

Executive Cabinet

Thursday, 7th December 2023, 6.30 pm
Council Chamber, Town Hall, Chorley, and YouTube

Agenda

Apologies for absence

1 **Minutes of meeting Thursday, 9 November 2023 of Executive Cabinet**

(Pages 5 - 10)

2 **Declarations of Any Interests**

Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.

If you have a pecuniary interest you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter.

3 **Public Questions**

Members of the public who have requested the opportunity to ask a question(s) on an item(s) on the agenda will have three minutes to put their question(s) to the respective Executive Member(s). Each member of the public will be allowed to ask one short supplementary question.

Items of Executive Member (Customer, Streetscene and Environment) (Introduced by Councillor Adrian Lowe)

4 **Print Strategy**

(Pages 11 - 34)

To receive and consider the report of the Director of Customer and Digital.

5 **Recycling and Waste Strategy**

(Pages 35 - 66)

To receive and consider the report of the Director of Customer and Digital.

6 **Exclusion of the Public and Press**

To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraphs 1, 3 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972.

By Virtue of Paragraph 1: Information relating to any individual.

Condition:

Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to Regulation 3 of the Town & Country Planning General Regulations 1992(a).

By Virtue of Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Condition:

Information is not exempt if it is required to be registered under-
The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

The Building Societies Act 1986 (recorded in the public file of any building society, within the meaning of the Act)

The Charities Act 1993

Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to Regulation 3 of the Town & Country Planning General Regulations 1992(a).

By Virtue of Paragraph 4: Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.

Condition:

Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to Regulation 3 of the Town & Country Planning General Regulations 1992(a).

Item of Executive Member (Planning and Development) (Introduced by Councillor Alistair Morwood)

7 Shared Building Control

To receive and consider the report of the Deputy Chief Executive.

8 Any urgent business previously agreed with the Chair

(Pages 67 - 86)

Chris Sinnott
Chief Executive

Electronic agendas sent to Members of the Executive Cabinet Councillor Alistair Bradley (Chair), Councillor Peter Wilson (Vice-Chair) and Councillors Beverley Murray, Terry Howarth, Alistair Morwood, Margaret France and Adrian Lowe.

If you need this information in a different format, such as larger print or translation, please get in touch on 515151 or chorley.gov.uk

[To view the procedure for public questions/ speaking click here and scroll to page 119](#)

[To view the procedure for “call-in” of Executive Decisions click here](#)

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36 Revenue Budget Monitoring Report Q2

Councillor Peter Wilson, Executive Member for Resources presented the report of the Director of Finance which set out the council's revenue and reserves forecast for 2023/24, based on the position as at 30 September 2023.

In summary, there was a forecast overspend of £423,000, however due to the 2023/24 pay award negotiation, there was an unfunded budget pressure of £146,000, which revised the forecast outturn overspend of £569,000. The council would continue to work to contain net costs within the available budget and reduce overspend in the upcoming months.

Within the council's medium term financial strategy, it was reported that the funding reserves should be maintained at £4,000,000 to protect the council against future financial risks. It was forecast that at 31 March 2024, the General Fund Reserve should be £4,202,000

It was noted that Strawberry Meadow lettings were slightly behind, but progress was ongoing.

Decision

- 1. To note the 2023/24 forecast outturn for revenue and the level of reserves, based on the position at 30th September 2023.**
- 2. To note the virements made to and from the revenue budget during the period, as detailed in Appendix 2 of the report.**

Reasons for recommendations

To ensure the Council's budgetary targets are achieved.

Other options considered and rejected

None.

37 Capital and Balance Sheet Monitoring Report Q2

Councillor Peter Wilson, Executive Member for Resources presented the report of the Director of Finance which reported the outturn financial position of the Council in respect of the capital programme as of 30 September 2023. The report highlighted key issues, explained key variances and provided an overview of the Council's balance sheet as of 30 September 2023.

The capital budget for 2023/24 was set at £21,103,000 in February 2023, this was increased following the approval of the 2022/23 outturn to £22,998,000, which was further amended in the Capital Monitoring Report as at 31 July 2023 to £18,190,000.

Decision:

- 1. To approve the revised capital programme as attached at Appendix A, which includes an amendment to the programme of £190k, as detailed at point 11 of this report.**
- 2. To note the variations to the programme (which are detailed by scheme at Appendix B and referenced within the body of the report);**
- 3. To note the position in the Balance Sheet monitoring section of the report, in respect of cash, investment and loan balances and debtors, at 30th September 2023.**

Reasons for recommendation

To ensure the Council's Capital Programme is monitored effectively.

Other options considered and rejected

None.

38 Chorley Quarter Two Performance Monitoring Report 2023-24

Councillor Peter Wilson, Executive Member for Resources presented the report of the Chief Executive which set out the performance against the delivery of the Corporate Strategy and key performance indicators during the second quarter of 2023/24, the period covered 1 July to 30 September 2023.

Overall performance of the Corporate Strategy projects was considered excellent with 17 (90%) rated green, and on schedule. One (5%) project was rated amber, which was a project that had warning signs of delay and one (5%) project was rated red. Action plans had been created for the red and amber projects. Performance of the Corporate Strategy indicators and key service delivery measures continued to be closely monitored, with 79% of Corporate Strategy measures and 100% of key service delivery measures performing on or above target, or within 5% threshold.

It was highlighted that the red project was the Local Plan, it was not where it was hoped to be at this point. Issues were raised with staffing, and the added complexity of working with two other local authorities. The amber project was for the improvement to council buildings. An accommodation working group had been established to coordinate the year, progress was to be reported back.

The standout figure raised was the employment rate, with Chorley's significantly below the regional average of 73.8% at 64.1%. The age within the figure was between the age of 16 and 64. Work was to be undertaken to explore the measure of economic inactivity to provide a greater understanding before any conclusions could be made.

Decision:

- 1. That the report be noted.**

Reasons for recommendations

To ensure the effective performance monitoring of the Corporate Strategy and safeguard its delivery across 2023/24

Other options considered and rejected

No other options have been considered or rejected. This is because the report does not present any items for decision.

39 Property Valuation Services Procurement

Councillor Peter Wilson, Executive Member for Resources presented the report of the Director of Finance which sought approval to undertake a procurement exercise with South Ribble Borough Council and Blackburn with Darwen Council for the renewal of the property valuation services.

The current contract was due to expire December 2024, and a new, long-term agreement would create more interest and competition in the procurement exercise which would lead to preferential pricing. The tender exercise would be undertaken in compliance with Contract Procedure Rules and Procurement Guidance. With the annual cost of the valuations considered across the three councils, the multi-year contract would be a high value procurement.

Decision:

- 1. That Members agree to the procurement with South Ribble Council and Blackburn with Darwen Council, being a collaborative exercise.**
- 2. To delegate authority to the Executive Member (Resources) to agree the route to contract (eg full tender, framework) and to agree the scoring methodology and scoring matrix.**

Reasons for recommendations

The procurement will result in a separate contract for each council's valuation requirement, however running the procurement process together will create efficiencies in officer time and cost.

Other options considered and rejected

Tendering for this procurement without the benefit of the joint exercise would lead to additional officer resource to deliver the tender, for the same or less competitive results.

40 Chorley Council Sustainable Building Policy - Approval of Policy

Councillor Adrian Lowe, Executive Member for Customer, Streetscene and Environment presented the report of the Interim Chief Executive which highlighted the council's Sustainable Building Policy to ensure feasibility and promote sustainable development across the buildings owned, and controlled by the council, in addition to all new council owned developments.

It was highlighted that specific policies for new developments in the borough could be recommended and encouraged within the new Local Plan, however, policies within the Local Plan would not supersede national planning policy.

Decision:

- 1. To approve the adoption of the Chorley Council Sustainable Building Policy.**

Reasons for recommendations

The Council declared a climate emergency in 2019, and as part of this set the ambitious goal to be net zero by 2030 for both the borough and the council. The integration of low carbon and sustainable measures into all existing and new developments is a key factor in progressing the Council to reach its goal of net zero by 2030.

Other options considered and rejected

To reject the proposal of the policy and to continue retrofitting and development with existing practices.

Chair

Date

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Report of	Meeting	Date
Director (Customer and Digital) (Introduced by Executive Member (Customer, Streetscene and Environment))	Executive Cabinet	Thursday, 7 December 2023

Print Strategy

Is this report confidential?	No
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Is this decision key?	No
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Purpose of the Report

1. Executive Cabinet to review the proposed Print Strategy in Appendix One.

Recommendations to Executive Cabinet

2. Executive Cabinet to approve the Print Strategy to be implemented at Chorley Council.

Reasons for recommendations

3. To ensure that the Council is leading by example in the delivery of the green agenda.
4. To ensure that communications from the Council are delivered in real time and using a digital first approach

Other options considered and rejected

5. The Council could continue to operate without a Print Strategy, however, if the Councils are going to encourage residents to adopt a digital first approach to reduce waste, then it is important for the Council to lead by example and follow these principles.

