

# **Best Demand Management Initiative: APSE Service Awards 2017**

**Daniela Dixon  
28 June 2018**



**Bolton  
Council**

# Bolton

Bolton is located in Greater Manchester in the North West of England



- **Population:**  
281,619
- **Households:**  
123,630

**Bolton**  
**Council**

# Service History

Date	Service change
September 2009	Waste modernisation.
October 2010	Introduced four weekly recycling and alternate weekly residual collections to hard to reach properties (1644 properties).
October 2011	Residents covered by the garden waste scheme allowed to put food waste in the green bin.
April 2013	Food only collections rolled out to properties with little or no gardens.
May 2013	Managed Weekly Collections rolled out to all households.



# Waste and Recycling Collection Service



**Fortnightly  
collection**

Non recyclable  
waste



**Fortnightly  
collection**

Glass, plastic  
bottles, food and  
drink cans



**Fortnightly  
collection**

Cardboard, paper  
and drink cartons




**Fortnightly collection**

food and garden

**OR**

**Weekly  
collection**

food only



# Savings 2015-17

Bolton Council needed to save £43m during 2015-17 and Environmental Services needed to achieve £5.3 to £6.3m of this saving.

On Monday 6 July 2015 a report was presented to Cabinet proposing that all 240 litre grey bins in Bolton were replaced with a slimmer 140 litre grey bin to save £1.25 million per year in waste disposal costs.

The proposal was approved and **the exchange programme took place between June and November 2016.**

# Driving Behavioural Change

Extensive 12 month communication campaign:

- **Door knocked all households**
  - 40% contact rate
- **Slim your bin and you could win campaign**
  - 5,000 residents signed up
- **Informed residents about the changes**
  - Council tax leaflet
  - Recycling calendar
  - Bin sticker
  - Press and publicity
  - Social media



Sticker placed on all bins before exchange

# Driving Behavioural Change

- Engaged with community groups
- Adapted approach to target Bolton's diverse community
  - ESOL workbook
  - Film to show visually how to recycle correctly



- Innovative ideas
  - Schools campaign – 28 schools took part
  - United Utilities water butt campaign
    - 1,729 requests for water butts



Bin tag used for schools campaign

# Opposition to the Scheme

- Pressure group Facebook page – over 3,876 likes
- Bolton News coverage
- Need to keep ensuring correct figures quoted
- More information required on HOW the savings achieved as lack of understanding its year on year savings achieved

## REFUSE 'Slim bin' debate rages as £2m rollout nears

Nearly 1,500 people have liked an anti-slim bins Facebook page  
By Liam Thorp  
lth.thorpe@boltonnews.co.uk

REQUIREMENTS are being set out at plans to introduce slim bins in Bolton – as the date for rollout of the £2 million scheme approaches.  
A Facebook group called 'Bin the Slim Bin' has amassed at least 1,500 likes, with members concerned about moves to swap their rubbish grey bins for 120-litre equivalents.  
Bolton Council will begin the rollout of the scheme on July 20 and will gradually swap 110,000 bins across the borough.  
Districts on the outskirts of the town will be the first to receive slim bins – with all houses being charged the changes by November.  
The council is bracing its changes in a bid to boost recycling rates in Bolton and said the move will save taxpayers



MOVE: 240 Litre bins will be swapped for slimmer 120 litre bins

“I don't see why Bolton should do any less capable of recycling”  
Cllr Nick Peal

ers millions to waste disposal costs. The authority has estimated that it will help any families who are already recycling well but fear they will still be unable to cope with the smaller grey bins. Not many residents who have joined the social media protest group are unhappy with the looming changes.  
Sharon McInnes posted: “I use all my bins and recycle as requested but as I have a young family I often struggle with bins.”  
“Leave it as it is. Why spend more tax payer money on bin collection than we are getting in return? It's a waste of money to do with fat cats making cuts in the wrong places. What I have a large Sodas hold a still are



