



V8 FINAL REPORT

BLAENAU GWENT COUNCIL: WASTE MANAGEMENT AND RECYCLING STRATEGY 2018-2025

An inclusive waste management and recycling strategy for Blaenau Gwent County Borough Council.

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a better place to live and work

This document sets out a draft waste management strategy and recycling strategy for Blaenau Gwent County Borough Council.

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Draft Strategy 2018-2025

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1.0 Executive Summary

This strategy sets out how Blaenau Gwent will provide residents, local businesses and visitors with an efficient, smart and modern waste management and recycling service for now and into the future. This strategy reflects Blaenau Gwent's commitment to protect and sustain the environment through its well-being objectives. It also sets out how Blaenau Gwent aims to meet challenging Welsh Government targets, to avoid possible fines, whilst delivering improved services within a revenue budget which is increasingly stretched.

A programme of actions has been identified and each action will be evaluated on a case by case basis, and if affordable and move the service forward to achieve Blaenau Gwent's objectives, will be implemented. At the time of implementation of each action detailed planning will be developed.

Blaenau Gwent's vision for its waste and recycling service is

Working together to build strong and environmentally smart communities.

5 key objectives, aligned to its Corporate Plan, have been identified to ensure the Council continues to improve services for all stakeholders.

Objective 1 – Working Together - Blaenau Gwent will work together with its residents, contractors, community groups and the third sector to increase the range of materials able to be recycled, maximise recycling and value, and increase the opportunity for re-use.

Objective 2 – Engagement First - Blaenau Gwent will be part of a programme of public engagement and invest in communications and resources to support this Waste Strategy.

Objective 3 – Ambitious Targets to Maximise Recycling - Blaenau Gwent will explore opportunities to divert waste from disposal by increasing the levels of re-use, recycling and composting. Ensure that all households have either a regular collection service or a convenient alternative arrangement available to them.

Objective 4 – Strong Community - Blaenau Gwent will continually review its services and seek new ways to work with residents and communities to ensure best practice is implemented and services are retained locally where possible.

Objective 5 – Fair and Equitable Enforcement - Blaenau Gwent will implement a programme of Enforcement that is both fair and consistent to enable those residents who are not participating in the recycling schemes to participate.

Through our engagement activity with the community, 'Blaenau Gwent We Want', both the environment and community were recognised by the public as being assets or being special about Blaenau Gwent.

Customer engagement and education is an integral part of ongoing and future activities and **BLAENAU GWENT, BGCBC**, will ensure that its communication will:

- Deliver the **Biggest impact** from targeting the audience and those materials evidence to give improvement
- Using tried and tested materials, tactics and messages to **Generate return on investment**,

- Campaigns that are focussed on delivering activities well,
- Gives positive re-enforcement to drive behaviour change, and
- Are Clear about the specific actions required to deliver improvement.

Blaenau Gwent will work together with stakeholders and partners to deliver environmentally beneficial services in a financially sustainable way ensuring value for money for residents and businesses alike.

Blaenau Gwent will monitor the quality of its services, and the delivery of them, and will periodically survey its stakeholders to ask whether it has delivered what it said it would. In developing the actions, and changes needed to the service, Blaenau Gwent has considered what its service should look like.

Welsh Government Strategic Target Areas	2024/25 Targets	What Does Good Look Like for Blaenau Gwent Stakeholders
Min. levels of reuse & recycling/composting	70%	<ul style="list-style-type: none"> • 100% of residents have collections services enabling them to recycle • Residents have access to information allowing them to participate in maximising recycling • Any waste that is produced is placed in correct recycling containers • Council provides collections in the right container at the right place and on time
Min. proportion of reuse /recycling /composting from source separation (incl. bring banks and HWRCs)	80%	<ul style="list-style-type: none"> • Council sources economic and environmental solutions for an increased range of materials • Residents are informed on the range of materials and bring minimal non-recyclable waste to the HWRCs • Residents have places to go where experts can repair broken goods and extend their life • Residents have advice on how to upcycle their own goods and textiles
Max. level of landfill	5%	<ul style="list-style-type: none"> • Maximum sorting and capture of materials at kerbside and HWRCs • Minimum food waste and information freely available to all residents • Minimum textiles discarded in residual waste – advice freely available to residents
Max. level of energy from waste	30%	<ul style="list-style-type: none"> • Council has in place policies that promote engagement first and fair and equitable enforcement last, giving every resident the opportunity to participate in services in the correct manner to maximise recycling
Min. levels of preparing for reuse (excluding Waste Electrical and Electronic Equipment (WEEE))	1.0%	<ul style="list-style-type: none"> • Residents have access to and use reuse shops and reuse networks where they can pass on goods to others • Re-use services generate an income for re-investing into the service and into the community • Council works closely with the third sector to create work programmes to improve employability and

		opportunity for unemployed residents
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This strategy reflects Blaenau Gwent's commitment to protect and sustain the environment and provide all Blaenau Gwent residents and local businesses with a first-class waste management and recycling service.