Corporate priorities

6. The report relates to the following corporate priorities:

Housing where residents can live well	A green and sustainable borough
An enterprising economy with vibrant local centres in urban and rural areas	Healthy, safe and engaged communities

7. Chorley Council has declared climate emergency pledging to work to make the Borough carbon neutral by 2030. It is therefore imperative that organisational changes are made to not only champion the green agenda, but to demonstrate that our climate commitments are achieved.
8. The Chorley and South Ribble Council Joint Digital Strategy is now established to support Virtual working. All employees are supplied with the most appropriate devices for their role; new multifunctional devices have been installed with 'Follow You' printing, 'Scan to Me' and scanning directly to the line of business application; a corporate virtual mail service has also been established to enable employees to print directly from wherever they are working. This also strengthens the Councils' business continuity arrangements.
9. Customers are adopting more and more 'on demand' services and expect information to be received in real time and by methods that are more suitable to their lifestyles. This includes receiving correspondence in digital format.
10. There are three key principles behind this policy:
 - a. to ensure a set standard and hierarchy for printing and mail
 - b. to maximise efficiency and minimize environmental impact
 - c. to reduce associate cost with printing and mail
11. The Print Strategy will include a new strapline 'Be Green, keep it on the screen.' That will be adopted by the Council and used across all correspondence.
12. The print strategy provides an opportunity to review printing and mailing practice at both councils and to support physical and behavioral changes for staff and members to enable a transition to a more environmentally friendly practice. It also sets out clear parameters for communicating and sharing information with citizens including information sent by posted letter. The strategy will continue to support the wide use of digital technology to improve environmental performance.
13. The strategy impacts customers, officers and members in the following ways:

Customers	Will be encouraged to share their email details with the council to be moved to email correspondence. Will receive correspondence digitally unless there is a statutory obligation to send via correspondence by post.
Members	To take the lead and sign up to email correspondence as a resident, including receiving council tax annual bills by email or online only. Will receive a print quota Will not be supplied with printed agenda packs unless they are the committee chair, deputy chair or a have a disability requirement for print format. Councillor allowances and expense statements to be sent by email or available online only.
Officers	To take the lead and sign up to email correspondence as a resident, including receiving council tax annual bills by email or online only. Will receive a print quota Will be unable to send print correspondence unless there is a statutory requirement to do so.

14. Exceptions to the Print Strategy includes where there is a statutory or legal requirement to have a wet signature or printed format. Where a resident requests a printed version of their Council Tax bill for ID purposes, this will be considered.
15. The full strategy is available in Appendix One, with a summary of the actions required for delivery available in Appendix Two. The action plan is a working document containing non-exhaustive list of actions, that will be added to as the strategy develops.

Climate change and air quality

16. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils Green Agenda.:
 - a. reducing waste production

Equality and diversity

17. Considerations should be made for those who are over 65 years of age, those who may not have English as their first language and those who may not own a printer. An Equality Impact Assessment has been completed and is included in Appendix Three.

Risk

18. Reputational Risk - On the surface, stopping mailed correspondence be perceived to be a negative action, however, the overall impact on the Councils reputation is expected to be positive as the Councils' will be leading the way in the Green Agenda to reduce paper waste.

Comments of the Statutory Finance Officer

18. The financial implications of this report are difficult to quantify. Costs can vary from year to year and some relate to election expenditure which is often recouped via income. It is likely any reduction in spend will be gradual and seen across years rather than a sudden saving in budget.

Comments of the Monitoring Officer

19. There are no in principle issues with what is proposed here. Clearly there will be occasions when hard copy post will need to be sent out (sending out of various statutory notices) but that is allowed for in the strategy.

Background documents

There are no background papers to this report.

Appendices

Appendix One – The Print Strategy

Appendix Two – Print Strategy Action Plan

Appendix Three – Equality Impact Assessment for the Print Strategy

Report Author:	Email:	Telephone:	Date:
Katrina Sykes (Customer and Digital Transformation Lead)	katrina.sykes@chorley.gov.uk	21/11/2023	

This decision will come into force and may be implemented five working days after its publication date, subject to being called in in accordance with the Council's Constitution.

Print Strategy 2024-2027

September 2023
Version 1.0

Be Green, keep it on the screen



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Document History

Version

Name	Role	Review Date	Version
Katrina Sykes	Customer and Digital Transformation Lead	15/09/2023	1.0

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1. Executive Summary

- 1.1 Both councils have declared climate emergency pledging to work to make the Boroughs carbon neutral by 2030. It is therefore imperative that organisational changes are made, not only to champion the green agenda, but to demonstrate that our climate commitments are achievable.
- 1.2 The Chorley and South Ribble Council Joint Digital Strategy is now established to support virtual working. All employees are supplied with the most appropriate devices for their role; new multifunctional devices have been installed with 'Follow You' printing, 'Scan to Me' and scanning directly to the line of business application; a corporate virtual mail service has also been established to enable employees to send mail directly from wherever they are working. This also strengthens the Councils' business continuity arrangements.
- 1.3 This strategy defines Chorley and South Ribble Councils' Print Strategy 2024-2027.
- 1.4 The purpose of this print strategy is to support physical and behavioral changes for staff to enable a transition to more environmentally friendly practice. It also sets out clear parameters for communicating and sharing information with citizens including information sent by posted letter. The strategy will continue to support the wider use of digital technology to improve environmental performance.
- 1.5 Key principles and targets have been identified as well as the approach the councils will take to achieve those targets.

2. Key Principles

- 2.1 The overlying principle to the print strategy is to avoid printing and instead, develop 'on screen' solutions. This supports the Chorley and South Ribble Joint Digital Strategy where the councils have focused on becoming Digital First organisations in line with the councils' green commitments.
- 2.2 There are three further key principles behind this strategy.
 - to ensure a set standard and hierarchy for printing and mail
 - to maximise efficiency and minimize environmental impact
 - to reduce associate cost with printing and mail

3. Definitions

- 3.1 The definitions below concern specific terms and descriptions used in this strategy:
 - MFD – Multi-Functional Device capable of printing, copying and scanning
 - Mono – a print in black and white
 - Duplex – double-sided printing, print is produced on both sides of paper
 - Virtual Mail – a mailing solution that allows a user to send correspondence for print without physically needing to print or post it on premise.

4. Scope

- 4.1 This strategy applies to all permanent and temporary employees at both councils as well as volunteers, people on work placements and elected members.
- 4.2 This strategy is applicable to printing from all multi-functional devices and outbound postal mail sent by both councils.
- 4.3 It impacts, residents, customers, members, officers, businesses, and anyone receiving information from the council.
- 4.4 Exceptions include where there is a statutory or legal requirement to have a wet signature or printed format.

5. Background

- 5.1 There are several components that make up the cost of printing, including the cost of MFDs, paper, ink toner, energy costs as well as the cost of lost resource due to officer time spent printing.
- 5.2 A Gartner research study in 2017 estimated that the cost of printing one mono print in duplex was 6p per A4 sheet. The table below uses this estimate to estimate the total cost of printing at both councils in 2022-2023, based on the total number of A4 sheets procured.

2022-2023	Chorley	South Ribble
A4 sheets procured	156,250	375,000
Estimated print spend based on A4 sheets spend	£9,375	£22,500

- 5.3 For mailing, there are additional costs of envelopes, postage, as well as the cost of lost resource due to officer time spent mailing, depending on the postal methods selected.
- 5.4 There are currently several ways that services can send mail at the councils, including via virtual mail, using a supplier to collect onsite and taking items to the Post Office to send via Royal Mail. The table below shows the spend on mailing at both councils in 2022-2023

2022-2023	Chorley	South Ribble
Spend on mailing	£205,258.24	£167,624.12

6. Objectives

6.1 The strategy is based upon the following key objectives, where the councils will:

- **encourage officers and members to use a digital first approach** to printing where appropriate
- **substantially reduce the number of mail items** through a digital first direct communications approach to sending written correspondence
- **introduce printing and mailing hierarchy standards** for default items
- **minimise the handling and enveloping of mail** by rolling out the virtual mail supplier to all service areas

7. Strategy

The strategy is divided into several key elements. For each of these elements, the strategy will set out why the council intends to adopt the approach and what the council will do by 2027 to help understand how the strategy will be delivered.

7.1 Digital First Approach

Aim:

The preferred method of document viewing and storage is digital. Officers and members are encouraged to only print when digital methods are not available or appropriate.

To deliver this we will:

- consider alternatives before printing or photocopying, such as display documents on screen/by projection at meetings; use approved Council systems such as Microsoft Teams and SharePoint to collaborate with colleagues on documents, reading documents on screen using desktops/laptops/iPads; scan paper documents to share them digitally with those who need copies and use mod.gov application for all meetings including council committees.
- identify areas of unnecessary printing and produce a plan to manage this
- set an ambitious target of reducing print volumes by 20% per annum over the next 3 years.
- set predefined print quotas for all staff and members

7.2 Digital First Direct Communications

Aim

Digital methods of communication will be used when writing to customers, unless there is a statutory requirement to send correspondence by paper.



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Customers will be encouraged to use digital platforms and receive digital correspondence, wherever possible.

Council Tax annual billing is an area that will use pilot campaigns for digital first correspondence as uptake data is readily available. The table below indicates the distribution of annual bills across both councils in 2023.

