

Evaluation of the Waste and Recycling Programme

Executive summary

At a time when councils face difficult choices about services in the light of reducing budgets, the LGA's Waste and Recycling Programme supported several projects involving councils across England to run projects to help councils make productivity savings in delivering waste services.

There were a number of aims that were common to more than one of the projects. These included minimising the amount of waste generated, increasing the level of reuse and recycling and combatting fly-tipping, an activity in itself that costs taxpayers tens of millions of pounds every year as well as being a burden on businesses and residents. Other aims included increasing the efficiency of a service, reducing costs and generating income. One project aimed to explore ways of reducing nitrogen oxide pollution through changing the refuse fleet to run on a different source of fuel.

In the delivery of these aims, the projects used different tools and approaches. These included working with residents to help boost recycling rates, taking a more concerted enforcement and compliance approach where appropriate and working jointly with other partners. Other tools used by the projects included taking new approaches to procurement and refining specification, learning from other councils and making use of data.

A table summarising how these tools were used to deliver projects' aims can be found on page 4.

In part due to the differences in the nature of the projects, and in part due to delays, there has been some variation in the outputs and outcomes achieved to date. Furthermore, because of some inconsistency in monitoring returns, it is difficult to provide a sum-total of the outputs from projects. However, the table on page 3 gives an indication of some of the outputs achieved by individual projects.

Project	Examples of outputs to date
Slough Borough Council	<ul style="list-style-type: none"> • options appraisal produced • conversations had with National Grid regarding infrastructure changes • options appraisal available for other councils to use.
Five London boroughs	<ul style="list-style-type: none"> • financial modelling undertaken • business case presented to London Waste and Recycling Board • trading company established.
Staffordshire Waste Partnership	<ul style="list-style-type: none"> • detailed financial modelling undertaken • options appraisal produced.
Cumbria County Council	<ul style="list-style-type: none"> • intelligence on councils' existing bulky waste collections gathered • review of third sector organisations able to undertake reuse of bulky waste in Cumbria • draft report produced.
All London boroughs and NHS England	<ul style="list-style-type: none"> • partner councils recruited • specialist consultant commissioned • discussions with NHS England held.
Liverpool City Council	<ul style="list-style-type: none"> • 70 recycling bags and boxes distributed • five recycling champions recruited • press release about project sent out • mass leafleting campaign delivered • two university reps recruited.
Ipswich Borough Council	<ul style="list-style-type: none"> • increase in recycling collected from 500kg to 800kg • new bins, bin frames and bin stickers provided • alleyway clearance and vegetation cut back • newsletters delivered.
Bath and North East Somerset	<ul style="list-style-type: none"> • 146 labelled recycling boxes delivered • 50 trolleys delivered • 100 flats moved to box stand collections.
South Holland District Council	<ul style="list-style-type: none"> • a step-by-step 'how to' guide on establishing a company to deliver environmental services is available for other councils.
Manchester City Council	<ul style="list-style-type: none"> • staff induction delivered • pro forma developed • section 46 and 87 processes signed off by legal department • in-cab data analysed.

A further positive impact of the project was in bringing different partners together. In some projects, delivery partners included the council and a range of outside organisations, including housing associations, local voluntary sector organisations and the police. In other cases, the projects were led by several councils, bringing together politicians and officers at different levels from different councils.

The Waste and Recycling Programme has also provided opportunities for networking across projects. This has included attendance at a national workshop to share best practice between the projects and to encourage councils to work together on these and future projects.

There is also learning to be taken around what didn't work. For example, it is possible that projects run through grant programmes like the Waste and Recycling programme are 'doomed to succeed'. That is to say, grant recipients may be reluctant to allow projects that are unviable or underperforming to come to a halt due to the perception that they must demonstrate the value of the project and the funding. However, projects have been forthcoming about any changes they have made to plans and any challenges experienced, and we do not think that this has been a major issue for the Waste and Recycling Programme.

Some projects tried to use rewards as a tool for bringing about behaviour change. While it is difficult to assess the contribution this made to the projects' success, research from elsewhere suggests that levels of success are variable, and often the cost of such schemes exceed the savings generated¹.