LOGO: The image created by the 'Bin the Slim Bin' protest group

full to the brim.”  
However some slim bin group members who are more sympathetic to the changes said the switch is better than the bin.  
“They bring who has taken up the spirit to slim down her bin early said: “I've found I am recycling more.”  
“Bolton Council should give residents a choice if they want it or not. I open for size as space in my back yard is slim.

and as having three large bins took a lot of room up.” Angela Lee added: “It is not about making money. It is about saving it. The council has to pay the every tonne of waste they get into landfill. If people can be encouraged to recycle more then they will save money which they can spend on more facilities for the residents.”  
Cllr Nick Peal, the council's executive member for the environment, said: “I accept that this is a difficult move for a lot of people but other towns have done it successfully.”  
“If you look at the capacity of bins we have now compared with 10 or 12 years ago – even with the new slim bins we have much more room with the three recycling bins.”  
“We are trying to say that the grey bin should not be the main bin – it should be for residual waste that you cannot put in the three recycling bins.”  
“We don't want to upset people – the point is to save the taxpayers of Bolton millions that is literally being burned in

Home Posts Photos Events About

Through your effort of sharing and liking this page we have reached 1,425 likes and now the Bolton News have picked up on the growing displeasure that Boltonians feel towards these slim bins.

Check out the article below and make sure... See more





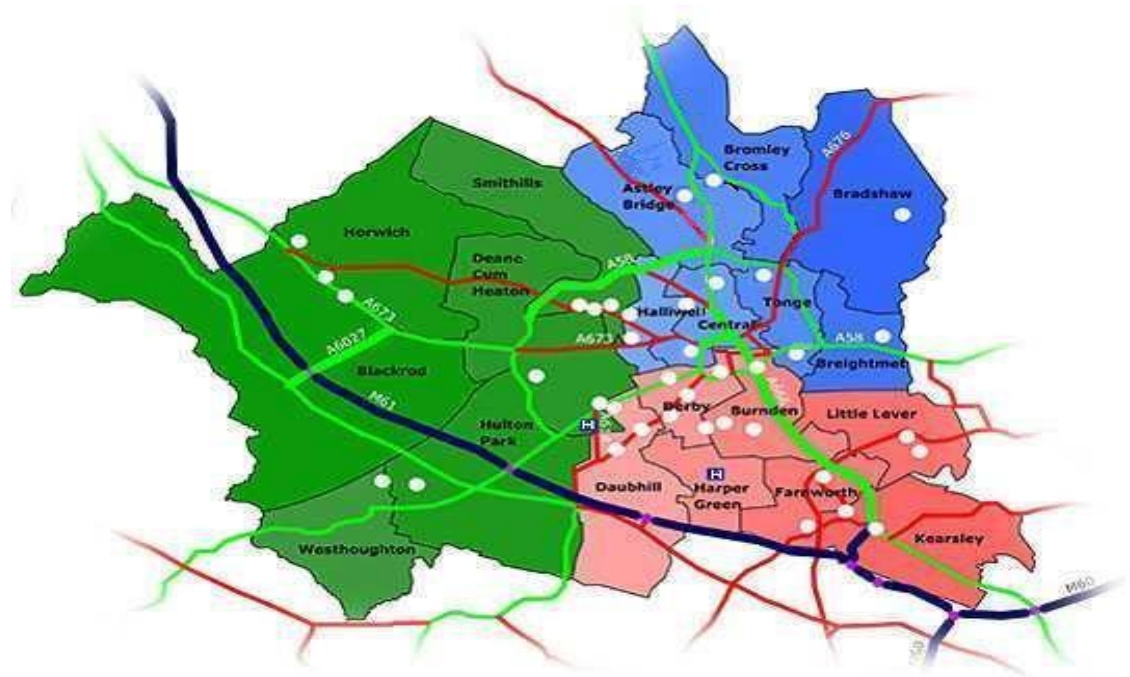
# Introduction of 5 New Behaviour Change Teams

The clear objective of these teams was to change behaviour in the communities and make positive visual improvements throughout the Borough

Teams with a Difference



Operations/Enforcement



- 3 new frontline Behaviour Change teams work in areas of need
- 2 new gateway Behaviour Change teams

# Procurement and Contract Award

Contract awarded to Craemer with Jett as the distribution contractor.