	Chorley	South Ribble
Annual bills sent by email	2,893	2,628
Annual bills sent by letter	56,446	51,845
Total bills sent	59,339	54,473
% bills sent electronically	4.9%	4.8%

To deliver this we will:

- in the first instance only send written correspondence via email using Microsoft, GOV Notify or directly from a business application, e.g. an email from the planning portal
- encourage customers to share their email address to improve communications
- set a target of reducing mail volumes by 20% per annum over the next 3 years
- by March 2024, 25% of annual bills sent electronically
- by March 2025, 50% of annual bills sent electronically
- by March 2026, 75% of annual bills sent electronically

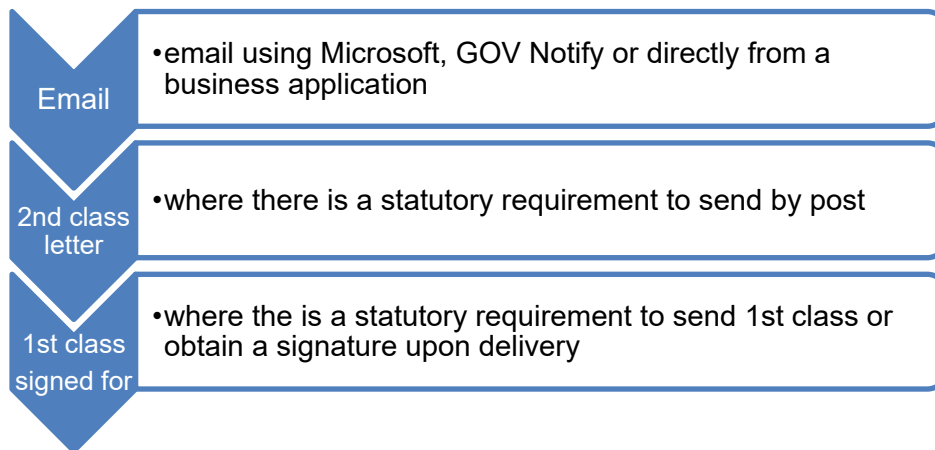
7.3 Print and Mail Standards

Aim

There are a variety of practical measures that can be taken to prevent compromise of data security, reduce printing and mailing costs, and the associated environmental impacts.

To deliver this we will:

- Adopt the following hierarchy standards when printing or using virtual mail
 - Send documents by PDF and not Word
 - Print multiple page documents as duplex
 - Use mono print, including when using the logos on printed mail
 - Print A4 where possible
 - Use a C5 envelope, 2nd class as default for mail items
- Use the below hierarchy for sending direct communications:



7.4 Virtual Mail

Aim:

A new contract with a virtual mail supplier has been procured, providing the Councils with preferential rates for mail items, which create efficiencies against on site printing methods.

All services areas will be encouraged to use the virtual mail supplier to minimise the handling and enveloping of mail.

To deliver this we will:

- create separate accounts for all service areas to manage their own virtual mail
- provide training for all service areas to use virtual mail

7.5 Engage Organisation-wide

Aim:

As an organisation championing the green agenda, we must adopt this strategy organisation wide, from officers to Senior Leadership Team and Members.

To achieve the ambitious targets outlined in this policy, every service area must work towards the goal of reducing print and mail to generate efficiencies and create environmental impact.

To deliver this we will:

- communicate the strategy effectively
- represent the Councils by leading from the front as officers and members who are also residents by adopting a digital first approach to receiving correspondence from the Councils.
- provide the right training across all levels of the organisation
- monitor and report openly on printing and mailing metrics

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Print Strategy

Task No	Task Title	Owner
1	Communicate print strategy to all officers	Heads of Service
2	Create a digital first approach for members	Dem Services
3	Member Comms	Dem Services
4	Add Print Strategy strap line to all comms	KS
5	Set up print reporting	ICT
6	Set predefined print quotas for all staff	SMT
7	Identify areas of unnecessary printing	Heads of Service
8	Create action plans with Heads of Service to reduce areas of unnecessary printing	KS
9	Define where email addresses for customers can be stored and what they can be used for	KS
10	Campaign to collect email addresses for all customers	KS/Customer Services/Comms
11	Campaign to sign up to receive annual bills electronically	KS/Customer Services/Comms
12	Create separate accounts for Service Areas with iMail Comms	KS
13	Create print folders for iMail	ICT
14	Provide training for iMail	KS
15	Set up printing/mail reporting	KS/ICT
16		

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Impact Assessment (IA)

Name of the project, policy, service, or strategy:	Print Strategy		
Responsible officer:	Katrina Sykes		
Service Lead:	Asim Khan – on behalf of Head of ICT		
Date of assessment:	17/11/2023	Date of review:	31/07/2024



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Introduction

Overview

What is an Impact Assessment?

The Impact Assessment is a tool to ensure that any policy, project, strategy, or service is assessed to consider any positive or negative impacts for all our residents with regards to equalities, health and sustainability. It is important that this is done in a timely manner and ideally it should precede the start of the project, policy or strategy concerned at Chorley Council or South Ribble Borough Council.

Who is the Impact Assessment for?

The responsibility of conducting the Impact Assessment is with the leading officer of the policy that is being assessed, with service leads responsible for the final sign off of the assessment. Once complete and signed off, the Impact Assessments are submitted to Performance and Partnerships, who are responsible for storing, monitoring, and ensuring the quality of the assessments. The assessment tool covers both Chorley and South Ribble Borough Council.

Why do we need to do Impact Assessments?

As Councils, we are committed as community leaders, service providers, and employers. Therefore, we will work to ensure that everybody is afforded equality of opportunity and good life chances. The Impact Assessment is a tool we use to ensure that we fulfil these commitments and thus meet our legal duties.

Instructions

Quick steps for completion

Follow the quick steps below when completing the Impact Assessment:

1. Sections: There are three sections to the Impact Assessment. These include:

- Equality impact: the impact on the nine equality strands, which include age, disability, sex, gender reassignment, race, religion, sexual orientation, pregnancy and maternity, and marriage and civil partnership. See the **Equality Framework**.
- Health and environmental impact: the impact on health and wellbeing as well as the environment.
- Reputational impact: the impact on the Councils' reputation and our ability to deliver our key priorities. Reference should be made to the Corporate Strategies.

2. Rating and evidence: Each section has a number of questions that should be given a rating and evidence given for why the rating has been selected. This allows us to quantify the impact. The rating key is outlined below:

Code	Description
P	Positive impact
N	Negative impact
NI	Neutral impact

3. Actions: Once a rating is given, actions should be identified to mitigate any negative impacts or maximise any positive impacts of the policy, project, or strategy that is being assessed.

4. Sign off: Once the assessment is completed, sign off is required by a Service Lead.

5. Submit: Once signed off, the Impact Assessment should be sent to the Performance and Partnerships Team, who will store the assessment securely and check for quality.

6. Follow up: Actions should be implemented and changes should be made to the policy, project, or strategy that has been assessed, with follow ups conducted annually to monitor progress.

Information and Support

Contact details

To submit your completed Impact Assessment or for guidance and support, please contact Performance and Partnerships at performance@chorley.gov.uk or performance@southribble.gov.uk

Equality Impact

Area for consideration	P	N	NI	Evidence	Further action required
What potential impact does this activity have upon:					
Those of different ages?		N		<p>The Print Strategy is designed to help the councils' achieve their green agendas not specifically targeting any individual age group, however, may negatively impact older residents.</p> <p>Many elderly residents prefer their correspondence to be received by letter.</p>	<ol style="list-style-type: none"> 1. Print strategy training is available to Customer Service officers which includes outlining statutory requirements print to be able to support residents who want to correspond digitally and provide the right answers to those who would continue to correspond by letter. 2. Ensure the websites are straight forward to navigate, in particular to sign up to eBilling.
Those with physical or mental disability?			NI	<p>The Print Strategy may negatively impact those who have sight difficulties who struggle to read on screen.</p>	<p>The website already has accessibility tools in place.</p> <ol style="list-style-type: none"> 3. Ensure that website accessibility tools can be used with digital correspondence.
Those who have undergone or are undergoing gender reassignment?			NI	<p>The Print Strategy has no direct impact on those who have undergone or are undergoing gender reassignment.</p>	

Those who are pregnant or are parents?			NI	The Print Strategy has no direct impact on those who are pregnant or parents.	
Those of different races?			NI	It is acknowledged that in order to ensure that digital correspondence is accessible, the right translation tools are in place to support those who cannot speak English.	The website already has a translation tool in place. 4. Ensure that translation tools can be used with digital correspondence.
Those of different religions or beliefs?			NI	The Print Strategy has no direct impact on those of different religions or beliefs.	
Those of different sexes?			NI	The Print Strategy has no direct impact on those of different sexes.	
Those of different sexual orientations?			NI	The Print Strategy has no direct impact on those of different sexual orientations.	
Those who are married or in a civil partnership?			NI	The Print Strategy has no direct impact on those who are married or in a civil partnership.	
Socio-economic equality or social cohesion?			N	The print strategy may have a negative impact on socio-economic equality as low income households may not have access to a printer, to print documents when required, for example, for ID purposes.	In exceptional circumstances, where someone wants a bill for example for ID purposes, we will consider printing.

Health, Social and Environmental Impact

Area for consideration	P	N	NI	Evidence	Further action required
What potential impact does this activity have upon:					
Enabling residents to start well (pre-birth to 19)? <i>(Please consider childhood obesity, vulnerable families, and pregnancy care)</i>			NI	The Payment Strategy is not targeted at those who are under 19.	
Enabling residents to live well (16 to 65 years)? <i>(Please consider mental and physical wellbeing, living environment, healthy lifestyles, and improving outcomes)</i>	P			The Payment Strategy supports those who are digitally skilled by providing real time correspondence to their 'on the go' devices such as mobile phones and tablets.	
Enabling residents to age well (over 65 years)? <i>(Please consider social isolation, living independently, dementia, and supporting carers and families)</i>		N		The Print Strategy may negatively impact older residents. Many elderly residents prefer their correspondence to be received by letter.	Actions have been identified above.
Natural environment? <i>(Please consider impact on habitation, ecosystems, and biodiversity)</i>	P			Paper reduction prevents destruction of natural ecosystems through deforestation.	
Air quality and pollution? <i>(Please consider impact on climate change, waste generation, and health)</i>	P			Paper reduction prevents emissions of greenhouse gases through deforestation. Diverting paper waste from landfills lessens the use of fossil fuels and reduces methane gas.	
Natural resources? <i>(Please consider the use of materials and as well as transport methods and their sustainability)</i>	P			Reducing the use of paper saves trees and conserves energy used in converting those trees into paper and in transporting paper products	

Rurality? <i>(Please consider the impact of those who live in rural communities, their access to services/activities)</i>	P		The Print Strategy positively impacts rurality, because it allows residents to receive their communications in real time rather than waiting for post, which can take longer to deliver to rural communities.	
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Strategic Impact

Area for consideration	P	N	NI	Evidence	Further action required
What potential impact does this activity make upon:					
The Councils' reputation? <i>(Please consider impact on trust, confidence, our role as community leaders, and providing value for money)</i>	P			The Print Strategy will have an overall positive impact on the Councils' reputation because it allows the Councils to lead by example as champions of their green agenda and demonstrates to residents that they are doing what is possible to meet their green targets.	
Our ability to deliver the Corporate Strategy? <i>(Please refer to the Strategic Objectives)</i>	P			Both Councils have green targets within their corporate strategies which the Print Strategy will positively impact.	