The projects have been running since summer 2015, and as expected have made varying degrees of progress to date. A number of factors have influenced the progress made by projects. These include:

- Reduced funding from government and the resulting cuts to back office services brings about inevitable challenges in collaborating with other councils. Where projects involved several councils, this sometimes caused difficulties if partners were slow to respond or to share the necessary data.
- Unforeseen circumstances – for instance, severe flooding in December 2015 had a significant impact on delivery of Cumbria's project.
- Restructuring of organisations – in some cases, restructuring within the council or within external partners caused delays to projects.
- Conflicting priorities with other council departments – for example, colleagues in a council's planning department raising questions around the delivery of interventions in some areas versus others.

This report, along with some of the project outputs and other tools from the projects will be available on the LGA's website at www.local.gov.uk/topics/environment-and-waste

¹ <http://randd.defra.gov.uk/Default.aspx?Menu=Menu&Module=More&Location=None&ProjectID=18513>

Introduction

Shared Intelligence were commissioned by the LGA in October 2015 to carry out an evaluation of the Waste and Recycling Programme. The programme was open to English councils, and involved a mini-competition of bids from councils for around £20,000 each to help develop and promote innovative approaches to waste and recycling. The funded projects each aimed to bring about efficiencies in councils' services that could be replicable in other councils.

This report sets out the findings of the evaluation and is structured as follows:

- the context surrounding the Waste and Recycling Programme
- the Waste and Recycling Programme
- the evaluation and our methodology
- summaries of the projects
- the aims of the projects and tools used to deliver them
- case studies of the individual projects
- the impacts of the LGA Waste and Recycling Programme.

Context: efficiency and innovation in local service provision

Local councils are facing significant pressure make reductions in spending and identify efficiencies and savings. Funding from central government to councils is reported to have been cut by 40 per cent during the course of the coalition government, and demand for council services is increasing.

As such, councils across the country are challenging themselves to think differently about how to deliver services while coping with reductions in funding.

Councils spend around £852 million per year on waste collection². Small savings therefore amount to considerable sums. For example, a saving of five per cent on councils' collections spend would amount to £42.6 million.

In addition to cost pressures, attitudes, approaches and the wider legislative context are driving councils to become greener. Councils are becoming more reluctant to send waste to landfill, favouring disposal options higher up the waste hierarchy including waste prevention, minimisation, reuse, and recycling. Councils are also thinking more and more about air pollution and their carbon footprint, and the health and economic benefits associated with these.

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/418767/150320_Waste_Goods_Procurement_Savings_Opportunities_final.pdf

The Waste and Recycling Programme

In light of the contextual factors set out above, the LGA's Waste and Recycling Programme was developed with the intention of developing and promoting innovation in approaches to waste and recycling that are replicable across the local government sector.

The LGA submitted a call for applications for grants of around £20,000 to the Waste and Recycling Programme in summer 2015. Conditions attached to the grant included:

- publication of the project and findings
- commitment to share learning across the sector through participation in external assessment of project outcomes
- signing of a Memorandum of Understanding between the council and the LGA.

The programme's stated objective was 'to enable councils to work on initiatives that seek to provide innovative solutions and efficiencies in waste and recycling'.

One of the main intentions of the programme was to share learning from each of the projects and from the programme as a whole across local government. The programme received 49 bids in total involving over 200 councils as well as other public and private sector bodies which demonstrates that councils are keen to consider alternative ways of working and share knowledge in this area.

The evaluation

Our approach to the research was split into three separate phases.

Phase one involved a light touch review of all projects, including application bids and any available monitoring data. We also considered other schemes and research into efficiency and innovation in waste and recycling, namely:

- The Department of Communities and Local Government (DCLG) Weekly Collection Support Scheme
- DCLG Household Waste Collection Study
- The Chartered Institute of Waste Management's Waste on the Front Line report
- The Association for Public Service Excellence's State of the Market Survey 2015 – Local Authority Refuse Services.