Award included:

- Purchase of 140 litre bins
- Placement of pre printed address stickers on all bins
- A4 stickers inside lid of all bins
- DDA method of identification
- Removal of 240 litre wheeled bins and delivery of 140 litre wheeled bins
- Income from recycling of 240 litre wheeled bins
- Additional pass of all properties on the next collection day



# Slim bin rollout costs

Item	Cost
Purchase of 140 litre bins	£1,077,405
Distribution of the 140 bins and removal of the old bins	£257,551
Recycling of old bins	-£262,808
Other costs E.g. staff to support residents, delivery of additional recycling bins, communicating with residents about the changes, engaging with schools and community groups and door knocking all households in the borough.	£457,526
<b>TOTAL</b>	<b>£1,529,674</b>

# Roll out Programme

## Informing residents of the exchange

- Residents received a sticker on their grey bin two weeks before it was due to be replaced.
- First stickers went out on Monday 6 June.
- An additional loader was added to the grey bin crew to assist and the crews placed the stickers on the bins .

**On your next grey bin collection day this bin will be removed and a new slim bin will be delivered to the front of your property.**

For more information and answers to frequently asked questions visit  
[www.bolton.gov.uk/lovereycling](http://www.bolton.gov.uk/lovereycling)

**Bolton  
Council**



# Roll out Programme - Exchange Day

- Exchanges commenced Monday 20 June
- One round was exchanged per day
- Grey bin crew emptied the 240 litre bin from the usual collection point
- The contractor followed the crew and removed the old bins.
- Slim grey bins were delivered to the front of the property with an address label and a sticker on the inside of the bin lid
- We removed the bins that were easily visible on the property boundary but did NOT enter peoples back gardens or locked enclosures to remove
- There was increased vehicles present in streets during the exchange

8 Wellington Street  
Bolton  
BL3 5DX

**Bolton  
Council**



# Roll out Programme

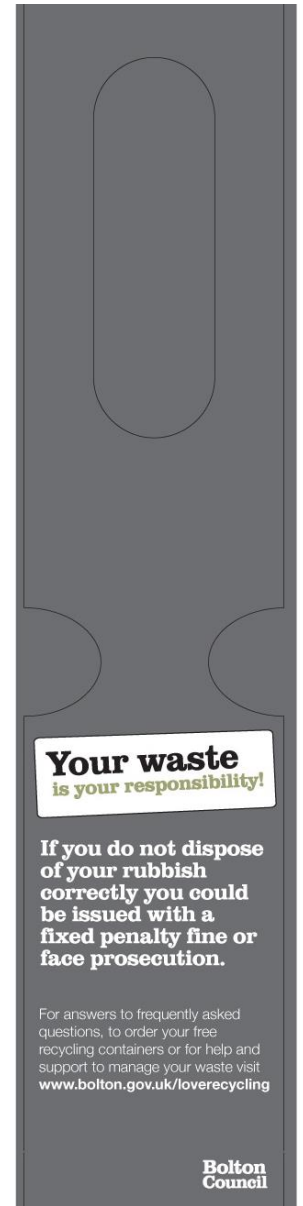
## Exchange Day – Special circumstances

- There were 1,044 residents with **approved additional capacity** e.g. approval to keep 240 or to have an additional bin. These bins were not removed as part of the exchange.
- There were 3, 511 residents on the **assisted collection** service where we had to collect their bin from the usual place and deliver the new bin to the same place.
- Over 1,600 residents ordered a water butt kit or requested to keep their 240 bin for another use and did not have the bin removed.
- Any 240 bins not collected were **not emptied from this point on and if presented for collection, they were removed.**