2.0 Introduction

2.1 National Context

Any waste strategy must be aligned with current European and Welsh Government policies and numerous legislative acts relating to sustainable development, improved environment outcomes and addressing climate change. These include, but are not limited to the, following:

- EU Waste Framework Directive
- The Waste (England and Wales) Regulations 2011
- Towards Zero Waste
- Waste (Wales) Measure 2010
- Well-being of Future Generations (Wales) Act 2015
- Environment (Wales) Act 2016
- EU Renewable Energy Directive
- EU Energy Efficiency Directive
- EU 2030 Climate Framework
- Climate Change Strategy for Wales

The purpose of the Well-being of Future Generations (Wales) Act is to 'improve the social, economic, environmental and cultural well-being of Wales, now and in the future.' Within the Act, sustainable development is identified as a fundamental factor influencing the well-being of future generations and is set as a priority for public bodies, including Welsh councils.

It is considered that there will be a significant increase in demand for waste services over the next decade particularly having regard to the targets being set by the Welsh Government, outlined below. Specifically, the Welsh National Waste Strategy – "Towards Zero Waste" was launched on 21st June 2010. The strategy sets out the long-term framework for resource efficiency and waste management between now and 2050.

Welsh Government's priorities and principles for collection are summarised as:

- Provision of kerbside collection services that reduce residual waste arisings, collect high levels of clean recyclables and is at lowest overall financial cost,
- Collections services are delivered in a way that helps elicit the desired behavioral changes amongst householders whilst at the same time providing convenience;
- Provision of kerbside collection services that can provide source segregated food wastes to anaerobic digestion facilities that produce renewable energy and soil fertilizer; and
- Provision of well signed, equipped and staffed Household Waste Recycling Centres that enable as many people as possible to access facilities for recycling as wide a range of materials as possible.

By 2025, the strategy expects that there will be a 27% reduction in the amount of waste produced across all sectors and that 70% of what is produced will be recycled. Of the remaining 30% a maximum of 5% can go to landfill with the remaining fraction to Energy from Waste.

The Welsh Government has introduced the following more challenging statutory targets for municipal waste within its waste strategy. These are highlighted in the Table 1 below:

Table 1: Headline targets for Municipal Waste from WG – Towards Zero Waste

Target Year	2010/11	12/13	15/16	19/20	24/25
Min. levels of reuse & recycling/composting (or AD)	40%	52%	58%	64%	70%
Min. proportion of reuse /recycling /composting from source separation *	80%	80%	80%	80%	80%
Max. level of landfill	-	-	-	10%	5%
Max. level of energy from waste	-	-	42%	36%	30%
Min. levels of preparing for reuse (excluding Waste Electrical and Electronic Equipment (WEEE))	-	0.4%	0.6%	0.8%	1.0%

*kerbside, bring and/or civic amenity (CA) site

The targets bring with them substantial financial penalties of £200 per tonne, for not meeting the required levels of recycling and/or exceeding the allowable levels of landfill. To put it into context 1% point off a target equates to a fine of c.£60k.

Consequently, this Strategy seeks to identify actions needed to ensure that not only are these fines avoided but crucially that service users and stakeholders have a clear understanding of the aims of the service, the actual services to be provided by the Council, the education and engagement activities it can undertake to promote these, the Council's future plans to meet its aspirations and statutory requirements and how it will work together with residents, partners and neighbours to meet wider goals and agendas.

2.2 Local Context

Blaenau Gwent covers an area of approximately 10,900 hectares and has a population of around 69,500 and provides services to 33,000 households. The County Borough itself is made up of 16 electoral districts known as wards.

Blaenau Gwent recognises that there are important economic, environmental and social reasons for improving its' environment and infrastructure. Through its engagement activity with the community, 'Blaenau Gwent We Want', both the environment and community were recognised by the public as being assets or being special about Blaenau Gwent.

In response to the Well Being and Future Generation Act (Wales) 2015, The Blaenau Gwent Public Services Board published its [Well-being Plan - The Blaenau Gwent We Want, 2018-2023](#), which provide context for this waste strategy, with one of these objectives being ...

Blaenau Gwent wants to look after and protect its natural environment

Creating a vibrant area that lives in harmony with its natural environments, using resources in a fair and sustainable way.

In preparing its Waste Management and Recycling Strategy, as presented in this document, both the above and the [Corporate Plan 2018-2022](#) have been referenced to ensure it remains aligned to the priorities and commitments identified in them, “the golden thread”.

Blaenau Gwent’s key priorities to which all efforts and resources should contribute are: -

- Social Services
- Education
- **Strong and Environmentally Smart Communities**
- Economic Development and Regeneration
- Efficient Council

3.0 Our Vision and Strategic Objectives

This document sets out a long-term vision for waste management and recycling services, and goes beyond simply meeting Welsh Government targets, and identifies a single integrated strategy which sets out how Blaenau Gwent will:

- Achieve its' vision;
- What infrastructure is required to do this;
- How it will work together with others; and
- How it plans to firstly engage with residents and where appropriate take fair and equitable enforcement action.
- Place the Well Being and Future Generations goals and ways of working at the heart of all that it does.

3.1 Vision

Working together to build strong and environmentally smart communities.

3.2 Key Objectives

Blaenau Gwent County Borough Council has five core values as set out in the Corporate Plan: -

Proud and Ambitious
Trust and Integrity
Working Together
Raising Aspirations
Fair and Equitable

The objectives of this Waste Management and Recycling Strategy demonstrate that these values run through our waste strategy as we aspire to ensure that the service is provided for everyone, that we listen to our residents through engagement and working together and are effective through focusing on continuous improvement.