We considered each of the projects' monitoring data alongside the listed reports and schemes, pulling out key themes, similarities and differences. This allowed us to properly understand the nature of the innovative activities delivered through the project, along with the project's scalability and replicability across the sector.

Phase two of our research involved carrying out interviews with key stakeholders involved with each of the projects, including senior officers and project leads from the councils and other stakeholders.

Phase three, our sense-making and reporting phase involved a sense-making workshop with key stakeholders at the LGA as well as individuals involved in delivery of the projects. We then refined our conclusions and findings in light of what we heard at this session.

This report describes the aims of the projects and the tools deployed in delivery of these aims. This is followed by a table which sets this out visually. We then provide a short 'pen portrait' summary of the projects in section three, followed by a detailed case study of each in section four.

Summaries of the funded projects

In this section we provide a 'pen portrait' summary of each of the projects as set out in their initial application forms. More detailed summaries of the projects can be found in Section four.

Liverpool City Council

Liverpool City Council's project focuses on the densely terraced area of Kensington Fields. Storage and collection of waste and recyclables in this area is difficult. Therefore the council, with support from Granby Toxteth Development Trust, is trying to **minimise waste and increase recycling in the area**.

The approach involves **changing behaviours** through community engagement, educational interventions and equipment and design. Volunteers and officers are spending time speaking to residents to address their needs, whilst educational literature is helping to inform better recycling behaviour. Partners hope that the **new equipment** provided to residents will **make recycling easier** and help **keep down waste**.

Manchester City Council

Manchester City Council is targeting back-to-back terraced properties. In partnership with Biffa Municipal, the council is using **enforcement and compliance and behaviour** change initiatives to reduce fly-tipping and reduce costs. The council intends for the project to result in **increased recycling and waste minimisation**.

One part of the projects involves **refining specifications** with Biffa to embed a specially trained Waste Investigation Team in their collection round. The team will obtain evidence of who is responsible for fly-tipping, and use this to inform residents about appropriate recycling and waste disposal practices. The council will take **compliance action** ranging from fixed penalty notices to prosecution against fly-tippers.

Ipswich Borough Council

Ipswich Borough Council is aiming to **combat fly-tipping, increase recycling rates** and **reduce the amount of waste** produced in communal and high density areas. The council is working in partnership with Sanctuary Housing Association, charitable organisations, the police, Anglian Water and others to reduce costs.

Their approach involves educating residents in order to bring about **behaviour change**. This is being achieved through activities such as an **interactive community roadshow, information campaigns and community groups**. **New equipment** such as reusable bags and improved signposting is hoped by partners **improve the overall recycling experience**. The project is serving as an opportunity for soft market testing for potential cost savings and scalability through joint procurement.

Bath and North East Somerset Council

Bath and North East Somerset Council is trialling a project in residences of multiple occupancy and urban areas. The project aims to **cut costs, improve the quality and quantity of recycling** among residents and **create efficiencies**.

The project involves installing and delivering **new equipment** to bring about **change in recycling behaviours**. This includes kerbside boxes and labelled box stands in communal areas of properties, as well as on-street recycling bulk bins. This means redesigning waste collection approaches so that one of the interventions becomes part of the council's commercial collection round while the others are collected alongside standard household collections. Other interventions are tailored to the specific needs of residents.

Staffordshire Waste Partnership

The Staffordshire Waste Partnership is an informal joint working agreement between 10 Staffordshire councils. It is running a project that aims to **improve efficiency of and reduce costs from waste management**.

The project involves carrying out a series of research exercises which will **map out the current costs** for all waste services for the councils. This will be followed by an options appraisal using the data gathered from the costing exercise. The options appraisal will explore a range of ways of bringing about the projects aims, including new approaches to joint working. The research activities will provide a template methodology to be used by other partnerships.

Cumbria County Council

Cumbria County Council and six surrounding district councils are running a project around bulky waste. They are investigating options for **more effective disposal options** for bulky household waste, and **increased reuse of bulky items**.

By commissioning a report to look at these options, the councils hope to achieve a **more effective bulky waste management system** and **reduced waste disposal costs**. The project aims to achieve knock-on savings to the council's welfare assistance spend, with some of the bulky items being reused for people in need of furniture or household goods.