# First Collection of Slim Bins

- Crews removed any side waste presented on the first collection cycle
- Extra member of staff was provided in the problem areas (already identified by crews) to help remove any excess waste
- Crews tagged the bins where side waste was presented
- Excess waste logged on Bartec by the crew
- Team leaders to kept in regular contact
- The Enforcement Team used the information on Bartec



# Enforcement

**1<sup>st</sup> Collection of 140 bins – Side waste collected. Crew tag bins where side waste is presented and log on Bartec**

Bin tag placed on bin to say waste has been moved on this occasion but not acceptable to present side waste. If presented in the future, resident could be issued with a fixed penalty fine or face prosecution.

**2<sup>nd</sup> Collection of 140 bins – No side waste collected.**

Crew report side waste presented on Bartec. Enforcement Officers followed the crews several hours later and issued section EPA 46 notices to properties presenting side waste. They made it clear the waste must be taken back onto their property and correct disposal arranged.

If residents refused to take the side waste back in the process will revert to EPA Section 87 littering offences or Section 33 Fly tipping (as appropriate) and a fine was issued.

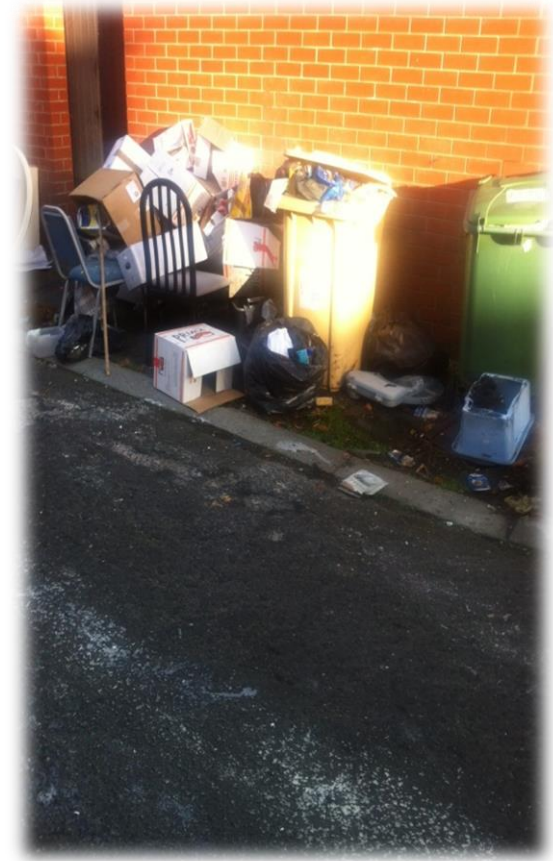
**Future Collections of the 140 litre bins**

No side waste taken. Crews continued to log on Bartec when side waste was presented.

Enforcement at this stage is dependent upon the above history at each address.



# Impact Example - Before

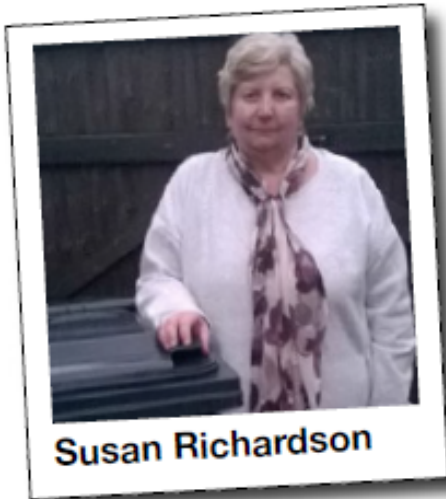


Behaviour Change Team

# Impact Example - After



# Residents Feedback



Susan Richardson

One resident who was happy to swap her bin for a slim bin is 60-year-old Susan Richardson of Breightmet.

She said: "We regularly recycle but I used to be very against the food recycling side of it. I thought that it

would be smelly and unhygienic. However, when we switched to a smaller bin, we got a food caddy and started recycling food as well.