Impact Assessment Action Plan

If any further actions were identified through the Impact Assessment, then they should be listed in the table below:

Action	Start Date	End Date	Lead Officer
1. Print strategy training is available to Customer Service officers to be able to support residents who want to correspond digitally and provide the right answers to those who would continue to correspond by letter.	01/01/2024	31/03/2024	Anne-Louise Pugh
2. Ensure the websites are straight forward to navigate, in particular, to sign up to eBilling.	01/12/2023	30/06/2024	Katrina Sykes
3. Ensure that website accessibility tools can be used with digital correspondence.	01/12/2023	28/02/2024	Katrina Sykes
4. Ensure that translation tools can be used with digital correspondence.	01/12/2023	28/02/2024	Katrina Sykes

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Report of	Meeting	Date
Director (Customer and Digital) (Introduced by Executive Member (Customer, Streetscene and Environment))	Executive Cabinet	Thursday 7 December 2023

Recycling and Waste Strategy

Is this report confidential?	No
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Is this decision key?	Yes
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Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards
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Purpose of the Report

- To present a new Recycling and Waste Strategy.

Recommendations to Executive Cabinet

- Seek the Executive Cabinet's views on the proposed aims, objectives, and actions.
- Approve the budget requirement for local priority actions.
- Approve the strategy and action plan to be taken forward to full Council meeting in January for formal adoption.

Reasons for recommendations

- To satisfy the requirement for a new strategy to drive the council towards its waste reduction and recycling targets and comply with new legislation and national waste policy.
- To support the council's green agenda and climate change strategy objectives.

Other options considered and rejected

- To not adopt and publish a strategy would fail to provide strategic direction at a time when there are significant national waste reforms including statutory requirements.

Corporate priorities

- The report relates to the following corporate priorities:

Housing where residents can live well	A green and sustainable borough
An enterprising economy with vibrant local centres in urban and rural areas	Healthy, safe and engaged communities

Executive summary

9. A new and innovative Recycling and Waste Strategy for Chorley has been drafted for approval by Council.
10. The strategy is designed to drive Chorley towards meeting waste reduction and recycling targets as required in the Environment Act 2021 and the Resources and Waste Strategy for England.
11. The strategy supports the ambition set in Chorley’s Climate Change Strategy to achieve net-zero carbon status by 2030.
12. There are some new statutory waste collection obligations that will require significant changes are in the coming years.
13. Our target is to achieve 65% recycling by 2035.
14. There are five strategic objectives and an action plan.
15. The success of the strategy will be monitored and measured through corporate and service level indicators.
16. Planning and development of major service changes will proceed once further clarification is confirmed by Government on specific waste collection obligations and funding allocation.
17. In the short to medium term, there are a range of local priority actions which will require investment of £110,000.

Background to the report

18. A new and innovative Recycling and Waste Strategy for Chorley has been drafted.
19. The strategy is designed to drive Chorley towards meeting waste reduction and recycling targets as required in the Environment Act 2021 and the Resources and Waste Strategy for England. It is also designed to support the ambition set in Chorley’s Climate Change Strategy to achieve net-zero carbon status by 2030.
20. The strategy has been in development for some time but there have been delays to Government waste reforms and policies which will have a significant influence on waste collection services, and this has consequently delayed the strategy.
21. Government announced on 23 October 2023 the new waste collection obligations for all local authorities, which provided some long-awaited clarity on new requirements and timescales, and that guide our local strategy.
22. New statutory requirements are:

- ‘Simpler Recycling’ – collect a consistent set of recyclable materials, specifically paper and card, plastic bottles/pots/tubs/trays, glass, metal, cartons and garden waste, by 31 March 2026
 - Weekly food waste collections to all households by 31 March 2026.
 - Collect plastic film packaging by 31 March 2027.
23. Our target is to achieve 65% recycling by 2035 which matches the national target set within the Resources and Waste Strategy (RAWS) for England. The latest recycling rate for Chorley is 46%.
24. This means an increase of nearly 20% is required to reach this ambitious target, which equates to an additional 8,500 tonnes of waste being diverted from the residual waste stream and into recycling bins annually.
25. Significant changes are required over the coming years to fulfil statutory obligations, and to realise our targets for waste reduction and recycling and wider corporate climate goals. To deliver these changes, there are five strategic objectives:

Table 1: Strategic Objectives

Encourage and improve behaviour and communication	We will encourage everyone to be responsible for their waste, make full use of their recycling collection services, and provide access to all the information they need about recycling and reducing waste.
Engagement activities and partnerships	We will work with partners, schools, businesses and community groups to deliver projects and initiatives that aim to reduce waste and recycle more.
Changes and improvements to collection systems	We will enable residents to recycle more of the waste they generate by offering easy-to-use services and opportunities to recycle a wider range of materials.
Leading by example	We will lead by example by ensuring waste minimisation, recycling and net-zero carbon principles and best practice across council services and facilities.
Other waste reduction and recycling initiatives	We will support reuse, refill, repair schemes and explore opportunities for materials that are harder to recycle.

26. An action plan has been drawn up to support delivery of the strategy. Actions correspond to one or more of these three themes:
- Optimise our local potential for recycling and waste reduction;
 - Prepare our services for future changes linked to emerging policy and legislation;
 - Support residents, community groups and other stakeholders to become a waste-free borough.
27. Our initial focus will be on the more readily achievable local priorities and making improvements to existing services.

- 28. Planning and development of major service changes expected in the future will proceed once further clarification is confirmed by Government on specific waste collection obligations and funding allocation.
- 29. The strategy may be subject to review and changes when there is further clarification of Government waste policy, new statutory guidance, and confirmation of funding and financial settlements for any new burdens.
- 30. The success of the strategy will be monitored and measured through corporate and service level indicators (Table 2), which aim to reflect the improvements to the service.

Table 2: Key performance measures:

No.	Description	Target
1	% of household waste sent for reuse, recycling or composting	65% by 2035
2	Residual waste per household per year	<400 kg/hh/yr
3	% households participating in kerbside recycling	A 10% increase from baseline
4	% of primary schools with recycling facilities and engaged with education events	80%
5	% of council facilities with access to recycling points/collections for a range of materials, including council events	100%

- 31. To realise a significant and sustained increase in recycling will require some fundamental changes or additions to household waste collection services and come with significant capital and revenue costs. The action plan outlines some service change options that would be required to achieve higher recycling rates with some estimated costs and implications.
- 32. The strategy does not include detailed waste collection service changes given the significant costs and the operational, technical, legal, budgetary and political uncertainties. However, the action plan includes achievable and affordable actions in the short to medium term timescale which can begin the journey towards our targets.
- 33. Costs for the delivery of the new strategy will be contained within existing budgets where possible. However, additional investment will be required for several of the proposed actions, with cost estimates included in the action plan.
- 34. In the short to medium term, there are a range of local priority actions which will require investment of £110,000, as indicated in Table 3.

Table 3: Budget requirements (not including major service changes)

Action	Total costs estimate	2024/25	2025/26	2026/27
Improve communal recycling facilities: new bins, bin repairs, new signage and labelling	£25,000	£10,000	£10,000	£5,000

Improve communication with residents: materials and advertising	£10,000	£3,000	£4,000	£3,000
Tackling contamination in recycling: communication materials	£5,000	£2,500	£2,500	
Digital engagement: app development	£5,000		£5,000	
Recycling incentives/rewards	£20,000			£20,000
Support recycling in schools: recycling bins and boxes	£5,000	£2,500	£2,500	
Deliver schools education events programme	£15,000	£7,500	£7,500	
'On-the-go' recycling: dual litter bins	£25,000	£5,000	£10,000	£10,000
Total	£110,000	£30,000	£40,000	£40,000

35. The costs identified for any major service changes will likely be significant and subject to an appropriate report which will be submitted where the need for budget allocation becomes clear. Some headline figures are indicated in the action plan.

36. New waste collection services will be funded through a combination of the following measures:

- **New Burdens funding** to local authorities to provide weekly food waste collection from households, which will include capital costs (such as vehicles and containers), as well as resource costs (such as vehicle re-routing, communications and project management) and ongoing service costs (such as collection and disposal costs). Funding allocation is still to be confirmed.
- **Extended Producer Responsibility for packaging payments** will be provided to local authorities, with packaging producers responsible for the full net costs of collecting and managing packaging waste through efficient and effective services. This includes the collection of additional packaging materials for recycling, such as plastic films and flexibles. Payments are expected from 2025/26.
- It remains the case that under section 45(3) of the Environmental Protection Act 1990, and the Controlled Waste (England and Wales) Regulations 2012, waste collection authorities may, as they can now, recover a reasonable **charge for the collection of garden waste**.

