities for common, county-wide responses.

- b) *Increased emphasis on waste prevention education and waste prevention initiatives, through communications material and doorstep campaigns.*

During 2016 the new environmental services team will be considering the options for a waste prevention programme to involve all stakeholders, aimed at increasing awareness of waste prevention and ensuring that this message is effectively promoted wherever and whenever possible. This work will draw on already available material, projects and programmes and adapt them (where necessary) to suit our local requirements.

Further developments in this area are also included under item p).

- c) *Continuing to promote recycling door-to-door, via all available media outlets and through public engagement campaigns and promoting other relevant schemes where these are of benefit to residents (e.g. opportunities to recycle other items through other outlets, such as carrier bags and batteries at some major supermarkets).*

One of the most effective doorstep campaigns was the engagement programme targeting properties where red cards have been issued on recycling bins. In this way officers were able to directly assist residents who were having difficulties with managing their waste and utilising their recycling options. This campaign forms part of the environmental services team plan and officers will be continuing this work in 2016.

Further developments in this area are also included under item p).

- d) *Preparing for and delivering the improved recycling service available through the new joint venture with Norse Environmental Waste Services Limited (NEWS), commencing October 2014.*

Through the formal NWP structure all the Norfolk councils continue to work closely with NEWS to ensure that the process for the recovery of recyclable material is as efficient as possible. To this end an entirely new process for sampling the quality of incoming loads will be trialled for three months from January 2016. This sampling will firmly establish the levels of reject material in the loads collected by the councils – that is the level (by weight) of collected material which cannot be recycled. This will allow for a more equitable allocation of costs for the disposal of reject material. It will also establish the levels of process waste (which NEWS must seek to reduce) and will provide the councils with detailed information on which rounds are delivering unacceptable quantities of reject material. Using this information the councils will be able to more accurately target their communications.

It should be noted that the collapse in world commodity prices has adversely affected the financial performance of the joint venture with NEWS. The income for materials sold has drastically reduced and in some areas (glass and plastics) income is negative – i.e. it is necessary to pay re-processors to take the material away. Whilst the councils are insulated against any losses, the severe down-turn does mean that there will be no income or profit share from the joint venture in 2015/16 and the prospects for 2016/17 do not appear to be any more encouraging.

- e) *Improving the weekly food waste recycling service, including increasing the participation, set-out rates and collected tonnages.*

Communal food waste collections are now an established part of the improved recycling facilities available in council-owned and managed areas and these are being used and appreciated by residents.

As noted under item a), food waste is still a significant component of residual household waste and specific, targeted efforts will begin to address this during 2016.

There is another potentially positive development for the kerbside food-waste service which officers are currently investigating and which will be reported verbally at the meeting.

- f) *Increasing the number of schools participating in the food waste recycling service*

There are currently 26 schools using this service. Due to other priorities during 2015 no further actions have been taken on this matter. Officers will liaise with

NWP colleagues during 2016 to re-assess the effectiveness of, and priorities for, school-based recycling.

- g) *Continuing the city-wide doorstep engagement work, including direct interventions to resolve individual and communal waste and recycling issues, informing residents about new services and ensuring that existing services are delivered efficiently and effectively.*

Doorstep engagement was most recently focussed on communal areas and red carded household bins. The work in communal housing areas involves a co-ordinated approach with neighbourhood officers, neighbourhood housing officers and officers in environmental services. This work is aimed at resolving a number of issues including fly-tipping in communal areas, misuse of bins, recycling/waste capacity issues and a lack of knowledge of how to make the best use of the services available. Such initiatives will continue in 2016.

The data returned from the new sampling regime for loads delivered to the MRF (see item d)) will also help to deliver improvements in this area.

Further developments in this area are also included under item p).

- h) *Continuing to develop and expand the annual student engagement programme, including student-specific door-knocking, working with student groups and working with private sector landlords and letting agents.*

The student engagement programme is now an effective and regular part of the academic year. Officers have attended numerous events at the UEA and spoken to many students about waste and recycling services. Added to this, 2,000 letters detailing the new recycling service were posted to all known student properties in 2014 and 2015. The focus on properties where red cards have been issued on recycling bins means that officers are also continually engaging with student households, where knowledge of our services is often weakest.

These targeted efforts will be incorporated into the team plan for the environmental services team.

- i) *Working with third parties, other districts and the county council to identify opportunities for the recycling of WEEE.*

WEEE recycling events will continue to be organised alongside the British Heart Foundation and details will be provided in due course.

Further developments in relation to collecting small items of WEEE are included under item p).

- j) *Working with third parties, other districts and the county council to establish a service for the recycling of items of bulky waste.*

Officers from the county council are currently developing a project to allow reuse organisations 'first-and-free refusal' on bulky waste items with a county target to reduce household waste by 1kg per household per week. Further details are awaited and a verbal update will be provided at the meeting if these details are forthcoming.

- k) *Working with third parties to establish a service for recycling waste cooking oil and cooking fat.*

This service continues to operate and is well used. Detailed figures are not available due to a poor response from the service provider. A verbal update will be provided at the meeting if the requested information is forthcoming.

- l) *Continuing to provide support for the roll-out of communal waste and recycling facilities through to the conclusion of the Housing waste project.*

This project was completed in 2015 when the funds available to Housing were exhausted. In total, new waste and recycling facilities have been provided to 137 sites across the city with provision of nearly 1900 recycling bins including over 400 new, communal food waste bins.

- m) *Extending the cleaning service for communal waste and recycling bins and ensuring that this service achieves value for money.*

There is a dedicated bin cleaning vehicle to provide the service to all the communal waste and recycling sites. This is an ongoing service that will now be monitored by the new environmental services team.