Our values will guide HOW we work as well as meeting the outcomes we are seeking to achieve.

Blaenau Gwent's Waste Management Strategy has been developed to respond to what its residents have said is important to them and to meet governing legislation. These provide Blaenau Gwent with clear goals and head line objectives which are included below and have been developed to ensure Blaenau Gwent can deliver on its' Vision.

5 key Objectives have been identified to ensure Blaenau Gwent continues to improve services for customers and other stakeholders.

Objective 1 – Working Together - Blaenau Gwent will work together with its residents,

contractors, community groups and the third sector to increase the range of materials able to be recycled, maximise recycling and value, and increase the opportunity for re-use.

Objective 2 – Engagement First - Blaenau Gwent will be part of a programme of public engagement and invest in communications and resources to support this Waste Strategy.

Objective 3 – Ambitious Targets to Maximise Recycling - Blaenau Gwent will explore opportunities to divert waste from disposal by increasing the levels of re-use, recycling and composting. Ensure that all households have either a regular collection service or a convenient alternative arrangement available to them.

Objective 4 – Strong Community - Blaenau Gwent will continually review its services and seek new ways to work with residents and communities to ensure best practice is implemented and services are retained locally where possible.

Objective 5 – Fair and Equitable Enforcement - Blaenau Gwent will implement a programme of Enforcement that is both fair and consistent to enable those residents who are not participating in the recycling schemes to participate.

This strategy reflects Blaenau Gwent’s commitment to protect and sustain the environment and provide all Blaenau Gwent residents, local businesses and visitors with an efficient, smart and modern waste management and recycling service for now and into the future.

In future we must prevent waste from being generated, where we cannot prevent, we must reduce, repair, re-use, recycle and compost more. Waste must be considered a resource from which as much value as possible should be recovered. Disposal should only ever be the last resort as illustrated in the Waste Hierarchy in Figure 1 below:

Figure 1: Waste Hierarchy.



Full details of the current service can be found in Appendix 2. In summary the service delivered to most residents is a 3-weekly collection of residual waste, weekly collection of green waste (March to November only) and a weekly collection of recyclate materials, food waste and AHP and nappies.

Table 2: How Blaenau Gwent's objectives align with the Waste Hierarchy

Waste Hierarchy Objective	Blaenau Gwent Objective
Reduce	Working Together Strong Community Engagement First Fair and Equitable Enforcement
Reuse	Ambitious Targets Working Together
Recycle	Ambitious Targets Working Together

4.0 Delivering the Strategy

Section 4 outlines what actions Blaenau Gwent will take to deliver on its Vision and how it intends to achieve its stated Objectives. A [Summary Action Plan and Timeline](#) of those key actions and commitments is shown in Appendix 2.

4.1 Working Together

Blaenau Gwent's approach has always been to work together in collaboration with its residents, partners and neighbouring authorities to identify the most environmentally beneficial and cost-effective ways of working, adopting best practice where practical and relevant.

The introduction of re-use at the new household waste recycling centre (HWRC) requires working in collaboration with the operator Silent Valley Waste Services and third sector organisations and is planned for 2019/20 once the new HWRC has been built. The re-use site shop will enable the sale of household items which will yield benefits of improved recycling rate for Blaenau Gwent, access to furniture and items for the community, and although likely modest in value, will generate income for re-investing into the service and into the community. Blaenau Gwent will work closely with the third sector to create work programmes to improve employability and opportunity for unemployed residents, through experience at the re-use shop, and will assist the third sector partner to tap into funding schemes available to them to continue to develop these initiatives.

Blaenau Gwent will continue to work with community groups and charities who seek to promote re-use.

Blaenau Gwent will also use these collaborations to gather feedback, learn and evaluate what the beneficial impacts have been, and to inform the development of future initiatives.

In its pursuit to be a smart efficient and modern authority, Blaenau Gwent is currently appraising all options and locations for a regional fleet facility. Working together with partners and other public bodies, it wants to provide sustainable and resilient local and public services to its communities.

It could also provide regional fleet storage solutions to other South Wales local authorities and the new regional depot must ensure the Council has the capacity for future expansion and the capability to respond to future developments and demands.

One of the core values of the Corporate Plan is **Working Together** to encourage communities and individuals to help each other. To deliver on this value Blaenau Gwent will work with schools, local businesses and community groups to create a network of Community Recycling Ambassadors. These Ambassadors will be identified from within the stakeholder groups as individuals dedicated to maximising recycling. Blaenau Gwent will equip the Ambassadors with training, communications materials and basic equipment to empower them to:

- promote behaviours that align with the waste hierarchy,
- align with the behaviour change programme, as described below in **Engagement First**, to encourage the transfer of behaviours adopted at home into the school environment or place of work, and
- promote the objectives of the Council.

4.2 Engagement First

An important action to demonstrate Blaenau Gwent's commitment to this strategy is to ensure it is communicated to all stakeholders. Blaenau Gwent sees engagement as crucial to ensure it runs effectively, where the services that it delivers are appropriate, and meet the needs of those that use them.