"We have found that the food waste caddy is not smelly at all as long as it's emptied regularly, but we also noticed a significant change in how full up the grey bin is.

"It was also remarkable to see how much food we were throwing away and it has inspired us to look at ways to save food, like freezing things. It takes just a little bit of effort but it's really not hard."

Mrs Richardson said she and her husband have also coped well with the smaller grey bin because they already recycled plastic bottles, glass and paper and this means that even with the slimmer bin, it is never full.

- Already partly recycled
- Did not want to use food recycling due fears of smell and hygiene
- Decided to order a food caddy when the slim bin was introduced
- Found they did not have any issues with the smell when emptied regularly
- Realised how much food they wasted
- Took positive steps to reduce their food waste

# Residents Feedback



Shelley Duncan

Another resident who was happy to switch to a slim grey bin was single mum, Shelley Duncan who lives with her children Macie 8, and Jaxon 4, in Westhoughton.

Shelley previously recycled her plastic bottles, paper and glass, but there were

a few items she was not sure about recycling, such as shampoo bottles and baby wipes, which were easy to check by asking for a waste audit from the council's waste and recycling team. Shampoo bottles can be recycled in the burgundy bins and baby wipes are not recyclable and have to go in the grey bin.

Shelley had not previously recycled food and had always found that her bin was full on collection day.

However, she decided that the switch to a slim bin was a good time to introduce food recycling in the home.

"The kids have really enjoyed learning about the different types of recycling you can do in the home and now they know exactly what type of waste goes in which bin."

She added: "Previously my grey bin was pretty full on collection day and also heavy to move. Now, it's not usually full except at Christmas or after a family party and it's much lighter for me to put out for collection."

- Already recycled but was unsure about recycling certain items
- Was given advice by Recycling Officer and is recycling with more confidence
- Has introduced food recycling into her home to help manage with the reduced capacity
- Her children have enjoyed learning about and participating in recycling
- Has seen a significant change in the amount of waste she is putting into her grey bin

# Driving Behaviour Change

## Waste Audit process

- We received **5,258** requests for waste audit and **1,433** requests for support and advice between April 2016 and the end of October 2017.
- There are now a total of **3,022** properties in Bolton that have been allowed to keep the 240 litre grey bins.
- A further **583** households have a 240 litre bin and a 140 litre bin and **45** households have 2 x 240 litre bins (approved when managed weekly collections introduced).