Climate change and air quality

37. The work noted in this report has an overall positive impact on the Councils Carbon emissions and the wider Climate Emergency and sustainability targets of the Council.

38. In particular the report impacts on the following activities:
- a. net carbon zero by 2030,
 - b. waste and the use of single use plastics,
 - c. sustainable forms of transport.

Equality and diversity

39. There are no equality and diversity implications of this report.
40. An Impact Assessment for the new strategy has been completed.

Risk

41. The recycling rate target of 65% is ambitious and it is unclear what, if any, implications there will be on local authorities that fail to achieve this level of recycling. Introducing new weekly food waste collections to all households will make a significant contribution towards our target. A key consideration for the council will be whether to simultaneously restrict residual waste by reducing the frequency of collections, which drives higher recycling and waste reduction, and can also provide service cost savings. However, Government has specified that they expect a minimum service frequency for residual waste of at least fortnightly, and preferably weekly. It is hoped that council's will be afforded the freedom to choose the most suitable collection system which can meet our goals and provide best value services. This will be confirmed in forthcoming statutory guidance on waste collections.
42. The precise level of Government funding allocation arising from the Environment Act 2021 regarding consistent collections and extended producer responsibility to cover additional costs, is not yet confirmed. However, Government has affirmed that local authorities should receive their allocation of New Burdens funding for food waste collections, and under EPR the full net costs of managing packaging waste where they have taken all reasonable steps to establish effective and efficient waste collections systems. The definition of 'effective and efficient systems' is not yet confirmed.
43. There are many interdependencies with Lancashire County Council as the waste disposal authority. Many waste disposal authorities have raised concerns about the infrastructure and agreements needed to manage new waste streams, particularly food waste. We are reliant on sufficient food waste recycling capacity being put in place by LCC, although they have indicated facilities at Farington Waste Park should be ready to accept the county's food waste by July 2025.
44. Lancashire County Council's Materials Recovery Facility, which is the destination for all kerbside collected household recycling, will require reconfiguration to accept additional material streams such as cartons and plastic films, which could impact on the timescales for implementing service changes.
45. A new national Deposit Return Scheme will see several thousand reverse vending machines placed within supermarkets and in public spaces. This could remove a significant volume of materials from household recycling bins, therefore impact upon the efficiency and effectiveness of recycling collections and adversely impact the local authority recycling rate. It is currently unclear if and how the DRS materials could be

captured within our waste and recycling data calculations and therefore still contribute to our recycling rate.

Comments of the Statutory Finance Officer

- 46. There is no existing budget for these works. In the short to medium term, there are a range of local priority actions which will require investment of £110,000. Should this strategy be approved, the budgets would be incorporated into the financial pressures in the 2024/25 – 2026/27 Medium Term Financial Strategy; £30k in 2024/25, £40k in 2025/26 and £40k in 2026/27.
- 47. The costs, as yet to be identified, for any major service changes in the future are likely to be significant; such changes will be subject to separate reports as necessary, which will be submitted for review and approval, including associated budget requirements.

Comments of the Monitoring Officer

- 48. The report is seeking Cabinet approval for a new Recycling and Waste Strategy. This new Strategy is designed to help us meet legislative requirements and achieve our own environmental targets. Ultimately the Strategy will be referred to Full Council for formal adoption.

Background documents

There are no background papers to this report.

Appendices

Appendix A - Recycling and Waste Strategy 2024-2030

Appendix B - Recycling and Waste Strategy Action Plan

Report Author:	Email:	Telephone:	Date:
Doug Cridland, Chris Walmsley (Waste Services Manager, Head of Streetscene and Waste)	doug.cridland@chorley.gov.uk, chris.walmsley@chorley.gov.uk	Tel: 01257 515040, 01257 515189	15 November 2023

This decision will come into force and may be implemented five working days after its publication date, subject to being called in in accordance with the Council’s Constitution.

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Recycling and Waste Strategy

2024-2030



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Action Plan

1. Purpose

The new Recycling and Waste Strategy presents Chorley Councils' vision for waste and recycling services from 2024 to 2030.

It outlines the actions that will enable us to increase recycling, reduce waste, and support the target of our Climate Change Strategy to achieve net zero carbon status by 2030. It also outlines how we will comply with new and emerging national waste legislation and policy.

For many years Chorley Council has worked to reduce waste going to landfill and we have established domestic recycling collection schemes including paper, cardboard, certain plastics and metals, glass, and garden waste. However, we recognise the importance of our role in striving to minimise waste and accept that strategic actions will be needed to reduce waste produced within the borough and to further increase its reuse, recycling, and composting.

Our new strategy is designed to follow the Resources and Waste Strategy for England (RAWS) published by the Government in 2018. The aims of the RAWS are to make the UK a world leader in resource efficiency and resource productivity, to increase competitiveness and move away from a linear economy towards a circular economy. The RAWS informs how councils will provide household waste collection and recycling services in the future, particularly the range of materials that should be collected for recycling and the ways in which services will be funded.

Our actions will ensure that we contribute to the ambitions laid out in the Resources and Waste Strategy of recycling at least 65% of municipal waste by 2035, with a maximum of 10% being landfilled, and eliminating all avoidable waste by 2050. Our Chorley Climate Change Strategy published in 2021 includes an objective to publish a recycling and waste strategy which will drive us towards the recycling target.

The municipal recycling rate for England in 2021/22 was 46%, so reaching 65% in the next 12 years will not happen without significant changes to how waste is collected and managed. To deliver these changes, our strategy includes an action plan designed to meet the objectives set out in the strategy.

There are many reasons why reducing and recycling waste is essential. Not only can it help reduce our carbon footprint, but it also helps reduce the need for harvesting new materials, saves energy, reduces greenhouse gases, and prevents pollution. As a nation we save 18 million tonnes of CO₂ a year by recycling, helping to tackle climate change.

Traditional consumer and shopping patterns are changing, and this will have a significant impact on future waste generation and management. There has been a significant and lasting rise in public consciousness when it comes to the need to tackle waste and recycle more.

We cannot deliver our vision and priorities alone and we need the support of our residents, businesses, partners, and visitors to help us to make our borough greener, cleaner, and a more sustainable place to live, work and visit.

2. Vision

Our vision is to reduce the amount of waste we produce, to recycle as much waste as possible, and reduce our carbon emissions. Residents, businesses, and visitors will be encouraged to play their part in achieving this aim.

Waste should be viewed as a resource to be valued and used and not simply thrown away with no thought of the consequences. We must recognise that we all have responsibility for our actions and for the waste we create.

The following aims outline how we will achieve our vision:

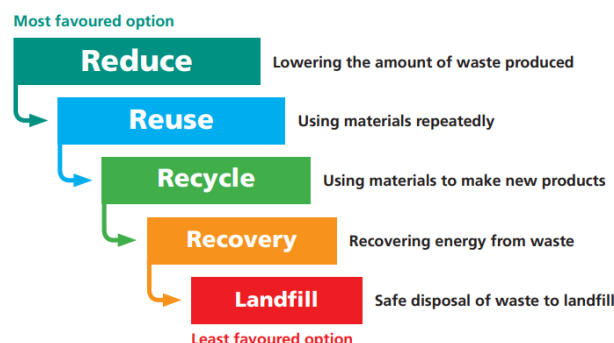
- Change the way people, businesses and organisations think about waste.
- Encourage a reduction in consumption and waste.
- Make service delivery changes and improvements to maximise the quality and quantity of reuse and recycling.
- Maximise recycling by increasing awareness of what and how to recycle and increasing participation in recycling collections.
- Work with partner organisations, residents, parish councils, schools, and community groups to deliver new initiatives and projects to reduce waste and recycle more.
- Re-using materials and recovering value from waste where possible.
- Work towards carbon-neutral waste services.
- Promote the principles of the circular economy.

Circular economy

A circular economy approach means preventing waste and keeping resources in circulation through repair, reuse, and recycling to realise their maximum resource value whilst minimising environmental impacts. It moves away from the more linear economy of 'take, make, use, throw' and prolongs the lives of materials and goods consumed, minimising waste, and promoting resource efficiency.

This means increasing the amount of material that is re-used or recycled, minimising waste, and reducing the reliance on new materials. It is essential that we embed policies and practices that drive a more circular economy, and work towards consistent and efficient waste services, food waste collections and improving recycling in homes and businesses.

The Waste Hierarchy



3. Policy framework

Resources and Waste Strategy for England

The Government published its Resources and Waste Strategy for England in 2018. It outlines how the nation will work towards ambitions of doubling resource productivity and zero avoidable waste by 2050, maximise the value we extract from our resources, and minimise waste and the associated negative environmental impacts.

The RAWs has set a national target for municipal (household-like) waste of:

65% to be recycled by 2035.

Resource efficiency and waste reduction is based on four key principles:

1. Extended producer responsibility (EPR)

Producer responsibility is where manufacturers of products that end up as waste (i.e., packaging) pay towards their collection and disposal. The Government has proposed to increase the items that need to be paid for and make sure that manufacturers pay the full cost. This legislation is due to be implemented in October 2025 and is designed to create more opportunities for the UK to make better use of recyclable material and encourage better design of packaging that prioritises waste prevention, reuse, and recycling rather than disposal. The sums that this scheme will collect will determine what funding is available to local authorities to support the collection of the packaging.

2. Consistency of waste and recycling collections

The Government is introducing legislation to standardise recycling and waste collections to make recycling easier and less confusing for households, and to improve recycling information on packaging to help customers make more informed choices when they buy packaged products.

3. Deposit Return Scheme (DRS)

To help reduce litter and improve on-the-go recycling, customers buying a drink could reclaim the deposit added to the cost of the drink by returning the bottle or can. A scheme is expected to commence in October 2025.