Blaenau Gwent is committed towards everyone playing their part in delivering its vision and ambitious programme for action and change. How the Council would achieve this is laid out in its engagement strategy "[Our Approach to Engagement 2018-2022](#)".

Instrumental to this will be how it will engage with – its staff, communities, stakeholders, partners, and elected representatives. Blaenau Gwent fully recognises the importance of holding engaging events and programmes to ensure all have the opportunity to share their thoughts to shape future plans and service delivery.

Appendix 4 maps out how communications and engagement will always be the first approach to residents and local businesses.

Through our engagement activity with the community, '[Blaenau Gwent We Want](#)', both the environment and community were recognised by the public as being assets or being special about Blaenau Gwent. The Council, in its [Corporate Plan](#), committed to continue a programme of public engagement and to respond in a timely and effective way.

In section 5.1 Measure and Review below, there is an ongoing commitment to carry out a Customer Service Quality Survey to ask its community and stakeholders if the Council did what it said it would do and provided the service to the correct standards.

Customer engagement and education is an integral part of ongoing and future activities, in relation to the provision of waste and recycling services and **BLAENAU GWENT, BGCBC**, will ensure that its communications will:

- Deliver the **Biggest impact** from targeting the audience and those materials evidence to give improvement
- Using tried and tested materials, tactics and messages to **Generate return on investment**,
- **Campaigns that are focussed** on delivering activities well,
- **Gives positive re-enforcement** to drive behaviour change, and
- Are **Clear about the specific actions required** to deliver improvement.

4.2.1 Residents

Through our engagement activity with the community, '[Blaenau Gwent We Want](#)', both the environment and community were recognised by the public as being assets or being special about Blaenau Gwent particularly our landscape and parks. A tidy and clean environment was important to people who responded and was one of the areas where people felt they had a role to play in and where most improvement was needed.



Blaenau Gwent's communications will be focused on engagement with our residents and the messages and methods deployed will be designed to assist behavioural change and make the service as easy as possible for people to use. Blaenau Gwent will work in partnership with stakeholder groups and contract partners to provide guidance, information and assistance to enable all residents to access all services to maximise recycling and minimise waste.

The following aims will underpin these communications and engagement activities:

- To encourage more residents to recycle more of the right things more of the time,
- To maximise awareness of the benefits of recycling amongst residents,
- To increase food recycling participation rates amongst residents, and
- To understand the need for improvement and change as new opportunities for recycling emerge

During 2019/20 Blaenau Gwent will deliver a behaviour change programme called “**Keeping up with the Joneses**”. This is a national initiative, and pulls together the information and key facts, and messages for council members and officers to use when delivering the project. It also provides suggested templates and materials for a range of communication channels.

It provides a consistent message and coherent approach across Welsh Councils which should reduce any confusion between different and neighbouring councils. Such a consistent approach also presents opportunities for cross-council cooperation on communications activities if required.

There are materials not currently being recycled which need to be captured if Blaenau Gwent is to meet Welsh Government's recycling targets, avoid disposal costs and avoid potential fines. Whilst some of that material ends up in the wrong bag or bin because a few residents make an honest mistake, or they're unaware of all the items that can be recycled, there are households that have so far resisted all attempts to engage with recycling. They fail to deal with their waste properly. Therefore, a new approach is needed to change the behaviour of these households and ensure that they comply with recycling policy.

The aim of the 'Keeping up with the Joneses' campaign and change in Council policy is to increase participation in recycling amongst the communities that recycle very little or nothing at all. Starting with **Engagement First** there will be an escalating process, using tailored messaging, to **Fair and Equitable Enforcement**.

Blaenau Gwent has a team of Waste Wardens and the aims of this **engagement first** objective will provide clear direction when working closely with residents to: -

- Spread the message on the breadth of services offered,
- Support the residents to access these services available and relevant to them,
- Explain how they can recycle more, and
- Work with schools to educate our future generations.

4.2.2 Schools

Schools and Council buildings will be offered a comprehensive recycling led service to further maximise recycling and to encourage recycling behaviours in the work place and with our future generations.

4.2.3 Business

Blaenau Gwent already provides a trade waste service and requires all its customers to also sign up to recycling services. In 2019 Blaenau Gwent will recruit resource specifically to develop and grow this service following a full review of these services carried out in 2018.

Future planned actions aim is to ensure that opportunities to enhance the service are maximised and that it remains financially and commercially viable for the Council to continue to deliver. It will seek to influence behavioural change in local businesses and encourage the recycling behaviours adopted at home to be transferred to the work place.

To enable Blaenau Gwent to focus on the conversion of the collection service to one that is recycling led, enabling local businesses to respond to the regulations of the Environment (Wales) Act 2016 it is investing in a bespoke multi-stream collection vehicle.

In 2020 a new pricing structure will be introduced to reflect the drive towards **maximising recycling** and to ensure that the service is competitive with other commercial providers and reflects regulatory requirements for the segregation of different wastes by businesses ensuring that clean, uncontaminated recyclable materials can be separated before moving onto the next stage in the process.

4.3 Ambitious Targets to Maximise Recycling

Blaenau Gwent's waste and recycling services follow the principles of the Welsh Government Blueprint, as identified in Section 1.2 above, and aim to maximise recycling, produce high quality materials for reprocessing, and to minimise the disposal of waste, all in ways which are convenient for its residents and local businesses.