### Personal Touch

Volunteer translator Rama Atif talking to resident Yusuf Chhipia

# Performance Monitoring

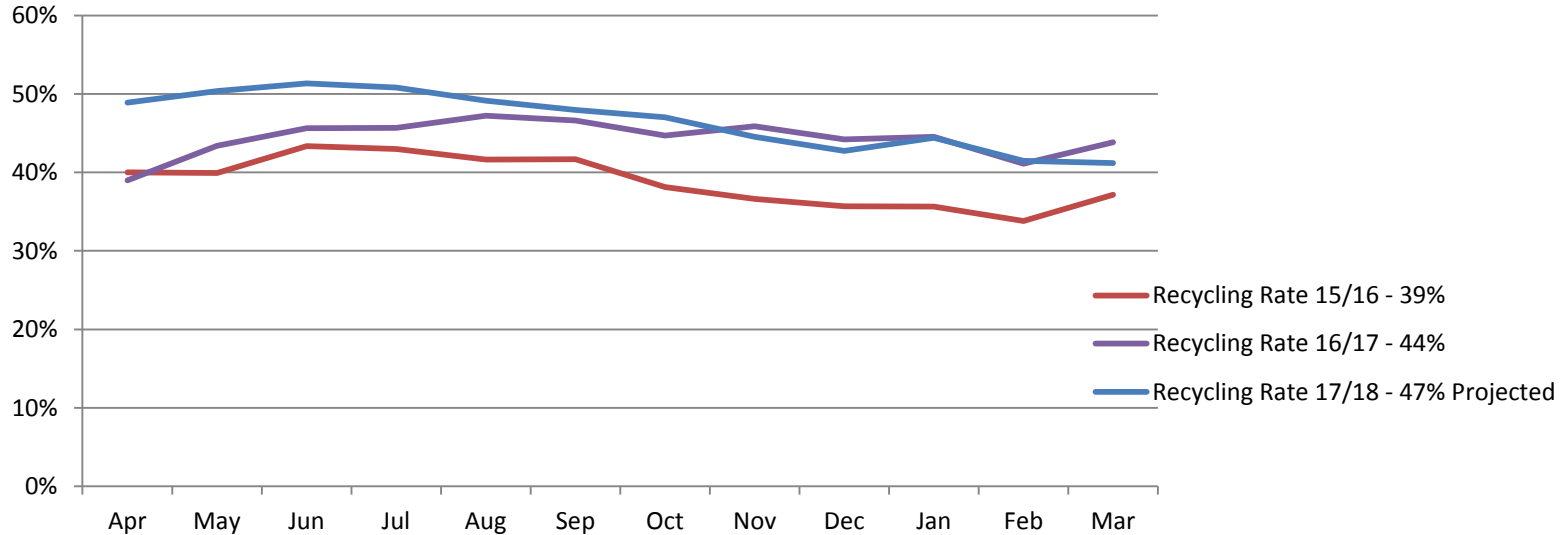
	April - March 15/16	April – March 16/17	April - March 17/18	% difference between 15/16 and 17/18
Comingled	10,952	12,181	12,854	↑ 5.5%
Pulpables	10,203	10,821	10,941	↑ 1.1%
Food and Garden	17,518	19,872	19,836	↓ -0.1%
Domestic	50,968	44,269	39,594	↓ -10.6%
Fly Tip	1,042	962	1,001	↑ 4.0%
Street Cleansing	4567	4569	4,318	↓ -5.8%

- Domestic waste has continued to decrease following the slim bin roll out and recycling has increased.

# Recycling Rate

The graph below shows the recycling rate has increased significantly in comparison to the same period last year. The combined recycling rate for April to March 2018 is 47.02% an increase of 2.59% compared to the same period last year.

## Recycling Rate



We have achieved our recycling target of 47% in 2017/18

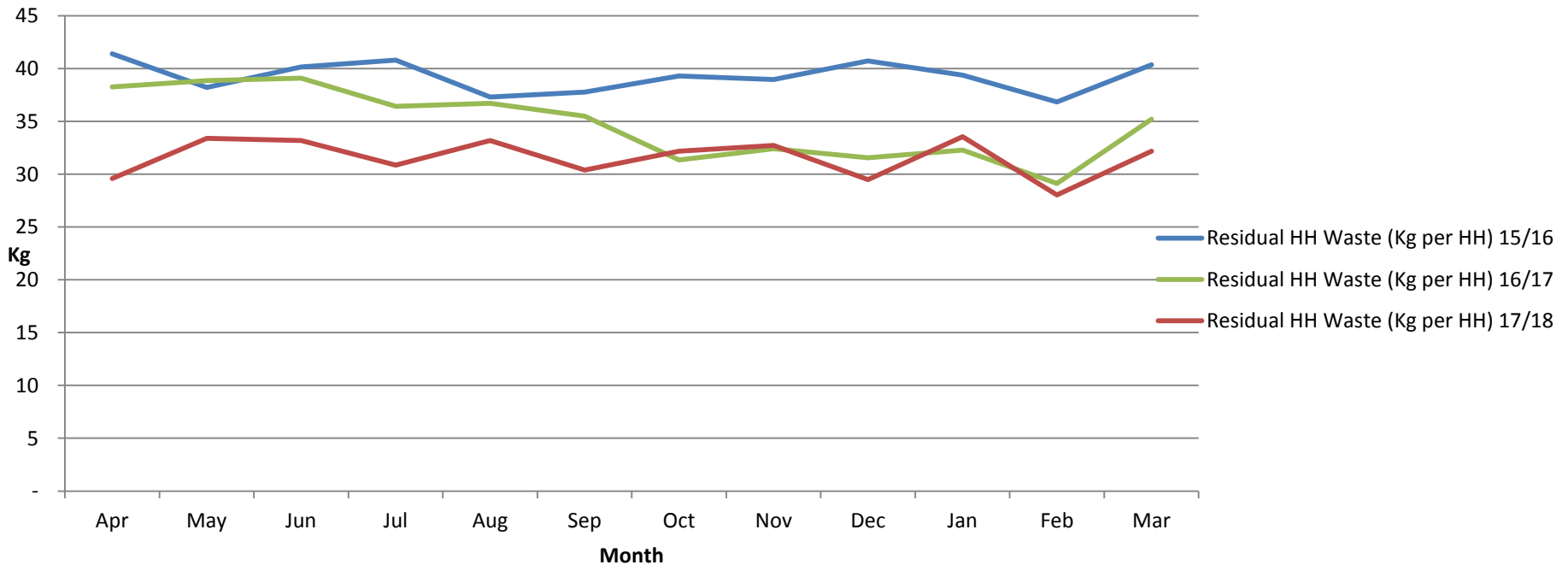
\*Please note the figures could change slightly subject to cross checks