4. Plastic packaging tax

The Government has proposed a new tax on the production and import of plastic packaging with less than 30% recycled content. The Government may also propose a move away from measuring waste targets and recycling performance by weight to measuring in carbon and environmental footprints.

The Environment Act 2021

Through the new Environment Act, the Government is taking the powers necessary to deliver on many of the commitments in the RAWs, such as to reform the UK packaging producer responsibility system and to introduce greater consistency in recycling collections. It introduces new legally binding targets, many of which will come through secondary legislation. The Act is expected to be enforced within the next 2-5 years, and new requirements include:

- Consistent and frequent recycling collections across England; waste collection authorities must make arrangements to collect the following from households: glass, metal, plastic, paper and card, food waste, garden waste.
- Weekly food waste collections, preventing food waste from going to landfill or being incinerated.
- It allows the Government to introduce clearer labelling on certain products so consumers can easily identify whether or not products are recyclable.
- It also allows the Government to expand the use of charges on single use plastics, following the successful introduction of the carrier bag charge and will introduce a Deposit Return Scheme (DRS) on drinks containers, subject to consultation.
- There are powers to introduce new extended producer responsibility schemes which will make producers responsible for the full net costs of managing their products when they are thrown away.

All of these will have a bearing on what the 'optimum' waste and recycling collection services in Chorley might look like in future.

A **Climate Emergency** was declared by Chorley Council in 2019, with pledges to work towards becoming a net zero carbon borough by 2030. This is 20 years ahead of Government targets for the UK to be carbon neutral by 2050.

The Circular Economy Package (2018) sets legally binding targets for waste recycling and reduction of waste to landfill including:

- Recycling 65% of waste by 2035
- Reduce landfill to maximum of 10% of waste by 2035

Government's latest position

As part of the RAWS, Defra launched three consultations in February 2019 on Consistency in Household and Business Recycling Collections, Reforming the UK packaging producer responsibility system, and Introducing a Deposit Return Scheme for drinks containers (DRS).

There were a large number of responses to these consultations from stakeholders across the waste sector and local authorities which have informed policy decisions. Defra has stated it intends to introduce regulations and statutory guidance that will underpin the new consistency in recycling measures.

Local authorities and the wider waste industry have since been eagerly awaiting long overdue announcements, but ongoing delays have left councils without clarity on new legal requirements, statutory guidance, exemptions, implementation timelines, and the availability of funding.

In October 2023, Defra finally confirmed their Waste Reforms, entitled 'Simpler Recycling'. This provided certainty on the materials that must be included in each recyclable waste stream, and transition timelines for compliance, summarised as follows:

By 31 March 2026, local authorities will be required to collect paper and card, plastic, metal, glass, cartons, food waste and garden waste from all households in England. This includes a free, weekly food waste collection.

Local authorities will be required to collect garden waste, where requested, and can continue to choose to charge for this service.

As confirmed in the government consultation response to the consultation on Extended Producer Responsibility for packaging, the government will require the kerbside collection of plastic film packaging by 31 March 2027.

Local authorities will retain the flexibility to provide the most appropriate services for their communities, with exemptions to allow all councils in England the option to co-collect dry recyclable materials.

Local Strategies

This Recycling and Waste Strategy links to other local strategies and policies and is closely aligned to the priorities and commitments of both the Corporate Strategy and Climate Strategy, which includes:

- Work towards our commitment to become a net zero carbon borough by 2030.
- Support waste reduction, reuse, and recycling.
- Promote sustainable transport and infrastructure.
- Promote the green economy.

A key priority of the local Climate Strategy is to improve recycling rates and to collaborate with partners, residents, businesses, schools, community groups and internally to reduce the volume of waste produced in the borough.

The Waste Management Strategy for Lancashire, 'Rubbish to Resources' for 2008-2020 has now expired. Lancashire County Council are currently preparing a new strategy while waiting for emerging obligations of the Environment Act. Notably there is the opportunity to co-ordinate a regional approach to introduce food waste collections across Lancashire.

4. Current position

Chorley Council is a Waste Collection Authority (WCA) with a legal duty to collect waste and recycling from residential properties. 53,000 households in Chorley have regular wheeled bin collections.

General waste, recycling and garden waste collections are conducted using refuse collection vehicles (RCVs). There are smaller RCVs that collect from areas with restricted access. Residents can pay for the collection of garden waste bins from residential properties, with around 25,000 households subscribed to this service. Bulky waste collections and clinical waste collection services are also provided.

Once collected, waste is managed and disposed of by Lancashire County Council (LCC) as the Waste Disposal Authority (WDA). As a result, the way that Chorley Council can collect kerbside waste and recycling is constrained by the acceptance criteria of the WDA's facilities. LCC also has responsibility for waste collected at Household Waste Recycling Centres.

By introducing more opportunities for recycling, such as alternate weekly collections, the introduction of wheeled bins for recycling, and expanding the range of materials collected for recycling, we increased the rate of recycling from around 16% in 2002/03 to nearly 47% in 2021/22. In recent years, our recycling rate has remained fairly constant which reflects the national trend.

Chorley's reuse, recycling, and composting rate for 2021/22 was 46.7%. We collected 22,832 tonnes of residual (non-recyclable) waste, 12,302 tonnes of dry recycling, and 7,734 tonnes of garden waste. We also collected 2,603 tonnes of street cleansing waste. The amount of residual waste per household is currently 475kg per year.

There is currently no specific legal obligation nor binding target for the council in relation to our recycling rate. However, we are obliged to consider the interests and demands of our residents and to help protect and preserve our environment. As we focus more on our green agenda, we need to actively pursue ways to further reduce waste and recycle more.

The main objective of this strategy is to increase our recycling rate to 65%. This is an increase of nearly 20% from the current level and equates to 8,500 tonnes of waste being diverted from the residual waste stream and into recycling bins.

Chorley Council is committed to action to reduce carbon emissions. The Carbon Waste and Resources Metric (WARM) is a tool which evaluates the impacts of waste management in terms of its Greenhouse Gas emissions, measured as carbon dioxide equivalent (CO₂e). Carbon WARM can be used to show how increasing recycling of waste can contribute to reducing emissions when compared to landfill disposal.

Based on our performance in 2022, we are saving 16,100 tonnes CO₂e by recycling our household waste instead of sending it to landfill. If we can achieve our target of 65% recycling, there will be an estimated saving of 22,900 tonnes CO₂e. For every additional tonne of waste that we can recycle instead of sending to landfill, it is estimated that we can save 870kg of CO₂e.

5. Delivery

Set out below are the objectives that we will deliver through an Action Plan that will be kept under review. Our Action Plan is appended to this document.

The five key areas of focus have been identified to demonstrate what we aim to achieve and to provide a framework for our priorities for action.

Our strategic objectives

1. Communication and behaviour change

We will encourage everyone to be responsible for their waste and make full use of their recycling collection services. We will also ensure residents have access to all the information they need about reducing waste and recycling.

2. Engagement activities and partnerships

We will collaborate with partners, schools, businesses, and community groups to deliver projects and initiatives to reduce waste and recycle more.

3. Changes and improvements to collection systems

We will enable residents to recycle more of the waste they generate by offering easy-to-use services and opportunities to recycle a wider range of materials.

4. Leading by example

We will lead by example by ensuring waste minimisation, recycling and net-zero carbon principles and best practice across council services and facilities.

5. Other waste reduction and recycling initiatives

We will support reuse, refill, repair schemes and explore opportunities for materials that are harder to recycle.

6. Timescale

This strategy covers the period 2024-2030 to deliver the councils' objectives. The accompanying action plan contains short, medium, and long-term actions, with an indication of delivery start dates.

The delivery of tasks within the action plan will be monitored and reviewed annually to ensure we can deliver the targets set through this strategy and any other future requirements. Where significant changes occur, the action plan will be updated accordingly. Timescales for specific actions are indicated in our action plan.

7. Key performance measures

The success of the strategy will be monitored and measured through corporate and service level indicators, which aim to reflect the improvements to the service.

Key measures:

No.	Description	Target
1	% of household waste sent for reuse, recycling, or composting	65% by 2035
2	Residual waste per household per year	<400 kg/hh/yr
3	% households participating in kerbside recycling	A 10% increase from baseline
4	% of primary schools with recycling facilities and engaged with education events	80%
5	% of council facilities with access to recycling points/collections for a range of materials, including council events	100%

We recognise that new measures and targets may need to be developed as future approaches to waste and legislation changes.

8. Financing

Costs for the delivery of the new strategy will be contained within existing budgets where possible. Some additional investment will be required for several of the proposed actions, with some cost estimates provided in the action plan. The costs identified for any major service changes will be significant and subject to an appropriate report which will be submitted where the need for additional budget allocation becomes clear. Some headline figures are indicated in our action plan.

Some funding to support the implementation of the strategy is required. In the short to medium term, there are a range of actions which will require estimated budgets of between £5,000 to £25,000. Additional officer resources will also be required to deliver strategic objectives alongside business as usual activity. This will provide sufficient resources to work on new projects and proactively drive us towards our objectives. Other proposed actions have not yet been fully costed and will require further reviews to calculate additional costs and feasibility.

In terms of external sources of funding, the Government has committed to providing capital funds to cover any net new burdens associated with implementing the measures in the Environment Act under 'New Burdens' funding. Notably the Government's Net Zero Strategy confirmed £295 million in capital funding for new food waste collection services, however it is still unclear when Government funding will be provided to local authorities and the amount allocated.