Appendix 2 details the current service provided to residents and businesses in Blaenau Gwent. In summary the service delivered to most residents is a 3-weekly collection of residual waste fortnightly collection of green waste (March to November only) and a weekly collection of dry recycle materials, food waste and AHP.

Weekly residual waste collections are provided to local business and all customers are required to sign up for recycling services.

Blaenau Gwent recognises that **Working Together** with all stakeholder groups will be necessary if services are to reach all residents and businesses within the county borough boundaries. It will work with these groups to design and tailor services to maximise the reach of services and the level and value of recycling.

In 2021 Blaenau Gwent will investigate options to enhance its bulky waste service to capture a greater percentage of reusable items, collected from its residents, and how it can provide storage

and access to these items for residents. This will not only provide affordable good quality furniture and household items but will divert these from disposal and so **maximising recycling**.

Welsh Government has set the **ambitious target** of 70% recycling in 2014/25. Blaenau Gwent will continue to implement service enhancements and expand recycling opportunities for residents to achieve these targets. All services from street cleansing, with new “On the Go” bins, to front line collection services will be adapted to maximise recycling. It will work together with other local authorities and WG to identify new materials for recycling where ever it is economically viable and provides value for money.

In 2021/22 a trial will be carried out on the feasibility of lower frequency of residual collections with a target of introducing either monthly or four weekly collections, borough wide, in 2022/23. This will be proceeded by clear **engagement first**, as per the commitments in this strategy document and hand in hand with **fair and equitable enforcement** as described below in section 4.5.

In 2019/20 to further encourage Blaenau Gwent residents to **maximise recycling** it will implement its “Closed Lid Policy” on residual bins. It will ensure that sufficient recycling containment is available to all residents to enable this.

4.4 Strong Community

One of the keys aims of the Corporate plan is to “*build the relationships across the Council to support organisations and partners to deliver services in different ways.*”

Blaenau Gwent will continually review its services, seek new ways to work with its communities and stakeholders, to ensure best practise is implemented and services are retained locally for the Blaenau Gwent community.

Working with partners, third sector organisations and the community, Blaenau Gwent will introduce reuse at its HWRCs, ensure that trade waste services are competitive, affordable and accessible for all local businesses and schools, and create work programmes to improve employability and opportunity for unemployed residents at its future reuse outlets.

Where we need to procure goods and services, for example in the building of the new regional depot, Blaenau Gwent will seek to maximise the community benefit by awarding contracts locally, if economically viable, and to promote employment from Blaenau Gwent communities.

4.5 Fair and Equitable Enforcement

When all communication and engagement routes have been exhausted Blaenau Gwent acknowledges that it may need to use the powers invested in it under S46 of the Environmental Protection Act 1990 to take enforcement action against residents who are not following Blaenau Gwent policies for recycling. Blaenau Gwent, however, will always adopt **Engagement First and Fair and Equitable Enforcement** and continue to give every opportunity to participate in the correct manner.

Enforcement of any kind will only be used when all other methods of communication and engagement have been exhausted.

A clear policy and process will be communicated to residents so wherever possible all recycling is captured. This will be focused and action specific so that those residents who do not participate are the ones who are targeted. Data will be captured so that Blaenau Gwent can ensure that messages and the communication mediums selected, will be specifically targeted for estates, postcodes, streets etc. using positive re-enforcement.

Fair and Equitable Enforcement is about targeted communication and engagement with residents who do not participate, aimed at encouraging and helping them to take part and to be able to understand the positive impact other residents' actions have.

Fair and Equitable Enforcement goes hand in hand with recognition, and highlighting good practice and success, rather than any form of incentivisation which could be seen as rewarding those who do not participate, rather than recognising those who do. Communication messages will be all about recognising what others have achieved when they participate.

5.0 Monitoring

5.1 Measure and review

Annual Review - Blaenau Gwent will regularly review the outputs of this strategy and action plan. Officers and members will monitor costs and also progress against waste and recycling targets. Officers will work within Blaenau Gwent's scrutiny process to ensure that members are aware and have the opportunity to examine progress against this action plan.

As this strategy covers such a significant time period it is also likely that other external factors such as changes in the financial markets, developments in technology and indeed developments within Blaenau Gwent itself, mean that it is sensible to undertake a more significant review every three years, or before a significant policy decision point.

Post Service Change Review and Monitoring and Measurement

To understand the impact of any change of service key metrics should be captured to reflect the baseline position and also the position post service change. This information should be captured and analysed by the waste and recycling team and reported to the Executive Member for the Environment. The recommended monitoring data to be captured can be found in Table 3.