- n) *Reviewing the current policy for providing replacement waste and recycling containers and reporting to members on future options*

The service manager is preparing a detailed report on the future options for managing waste and recycling containers and this will be set before members in the summer of 2016.

- o) *Reviewing the garden waste service and reporting to members on future options including a more efficient invoicing system, on-line payments, smaller bins for those with smaller gardens and pricing incentives for multiple bins.*

A project to improve the efficiency of the subscription service commenced in 2015. This project will support the channel shift programme by giving customers the ability to request, pay for and renew annual subscriptions online and will extend the payment methods to include direct debit. (Currently there are 8,700 garden waste bins in service and only 392 pay by direct debit which represents 4.5% of the customer base.) The aim is to increase payment by direct debit, which is significantly cheaper than other payment methods, and also to reduce unnecessary contact around renewal time. This will result in a two-tier charging policy (common practice in other authorities) whereby there is a financial incentive to pay by direct debit.

- p) *Reviewing the waste and recycling collection service options after the expiry of the existing collection contract (March 2017) and reporting on the best-value approach to future service provision*

An options appraisal on the future provision of the collection services was considered by cabinet in January 2014 and this resulted in an extension of the current contract with Biffa until the end of March 2024. This provides a significant financial saving circa £250k p.a. Further negotiations have improved on the original offer and also provided substantive long-term improvements to the provision of the service.

A new service manager role will be created by Biffa with a focus on improving service standards, customer care, recycling performance and the introduction of new services. This new post will be funded 50/50 by Biffa and the council and will help to tie-in crew behaviour, the required service standards and the customer, all of which will ultimately improve recycling performance.

Biffa will deliver a new marketing campaign aimed at improving both food and co-mingled recycling performance, which will help to replace some of the capacity lost by the reduction in staff with the end of the door-knocking campaign work.

The change to the new recycling service, with glass being collected co-mingled with other dry recyclables, now means that the current split-bodied recycling vehicle fleet is no longer best suited to the collection service. As a result of normal wear-and-tear the fleet will need to be replaced over the next two years and in planning for this fleet replacement, Biffa have offered the prospect of additional kerbside collection services. Replacement vehicles can be sourced with separate compartments that would allow for the collection of both small WEEE items and bagged textiles. Although evidence suggests that tonnages from such collections are small, this would still provide a welcome expansion to the kerbside collections service and helps to remove some reject material from the recycling bins.

It is estimated that all of the above changes will improve recycling performance by around 1,000 tonnes a year adding 2% to the council's recycling rate.

A further development with the replacement fleet will be the introduction of live cameras to all frontline rounds, streaming live pictures back to the depot (and available to council officers through a secure web link). This will be invaluable when investigating service failures and also helps to monitor safe working practices. Experience with other authorities has shown an improvement in crew behaviour and a reduction in complaints to councils after the introduction of live camera feeds, thereby reducing avoidable contact and improving customer satisfaction.

- q) *Working with the county council and other districts to identify opportunities for establishing a service for the exchange of surplus material between residents*

This action point has yet to be progressed.

- r) *Working with the county council and other Norfolk district councils to examine economies of scale and other joint-working opportunities to reduce costs and improve services*

Norwich is the current contract administrator for the Joint Venture with NEWS to provide the new recycling service and as such the council takes a leading role in the management of the work programme for the Operational Liaison Team (OLT) within the NWP.

Waste currently costs Norfolk council taxpayers over £50 million a year in spend by LA's in Norfolk, including waste collection, management, disposal and recycling. Waste levels are set to rise with forecast demographic growth, so the cost of dealing with waste will also rise. Reducing this cost is a priority for all local authorities in Norfolk and to address this there have been some excellent recent developments within the Norfolk Waste Partnership (NWP) that have improved

performance, including the delivery of better kerbside recycling facilities to improve recycling performance and recent contracts for disposal that will no longer mean Norfolk's waste is landfilled.

However, within the NWP it is recognised that councils need to work even more closely together on a whole system approach to improvements that will both meet customer expectations as well as reduce the growing costs of waste.

As a strategy, the NWP recognise that the best option to managing future costs is to reduce the amount of waste. Where waste is produced then we need to be able to recycle as much as possible where this leads to environmental and cost savings.

A key next step for the partnership is to develop our focus for performance improvements and system cost reductions. It is recognised that this will require a 'one public service' approach.

This process is in development but is likely to include the following strategic areas:

- Waste reduction, avoidance and reuse – developing projects that incentivise residents to change behaviours and create kerbside and communal facilities to support this
 - Better recycling – improve resident behaviour and improve the recycling rate for the waste that is generated
 - Focussed communications – broad mix of communications to drive changes with residents, communities and business
 - Whole service costs – using financial modelling tools to establish the true costs of waste and the actual cost to all Norfolk residents of changing/improving waste and recycling services on both district and county-wide levels
 - Wider public service – identifying synergies with the wider public service (e.g. the Health service) and the overall benefits of reducing waste
 - Performance measures and targets – to support the process
- s) *Reviewing the provision of mini-recycling banks and 'recycling on-the-go' to ensure that sufficient, suitable recycling opportunities exist within the city centre*

Further provision of recycling on-the-go opportunities will be considered following analysis of the quantities and material recovered from the existing facilities.

- t) *Monitoring performance and benchmarking other service providers to ensure that costs are constantly controlled and that value-for-money services are consistently achieved*

The OLT group now shares information relating to conferences, lectures and the like, thus ensuring that representatives of the group attend relevant events and feedback the content. This has reduced duplication where officers from a number of districts may have attended the same event and has allowed all councils to benefit from the shared knowledge.

As noted in item r), the OLT is developing a financial model to assess the Norfolk-wide impact of changes to waste and recycling services so as to be able to assess the impact of district changes on all Norfolk council tax payers.