Extended Producer Responsibility (EPR) for packaging will see producers covering the full net cost of managing their packaging waste. Councils should therefore expect to receive money from producers to fund recycling services and to manage household packaging waste that ends up in household waste and street litter bins. These reforms will be implemented from 2025/26.

The payments under EPR are expected to be linked to the quality and quantity of recyclable material collected, and that councils will need to demonstrate they operate 'cost effective' and 'efficient' services. The details of how this will be assessed, the level of funding, and the allocation of funding have yet to be confirmed.

We will continue to actively seek any funding from the Government or opportunities for other sources, which could help us to undertake work towards the objectives identified in this strategy.

Since household waste collected is transferred to Lancashire County Council for processing and disposal, there is no direct financial incentive for Chorley Council to increase recycling. However, our residents would benefit from more household waste being recycled since this would reduce the amount of waste sent for disposal. As a county we could save £4 million by putting the right things in the right recycling bin, money which could be spent on other services across Lancashire.

9. Review

This strategy will be reviewed regularly to make sure that our ambitions and objectives remain appropriate, and to change them if necessary. This will be particularly important in the light of any changes to the landscape in which we find ourselves, including:

- The national Resources and Waste Strategy, which includes further proposals that may come into force from 2025/26.
- Emerging waste legislation, statutory guidance and policy which arise from that; and
- The level of funding provided to local authorities by the Government and any other new sources of funding such as EPR payments.

Review periods are intended for November 2024, 2025, and 2027. The strategy action plan will also be refreshed annually through our business planning process and will allow for regular monitoring and evaluation of service delivery against the strategy objectives.




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Recycling and Waste Strategy Action Plan for Chorley






Significant changes will be required over the coming years to realise our targets for waste reduction and recycling and our wider corporate climate goals. To deliver these changes, we have five strategic **objectives**:




Encourage and improve behaviour and communication	We will encourage everyone to be responsible for their waste, make full use of their recycling collection services, and provide access to all the information they need about recycling and reducing waste.
Engagement activities and partnerships	We will work with partners, schools, businesses and community groups to deliver projects and initiatives that aim to reduce waste and recycle more.
Changes and improvements to collection systems	We will enable residents to recycle more of the waste they generate by offering easy-to-use services and opportunities to recycle a wider range of materials.
Leading by example	We will lead by example by ensuring waste minimisation, recycling and net-zero carbon principles and best practice across council services and facilities.
Other waste reduction and recycling initiatives	We will support reuse, refill, repair schemes and explore opportunities for materials that are harder to recycle.





The actions outlined in this plan correspond to one or more of these **themes**:





Optimise our local potential for recycling and waste reduction	
Prepare our services for future changes linked to emerging policy and legislation	
Support residents, community groups and other stakeholders to become a waste-free borough	




Strategic Objective 1: Encourage and improve behaviour and communication


Activity	Actions	Costs	Delivery start	Priority	Theme	Internal & external Interdependencies
Improve communication with residents	<p>We will develop and implement initiatives that encourage households to change their behaviour to reduce, reuse, repair and recycle their waste.</p> <p>We will use clear and simple messages across a variety of communication channels to explain what can be recycled, the benefits and importance of recycling, what happens to recyclable materials, and where to obtain more information.</p> <p>We will make use of national and local campaigns to reinforce the messages.</p>	<p>Communication materials and advertising: £10,000</p>	Annual/ongoing	Local priority	 	<p>Communications team</p> <p>Lancashire County Council</p>
Improve our website	<p>We will ensure there is easy access to clear and detailed information on waste reduction and recycling.</p> <p>We will raise awareness of what happens to recyclable waste, provide transparency on where our waste ends up, explain the importance of recycling, and publish a new A-Z guide.</p> <p>We will signpost locations to recycle items that cannot currently be collected from home and raise awareness of better consumer habits aimed at reducing waste.</p>	<p>Within existing budgets</p>	2023/24	Local priority	 	<p>Customer Services team</p>
Digital engagement	<p>We will maintain a high profile on social media and explore opportunities for more digital engagement.</p> <p>We will engage with residents through digital channels to provide clear and informative waste reduction and recycling advice, including seasonal messages.</p>	<p>Mostly within existing budgets.</p> <p>Communication materials and development costs: £5,000</p>	Annual/ongoing	Local priority		<p>Communications team</p>





	We will look to introduce email alerts about bin collections or a new smartphone app.					
Increase participation in recycling in low-performing areas	<p>We will use data recorded by our collection crews to identify areas of low participation, or areas that are not performing as well on recycling or that generate more waste per household.</p> <p>We will develop a tailored approach to improve recycling performance in low performing areas. These areas can be targeted with extra communication and home visits to raise the level of understanding and awareness of recycling and encourage households to modify their behaviour.</p>	Within existing budgets.	2024/25	Local priority		
Tackling contamination in recycling	<p>We will strive year on year to improve the quality of recycling and increase recovery levels.</p> <p>We will proactively provide information and education, including:</p> <ul style="list-style-type: none"> • Bin day calendars and recycling information for all households • Recycling bins stickered with recycling information • Collection crews with bin tags and flyers with recycling information to hand out • Home visits to educate and encourage good recycling behaviours • Recycling information in community hubs such as libraries, community centres and shops 	<p>Mostly within existing budgets</p> <p>Communication materials:</p> <p>£5,000</p>	Annual/ongoing	Local and regional priority		Lancashire County Council
Recycling incentives and rewards	We will explore opportunities for incentives or a reward scheme with a review of best practice examples. Research suggests a simple incentive scheme could result in an immediate effect with increased participation and improved quality of recyclable materials.	Investment for specific incentives/ rewards dependent on the type of scheme:	2026/27	Local priority		





	For example the 'Litter Lotto', an app that communicates, educates and incentivises, and changes behaviour for household waste and recycling	£20,000				
Support food waste reduction	We will support and promote the Love Food, Hate Waste campaign and Food Waste Action Week so that households, schools and businesses reduce avoidable food waste and save money.	Within existing budgets.	Annual/ongoing	Local and national priority		National campaigns WRAP
Strategic Objective 2: Engagement and partnerships						
Activity	Actions	Costs	Delivery start	Priority	Theme	Internal & external Interdependencies
Recycling or recovery of value from household bulky waste	We will work with our partners and community groups to explore the opportunities to reuse, recycle or recover value from furniture and goods that are removed from households on our bulky waste collection service. We will continue to work with Recycling Lives and Valpak for the recycling of waste electrical items.	Further work is needed to identify viable and sustainable outlets for waste furniture and any associated costs	2024/25	Local and regional priority		Availability and sustainability of third-party reuse or recycling. Potential for Lancashire County Council to expand reuse hubs.
Deliver schools education events	We will work with a partner organisation to offer schools a bespoke programme to educate and inform schoolchildren in order to increase engagement about waste and recycling, and to promote the positive actions they can take to help protect the environment and encourage others to do the same.	Partnership with a service provider: £15,000	2023-25	Local priority		Primary schools as voluntary partners
Support recycling in schools	We will encourage schools to take advantage of free recycling collections and will help with introducing and promoting these services.	Mostly within existing budgets Recycling bins and boxes: £5,000	2023-25	Local priority		Primary schools as voluntary partners






<p>Support for community litter picks</p>	<p>We will support local groups and residents with tools and equipment for community litter picks and recycle separated plastic bottles and cans which are collected.</p>	<p>Within existing budgets.</p>	<p>2023/24</p>	<p>Local priority</p>		<p>Volunteers can be supported with Time Credits</p>
<p>Community engagement</p>	<p>We will explore opportunities to engage with and support local community groups, voluntary organisations, charities, parish councils, and schools on waste reduction and recycling activities.</p>	<p>Within existing budgets.</p>	<p>2024-27</p>	<p>Local priority</p>		<p>Communities team Third sector organisations</p>
<p>Business recycling services</p>	<p>We will engage with businesses on waste reduction and recycling to enable them to find cost-effective circular solutions that help to support sustainable business growth.</p> <p>We will investigate the introduction of a business recycling collection scheme.</p>	<p>Further work is needed to decide how these collections would be introduced and what investment would be required</p>	<p>2026/27</p>	<p>Local priority</p>		<p>Business Engagement team Town Centre team</p>
<p>Work with partners on new initiatives</p>	<p>We will explore partnership opportunities to maximise value from the waste we collect.</p> <p>We will work together with Lancashire County Council to co-ordinate waste collection and disposal requirements and ensure we can use a long-term and sustainable collection, treatment and disposal infrastructure.</p> <p>We will investigate the opportunities to work with alternative partners for additional waste streams not currently within the remit of Lancashire County Council.</p>	<p>Further work is needed to determine how these could be introduced and what investment would be required</p>	<p>Annual/ongoing</p>	<p>Local and regional priority</p>		<p>Lancashire County Council as the waste disposal authority are responsible for waste treatment and recycling outlets.</p> <p>Availability and sustainability of third-party reuse or recycling.</p>

Strategic Objective 3: Changes and improvements to collection systems						
Activity	Actions	Costs	Delivery start	Priority	Theme	Internal & external Interdependencies
Consistency in collections	<p>We will collect a consistent set of recyclable materials from households following the national Resources and Waste Strategy and Government waste reforms.</p> <p>We will design our services in ways that positively drives residents to make full use of recycling services and minimise the environmental impact of our collection operations.</p> <p>By 31 March 2026 we will collect the following recyclable waste streams from all households: paper and card, plastic, metal, glass, food waste and garden waste; plastic film packaging will be collected by 31 March 2027.</p>	Government has indicated there will be full financial support for councils.	2025-27	<p>National policy</p> <p>New obligation under the Environment Act and the Resources and Waste Strategy</p>		<p>Government funding is still to be confirmed for new burdens.</p> <p>Lancashire County Council as the waste disposal authority are responsible for waste treatment and recycling outlets.</p>
Expand the range of recyclable materials accepted	<p>We will continue to explore options available to increase recycling by adding extra materials to recycling collections such as plastic film, cartons, small electrical items, textiles, and batteries.</p> <p>If kerbside collection isn't possible, we will signpost to 'out-of-home' recycling points, consider 'drop-off' recycling events, and explore new opportunities for hard-to-recycle items.</p>	Further work is needed to determine how these could be introduced and what investment would be required	2024-27	<p>Local priority</p> <p>National policy</p>		<p>Lancashire County Council determine what materials can be accepted in household recycling bins.</p> <p>Need to ensure there are feasible and sustainable recycling solutions for any new materials accepted.</p>
Food waste collections	We will prepare for the introduction of separate weekly food waste collections which are mandatory under new legislation by March 2026.	<p>Implementation costs: £1.25 million</p> <p>Annual operating costs:</p>	2025/26	<p>National policy</p> <p>New obligation under the</p>		This is subject to confirmation of Government funding and new statutory guidance.