Table 3: Key Performance Indicators

Service Change or	Data	Frequency
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Engagement Activity		
Kerbside Collections	Waste and Recycling Tonnages	Monthly
	Recycling Rate	Quarterly
	Service Costs	Monthly
	Number of households	Monthly
	Service Set Out and Participation	Annual
	Customer Service Quality Survey	Every 2 Years
Periodic Re-routing exercise	Number of vehicles	Annually
	Number of Households	Monthly
	Service Costs	Annually
Household Waste Recycling Centres	Waste and Recycling Tonnages	Monthly
	Recycling Rate	Quarterly
	Amount of Material Sent for Re-Use	Monthly
	Capital and Operational Costs	Monthly
	Site Usage	Monthly
	Customer Service Quality Survey	Every 2 years
Engagement and Education	Food Waste Participation Numbers	Annually
	Recycling Participation Numbers	Annually
	Service Quality Survey	Every 2 years
Trade Waste and Recycling	Waste and Recycling Tonnages	Monthly
	Recycling Rate	Quarterly
	Capital and Operational Costs – including profit and loss accounts	Monthly
	Number of Customers	Monthly
	Number of Customers Gained and Lost	Monthly
	Average Cost Per Lift and Average Charge Per Lift	Annually

As identified in Table 3 above Blaenau Gwent will carry out a Service Quality Survey, every 2 years, to ask its stakeholder if it has delivered what it said it would. In developing the actions, and changes needed to the service, Blaenau Gwent has considered what its service should look like.

Table 4: What Good Looks Like for Stakeholders

Welsh Government Strategic Target Areas	2024/25 Targets	What Does Good Look Like for Blaenau Gwent Stakeholders
Min. levels of reuse & recycling/composting	70%	<ul style="list-style-type: none"> 100% of residents have collections services enabling them to recycle Residents have access to information allowing them to participate in maximising recycling Any waste that is produced is placed in correct recycling containers Council provides collections in the right container at the right place and on time
Min. proportion of reuse /recycling /composting from source separation (incl. bring banks and HWRCs)	80%	<ul style="list-style-type: none"> Council sources economic and environmental solutions for an increased range of materials Residents are informed on the range of materials and bring minimal non-recyclable waste to the HWRCs Residents have places to go where experts can repair broken goods and extend their life Residents have advice on how to upcycle their own goods and textiles
Max. level of landfill	5%	<ul style="list-style-type: none"> Maximum sorting and capture of materials at kerbside and HWRCs Minimum food waste and information freely available to all residents Minimum textiles discarded in residual waste – advice freely available to residents
Max. level of energy from waste	30%	<ul style="list-style-type: none"> Council has in place policies that promote engagement first and fair and equitable enforcement last, giving every resident the opportunity to participate in services in the correct manner to maximise recycling
Min. levels of preparing for reuse (excluding Waste Electrical and Electronic Equipment (WEEE))	1.0%	<ul style="list-style-type: none"> Residents have access and use reuse shops and reuse networks where they can pass on goods to others Re-use services generate an income for re-investing into the service and into the community Council works closely with the third sector to create work programmes to improve employability and opportunity for unemployed residents

5.2 Commitment to our Goals - Timeline

Appendix 1 identifies the immediate actions to meet Welsh Government targets in this financial year and to avoid any potential fines. Appendix 2 identifies the key actions to deliver Blaenau Gwent's Objectives. They outline Blaenau Gwent's commitment to continuous improvement, the delivery of statutory objectives and engagement with its stakeholders throughout the process. The

dates indicated are the dates at which Blaenau Gwent will start work on the evaluation and delivery of any specific action.

How these actions will be tactically delivered, including the detailed content and roll-out of the integrated communication, supporting these Objectives, will be determined at the point each project and element of change is to be implemented.

6.0 Investment

There are number of actions, included in Appendix 1 and 2 that will require capital investment. For capital spend that continues to move the Council towards the Welsh Government Blueprint, Blaenau Gwent will prepare capital grant applications justifying how the investment would assist in meeting or exceeding of statutory targets through the identified service change or enhancement. In addition internal invest to save business cases will be developed.

Other actions will require revenue investment from within a revenue budget which is increasingly stretched. In these circumstances a case by case cost benefit analysis will be carried out to identify how the actions can be delivered though invest to save means. These potential investments are identified below and give estimates of the level of investment.

Communications – an outline communication, educational and behavioural change programme will be developed, which further enhance the measures already in place. Blaenau Gwent will ensure that the work of the team of waste wardens delivers the **Biggest impact** from targeting the audience and those materials evidenced to give the greatest improvement to **Generate return on investment**, To minimise the impact on its revenue budget Blaenau Gwent will utilise National Initiatives and seek support from Welsh Government and WRAP to implement these.

Value for money – for each communications initiative and service change Blaenau Gwent will ensure value for money and will look to tap into national initiatives and adopt existing toolkits, to utilise WRAP communications and operational experts and collaborate with surrounding authorities to adopt best practice, as it exists.

Appendix 1: 2019/20 Detailed Action Plan and Timeline

Service	Strategic Objective	May 2019	June 2019	July 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2019	Feb 2019	Mar 2019
Kerbside Recycling	Ambitious Targets to Maximise Recycling	Green waste promotion			Distribute 'Keeping up with the Joneses' leaflet to all households				Evaluation of 'Keeping up with the Joneses' campaign, and no side waste policies			
	Ambitious Targets to Maximise Recycling		Rear Lane vehicle data gathering			Introduce additional rear lane vehicles						
Recycling	Ambitious Targets to Maximise Recycling Working Together		Litter pickers to segregate bottles, cans and plastics from general litter		Evaluate effectiveness and results of litter pickers' segregation	Litter bin waste to be pre-sorted at Silent Valley to extract recyclables				Evaluate effectiveness and results of litter bin sorting		
	Strong Communities Ambitious Targets to Maximise Recycling	Order 'On the Go' recycling bins for Town Centres	Introduce 'On the Go' recycling bins in Abertillery Town Centres	Introduce 'On the Go' recycling bins in Town Centres			Evaluate effectiveness and results of "On the Go" bins					