# Kg of Household Waste Collected per Household

- April – March 2017 – 416.84Kg
- April – March 2018 – 378.87Kg

This is a decrease of 37.97kg per household compared to last year.

## Household Waste (Kg per household)



\* Please note the figures could change slightly subject to cross checks





# Savings Achieved

- Annual savings target of £1.25 million
  - Projected saving 2016/17 (part year impact) = £625k
  - Actual saving achieved by end March 2017= £2.2m
  - **Actual saving achieved by end of March 2018 = £4.0m**

# The Bolton News

CELEBRATING 150 YEARS 1867

theboltonnews.com

Tuesday

Today  
Breeze  
Min 3

READ BY 92,463 EVERY DAY (PRINT & ONLINE) \*Page 2

# SAVED

## Lollipop patrols to be spared in council U-turn

By Daniel Holland  
daniel.holland@nqrw.co.uk

BOLTON'S school crossing patrols will be protected after cash saved from the borough's slim bins rollout prompted a rethink on council budget cut plans.

Councillors have recommended abandoning a proposed review of crossing patrol provision that could have slashed £200,000 from the service, as part of overall budget cuts of more than £12

million over the next two years.

They say the amendment to the budget plans has been made possible because of a £1.7 million reduction in waste disposal costs due to the introduction of slim bins.

Had the funding cut gone ahead, the borough's remaining 40 crossing guard posts would have been axed.

Cllr Cliff Morris, leader of Bolton Council, said: "This is great news for Bolton and for residents.

CONTINUED ■ 5



# Education and Enforcement

Enforcement Officers have continued to support the Waste and Recycling Team. They have issued:

1st Stage – S46 notices following side waste Presentation	S46 Notices as part of blanket Issuing	2nd Stage – Further warning after breach of initial notice	Final stage - Notice of Intent to Issue FPN	FPN after breach of Final Stage
<b>736</b>	<b>3,636</b>	<b>109</b>	<b>11</b>	<b>2</b>



# Results

- Volunteers have filled over 8,500 bags of litter
- 164 individuals or groups have registered with Bolton Council and received picking equipment



# Post Rollout

We haven't stood still.

- Days of Action have been undertaken with partners in areas of low recycling participation
- Continuing to address issues with local residents through education and enforcement
- Educating residents with contaminated recycling bins
- Working in schools
- Roadshows and Events
- Redesign of rounds



# Summary

- This was a huge operational change that impacted on all residents in Bolton
- Whilst the change may not have been popular with all residents it has been implemented with very few problems due to the communication and support that was put in place
- The savings achieved can be used to help protect services provided to more vulnerable residents in the town
- Driven behavioural change and supported residents to recycle more
- Achieved significant results - £4 million savings