	<p>We will work towards the implementation and promotion of food waste collections, subject to confirmation of Government funding.</p> <p>We will work closely with the Lancashire Waste Partnership on delivering food waste collections as soon as possible, lobby Lancashire County Council for suitable processing facilities and seek confirmation of Government commitment for full financial support for food waste collections.</p>	<p>£1.2 million.</p> <p>No direct cost savings to Chorley Council however LCC would realise significant savings from avoided waste disposal costs.</p>		<p>Environment Act and RaWS</p>		<p>LCC are responsible for providing a food recycling facility and have indicated their Farington Waste Technology Park will be ready to receive food waste from Summer 2024.</p>
<p>Restrictions on residual waste</p>	<p>We will review whether restrictions on non-recyclable residual waste capacity would be appropriate alongside the introduction of food waste collections. With a comprehensive range of recycling services including food waste, we could drive up recycling rates and reduce waste even further by placing new restrictions on bins for residual waste.</p> <p>We will explore the benefits and costs of restricting general waste capacity through either smaller bins or less frequent collections, possible options include:</p> <ul style="list-style-type: none"> • smaller bins for residual waste – 140 or 180-litre, instead of the current 240-litre standard • less frequent residual waste collections – 3-weekly or 4-weekly <p>Restricting residual waste capacity is the biggest impact we can have on waste and carbon reduction within the borough. These measures could increase our recycling rate by 10-20%.</p> <p>Less frequent collections would also drive cost savings and support our Climate Strategy, by saving fuel and vehicle journeys, alongside a reroute to improve efficiency of collections.</p>	<p>A smaller bin can help to significantly reduce the amount of waste each household can produce, however the cost of replacing bins across the district could exceed £1 million.</p>	<p>2025/26</p>	<p>Local priority</p>		<p>This is subject to confirmation of new statutory guidance on minimum service standards and would require full council approval.</p>

Paper and card collections	We will review the frequency of collection which is currently every four weeks. Any benefits will have to be evaluated against costs and environmental impacts.	More frequent collections would add ~£300,000 in annual costs, with a ~1% increase in recycling rate.	2025/26	Local priority		
Recycling services to every household	We will aim to provide a recycling collection service to the remote properties that are still on a weekly bagged waste collection.	Further work is needed to determine how these collections can be achieved cost-effectively	2024/25	Local priority		LCC - there are some limitations on the method of collection and delivery into facilities for sorting and processing.
Improve communal recycling facilities	We will review the provision of communal bins for household waste and recycling at flats and apartments, and how these are labelled and signposted. We will work closely with site management companies and housing associations to ensure sites are well maintained, tidy and attractive to use.	Investment in new bins, repairs, signage and labels: £25,000	2023/24	Local priority		Housing associations and management companies
Strategic Objective 4: Leading by example						
Activity	Actions	Costs	Delivery start	Priority	Theme	Internal & external Interdependencies
Efficient collection rounds	We will plan waste and recycling collections to deliver our waste services in a co-ordinated, quality and cost-effective way to enable more efficient rounds that will reduce fuel consumption and minimise environmental impact.	This will not affect recycling rate but is important in minimising vehicle emissions and	Annual/ ongoing	Local priority		

		may identify some cost savings				
Decarbonisation of fleet	<p>We will investigate the transition of our fleet to carbon neutral vehicles with aim of having a zero emissions fleet. Alongside electric vehicles, the role of hydrogen and bio-fuel will be considered.</p> <p>We will trial alternative fuels for waste collection vehicles as we look to reduce carbon emissions and improve air quality</p>	Significant investment will be required for new fleet vehicles, and our new Fleet Strategy will look to progress this.	2026-30	Local priority National policy		Streetscene team
Waste audits and recycling facilities across the council	<p>We will undertake audits of waste from council facilities to identify any avoidable waste and ensure we are recycling a minimum of paper, card, glass, plastic and tins/cans, printer cartridges, electronic equipment, light bulbs and batteries.</p> <p>We will improve the segregation and recycling of waste from council events and encourage other event organisers to do the same.</p>	Within existing budgets.	2023-25	Local priority		Civics team Property Services team Events team
Phase out single-use plastics	<p>We will reduce packaging and the unnecessary use of single-use plastic and encourage other organisations to do the same.</p> <p>Our aim is to identify all single use-plastic within the council and determine whether it is avoidable and can be eliminated or minimised, such as packaging from suppliers, or if there are alternatives such as re-usable products.</p>	Within existing budgets.	2024-26	Local priority National policy		Suppliers of goods and services Partner organisations
New procurement principles	We will look to apply Circular Economy principles when procuring goods and services and lead by example in promoting waste prevention, reuse and recycling in council purchasing	Within existing budgets.	2024/25	Local priority		Procurement team Suppliers of goods and services Partner organisations

	<p>We will specify products made from recycled content and sustainable sources wherever possible as part of our procurement of goods and services.</p> <p>We will embed carbon reduction and improvements where applicable in new contracts through new Social Value requirements.</p>					
Expand 'On-the-go' recycling	<p>We will look to expand the number of recycling bins in public spaces based off demand, and ensure it is recycled effectively. This follows a successful trial of dual-use litter and recycling bins in the town centre.</p>	<p>Investment in new bins: £25,000</p>	2024-26	Local priority		Streetscene team
Strategic Objective 5: Other waste reduction and recycling initiatives						
Activity	Actions	Costs	Delivery start	Priority	Theme	Internal & external Interdependencies
Support Reuse and Refill schemes	<p>We will explore the feasibility and uptake of reuse schemes, promote local refill and zero waste shops.</p> <p>We will promote local donation or exchange points for the re-use of household items, for example school uniform swaps. Schools have been engaged and plans have been put in place for swap schemes to take place within the schools</p>	<p>Within existing budgets.</p>	Annual/ongoing	<p>Local priority</p> <p>Regional priority</p>	 	<p>Third sector organisations</p> <p>Potential for Lancashire County Council to expand reuse hubs.</p>
Support Repair cafes	<p>We will promote and help facilitate local repair groups to encourage repair instead of replacement.</p> <p>For example Chorley Repair Café, a volunteer group that meet to help fix broken items and stop them from going to landfill.</p>	<p>Within existing budgets.</p>	Annual/ongoing	Local priority		Third sector organisations
	<p>We will explore recycling options for harder to recycle materials which cannot be collected from households but could be taken to out-of-home recycling points.</p>	<p>Within existing budgets and</p>	2024-27			Industry compliance schemes and recycling service providers

Harder to recycle materials	For example, small electricals recycling following a successful grant funding application to the Materials Focus recycling campaign; coffee pod recycling using the Podback scheme.	through grant funding.				
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Budget requirements (not including major service changes)

Action	Costs estimate
Improve communal recycling facilities: new bins, bin repairs, new signage and labelling	£25,000
Improve communication with residents: materials and advertising	£10,000
Tackling contamination in recycling: communication materials	£5,000
Digital engagement: app development	£5,000
Recycling incentives/rewards	£20,000
Support recycling in schools: recycling bins and boxes	£5,000
Deliver schools education events programme	£15,000
'On-the-go' recycling: dual litter bins	£25,000
Total	£110,000

High level timetable

Annual/ ongoing	2023/24	2024/25	2025/26	2026/27	2027-30
<p>Improve communication with residents</p> <p>Digital engagement</p> <p>Tackling contamination in recycling</p> <p>Support food waste reduction</p> <p>Work with partners on new initiatives</p> <p>Efficient collection rounds</p> <p>Support Reuse and Refill schemes</p> <p>Support Repair cafes</p>	<p>Improve our website</p> <p>Deliver schools education events</p> <p>Support recycling in schools</p> <p>Support for community litter picks</p> <p>Improve communal recycling facilities for flats and apartments</p> <p>Waste audits and recycling facilities across the council</p>	<p>Recycling or recovery of value from household bulky waste</p> <p>Community engagement</p> <p>Increase participation in recycling in low-performing areas</p> <p>Recycling services to every household</p> <p>Expand 'On-the-go' recycling</p> <p>Phase out single-use plastics</p> <p>New procurement principles</p> <p>Planning for waste collection service changes</p>	<p>Consistency in collections</p> <p>Food waste collections</p> <p>Restrictions on residual waste</p> <p>Paper and card collections</p> <p>Expand the range of recyclable materials accepted</p>	<p>Business recycling services</p> <p>Recycling incentives and rewards</p> <p>Harder to recycle materials</p>	<p>Decarbonisation of fleet</p>

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