Service	Strategic Objective	May 2019	June 2019	July 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2019	Feb 2019	Mar 2019
Kerbside Residual	Ambitious Targets to Maximise Recycling Fair and Equitable Enforcement	Final round of side waste enforcement			Bin swaps for single occupancy households							
	Ambitious Targets to Maximise Recycling Fair and Equitable Enforcement					Begin route optimisation of residual and AHP rounds to improve efficiency						
Trade Waste	Ambitious Targets to Maximise Recycling Working Together		Recruitment of Waste Services Operations Officer and Assistant Team Leader									
	Ambitious Targets to Maximise Recycling		Commercial Waste & Development									
Engagement and Education	Engagement First		Engagement Roadshows and Comms for closed lid policy			On-going follow up 'Keeping up with the Joneses' campaign in	On-going follow up 'Keeping up with the Joneses' campaign in	On-going follow up 'Keeping up with the Joneses' campaign in		On-going follow up 'Keeping up with the Joneses' campaign in	On-going follow up 'Keeping up with the Joneses' campaign in	On-going follow up 'Keeping up with the Joneses' campaign in

Appendix 2: Summary Action Plan and Timeline

These are the proposed key actions – how they will be tactically delivered will be determined at the point each project / change is to be implemented.

	Strategic Objective	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			64%		Local Government Elections			70%
HWRC	Strong Community Working Together	Outline Business Case for second site and planning permission	Develop and build second HWRC Explore operational options for Reuse shop and financial implications of operating two sites	Opening of second site and Reuse shop	Investigate options for bulky waste storage at New Vale for reuse	Open re-use furniture and large items shop at New Vale		
	Ambitious Targets to Maximise Recycling	Introduction of black bag sorting at New Vale	Undertake civils work improvements at New Vale					
Kerbside Recycling	Engagement First		Deliver behaviour change programme – “Keeping up with the Joneses”	On-going follow up ‘Keeping up with the Joneses’ campaign in low participating areas	On-going follow up ‘Keeping up with the Joneses’ campaign in low participating areas	On-going follow up ‘Keeping up with the Joneses’ campaign in low participating areas	On-going follow up ‘Keeping up with the Joneses’ campaign in low participating areas	
	Ambitious Targets to Maximise Recycling	Trial separate containment at kerbside for cardboard	Improve capture of recyclate in the Street Cleansing service with ‘On the Go’ bins, segregation of litter picking waste	Consider plastic bag/film recycling - follow outcome of trial in Merthyr	Plan for fleet replacement	Market review to identify further opportunities for extending recycling materials	Introduce financially viable new materials for recycling	Consolidate extended service to maximise recycling
			Introduce rear lane vehicles	Review options regarding provision of waste receptacles to residents		Replace fleet - future proof for new / additional materials		
Kerbside Residual	Ambitious Targets to Maximise	Side Waste Enforcement phased	Continue with side waste enforcement	Continue with side waste enforcement	Continue with side waste	Continue with side waste enforcement	Continue with side waste	Consolidate new service to maximise

	Strategic Objective	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			64%		Local Government Elections			70%
	Recycling Fair and Equitable Enforcement	in across borough		Introduce revised residual and AHP rounds.	enforcement	Plan for fleet replacement	enforcement Procure new fleet	recycling
	Ambitious Targets to Maximise Recycling		Route optimisation of residual and AHP rounds to improve efficiency	Review residual collection frequency	Trial reduced residual frequency – monthly	Introduce reduced residual frequency		
Waste Transfer Station	Working Together Ambitious Targets to Maximise Recycling		Ensure transfer station is future proofed to incorporate further developments Investigate options available for baling	Procure new baler	Introduce baling solution			
	Working Together		Outline Business Case for regional wood facility.	Develop and build regional wood facility.				
Trade Waste	Strong Community Ambitious Targets to Maximise Recycling	Recruit new Officer. Complete audit of all customers	Investigate vehicle options to be able to offer a multi stream recycling collection. Introduce a phased revised pricing structure	Re-launch trade waste service to be recycling led and to respond to Environment Act. Focus on conversion of customers to recycling	Target all schools and Council buildings. Develop and grow trade waste service		Grow service - review service to provide access to all local businesses.	Create network of Community Recycling Ambassadors in schools, Council Buildings and local businesses
Engagement and Education	Engagement First		Communicate Waste Services Vision and Objectives to all stakeholders		Survey residents to ensure we are delivering what we said we would		Carry out participation study and deliver a focussed and targeted communications to maximise	Survey residents to ensure we are delivering what we said we would

Appendix 3: Current Service

Blaenau Gwent County Borough Council	
Residual Waste	<ul style="list-style-type: none"> Collected 3 weekly using 240 litre bins or 4 black bags per household, with no side waste accepted.
Recyclate	<ul style="list-style-type: none"> Weekly collection of recyclate for all households in either a Troliboc, 55-litre black boxes with different coloured lids, to distinguish the materials, and hessian reusable sacks. Recyclate collected weekly include food tins and drink cans, empty aerosols, newspapers, magazines and junk mail, catalogues and telephone directories, glass jars and bottles, plastic bottles, mixed plastics, clothes, textiles and paired shoes, small WEEE and domestic batteries. A weekly AHP and nappy collection service is open to all household which provides extra capacity where needed. Provision of 1 HWRC - with black bag sorting required.
Organics	<ul style="list-style-type: none"> A weekly collection of green waste is operated from March to November each year collected in green hessian sacks. Food Waste is collected source segregated on a weekly basis in 23 litre green caddies. The Authority supplies food liners to residents for this service.
Trade Waste	<ul style="list-style-type: none"> Weekly Residual Waste collections to approximately 300 trade customers. All customers have residual and recycling collection contracts.
Disposal	<ul style="list-style-type: none"> Residual Waste is treated at Viridor's Energy from Waste Facility at Trident Park in Cardiff. The contract is for a period of 25 years. Earliest contract expiry is 2040.
Contractual Arrangements	<ul style="list-style-type: none"> Food Waste is treated at the Severn Trent AD facility at Bridgend. The contract is for a period of 15 years. Earliest Contract expiry is 2033. Garden waste is treated at Cowbridge Compost facility in Vale of Glamorgan. The contract is for a period of 4 years. Earliest contract expiry is 2021. Silent Valley Waste Services Ltd are contracted to operate the New Vale HWRC and the Waste Transfer Station on behalf of BG and are the permit holders for both sites.

Appendix 4: Integrated Communication Package – a practical approach

Communications that underpins the strategy to achieve Blaenau Gwent's goals

- There will be a **focus** on – and prioritisation of – those behaviours/actions which will make the greatest contribution to the waste and recycling strategy's overarching objectives.
- Communications and engagement **activity must align with and complement the wider waste strategy**. In particular this means linking with any future service changes as identified in the Action Plan in Appendix 1. The focus will be on delivering excellent service change communications, with additional communications, engagement and behaviour change activity scheduled in around this.
- Adopting a **project-focused** rather than 'always on' communications approach, with two types of communications project: those linked to service change (time-specific and delivered as an integral element of the wider service change), and those not linked to service change (non time-specific and delivered as discrete projects), all of which will have clear objectives and timelines. This means that at any one time there may be **one key communications focus**; it also means that there will be short periods between projects during which there will remain only a low level of communications outputs e.g. the Council's social media accounts.
- Developing communications activities and materials from scratch can be expensive and time-consuming. Where possible, the Council will **make use of existing materials/templates** etc, amending them as necessary to meet its own specific needs. This does not mean that 'one size fits all', only that where possible, the Council will continue to make use of existing materials/templates etc as a starting point, with additional bespoke materials and activities to be developed at a later stage as needed. This approach is **low-cost and low-risk** compared to developing materials from scratch.
- Investigating opportunities to **benefit from the Welsh Government's Behaviour Change Programme** and other national initiatives as they are developed. This is likely to provide multiple opportunities for participation and collaboration.
- Continuing to make the most of **existing networks and partnerships**.
- Using findings from planned trials **target specific audience segments** using the channels and messages that will best work for them. The focus will remain on targeting those segments which will have the **greatest impact – which will also deliver the best value for money**.

Appendix 5: Well Being Goals

How Blaenau Gwent's Strategic Waste Objectives and Action Plan will result in multiple benefits for our communities and contribute to the national well-being goals.			
Well-being goals	5 ways of working and how we will deliver	Blaenau Gwent's Strategic Waste Objectives that deliver against well-being goals	How actions beneficially contribute to the national well-being goals
<p>A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	Long-term	<p>Strong Community</p> <p>Ambitious Targets to Maximise Recycling</p> <p>Working Together</p>	<p>Services designed so that everyone can participate.</p> <p>Maximise benefits of emerging technologies to recycle more and introduce additional materials.</p> <p>Providing residents with a more suitable HWRC and re-use facilities for the future to achieve 70% recycling rate by 2025.</p> <p>As new materials are included in the recycling services Blaenau Gwent will first seek reprocessing outlets in Wales.</p>
<p>A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).</p>	Integration and Collaboration	Strong Community	<p>Services that are accessible to all residents, local businesses and visitors to Blaenau Gwent.</p> <p>Improvements to HWRC will</p>

capacity to adapt to change (for example climate change).			Smart Communities
<p>A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	Prevention	<p>Strong Community</p> <p>Ambitious Targets to Maximise Recycling</p>	A strategy that is aligned to the waste hierarchy through providing opportunities to recycle what is produced and reducing the amount of waste disposed.
<p>A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	Involvement and Collaboration	<p>Engagement First</p> <p>Working Together</p>	Engagement - all communications with our community will be provided in English and Welsh.

The Five Ways of Working

Long-term - The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs.

Integration - Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies.

Involvement - The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Collaboration - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.

Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.

WRAP's vision is a world in which resources are used sustainably.

Our mission is to accelerate the move to a sustainable resource-efficient economy through re-inventing how we design, produce and sell products; re-thinking how we use and consume products; and re-defining what is possible through re-use and recycling.

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