Slough Borough Council

Slough Borough Council's project is a report looking at **changing to a gas powered refuse collection fleet** and associated infrastructure.

It is hoped by the council that the report will set out **significant cost savings** arising from lower fuel consumption and unit cost. Carbon and pollutant emissions and **improved air quality** are also in the report's scope. The project could eventually lead to **improved fuel security** and could be replicable by all councils in the UK who run a Diesel powered Euro V or Euro VI fleet.

All London boroughs, NHS England and Resource London

All London boroughs, Resource London and NHS (London region) are looking at **jointly procuring a new clinical waste contract**. The new contract involves appointing a managing agent to act as the first point of contact for enquiries and to apportion waste to the appropriate party.

Project partners hope that this will **reduce costs, increase efficiency and reduce duplication** of clinical waste collection for the parties involved. The contract will also **improve the customer experience** by providing a one-stop-shop for clinical waste enquiries.

LWARB and five London Boroughs

The London Waste and Recycling Board is supporting five London boroughs to establish a **publicly-owned trading company offering commercial waste and recycling sales and marketing services on behalf of councils**. The funding was used to hire a third party consultant to evaluate the current and future cost of collection and disposal and develop a business case for each council.

The project aims to **reduce costs through revenue generation and achieve high recycling rates**. The trading company will also support London boroughs in **tackling the problem of businesses disposing of their waste at kerbside without a licence**.

South Holland District Council

South Holland District Council is running a project to **establish a company to deliver environmental services**.

The project will result in an **improved customer experience** and will help to **reduce costs through income generation**. This will enable them to backfill council staff shortages which would previously have required agency staff. This too is intended to result in cost savings. The project will leave a replicable legacy in the form of a **step-by-step 'how to' guide for other councils**.

Aims of the projects and tools used

Each of the projects set out a particular aim or set of aims, many of which are common to several projects. The projects have each made use of one or more tools to deliver these aims.

In this section we will explore the aims of the projects, before looking at the tools deployed in delivering these aims.

The aims of the projects

Broadly speaking, the aims of the projects included: waste minimisation and increased reuse or recycling; reducing costs or generating income; increased efficiency and effectiveness of service; and reducing carbon emissions.

The projects intending to deliver these aims were:

- **Waste minimisation and increased reuse or recycling:** Liverpool City Council; Manchester City Council; Ipswich Borough Council; Bath and North East Somerset Council and Cumbria County Council.
- **Reducing costs and/or generating income:** Ipswich Borough Council; Bath and North East Somerset Council; Staffordshire Waste Partnership; Cumbria County Council; Slough Borough Council; Manchester City Council; all London boroughs and NHS England; LWARB and five London boroughs; and South Holland District Council.

- **Increased efficiency and effectiveness or service:** all London boroughs and NHS England; South Holland District Council; Ipswich Borough Council; Liverpool City Council; Bath and North East Somerset Council; and Staffordshire Waste Partnership.
- **Reducing carbon emissions:** Slough Borough Council.

The tools used by the projects

In delivering the aims set out above, each of the projects used one or more tools. Though the exact nature of the tools and ways in which they were used differs across projects, these can broadly be split into seven categories:

- working with communities
- more concerted enforcement and compliance
- procurement, contract management and refining specifications
- learning from other areas
- making use of data
- joint working
- design, equipment and technology.

We discuss below each of the tools individually, giving examples of how they were used across the projects.

Helping communities do the right thing
Instigating behaviour change is at the core of a number of projects. Approaches to

changing behaviour vary across different projects. In Liverpool for instance more than 10 different interventions centred on changing behaviours have been implemented. These include educational interventions such as information boards for lamp posts, community newsletters and other literature. Other approaches to behaviour change involved more direct, bespoke engagement including face-to-face conversations between officers, volunteers and residents, and bespoke 'thank you' rewards for good recyclers. Research from the Department for Environment, Food and Rural Affairs (Defra) suggests that this latter approach can vary in terms of effectiveness³.

The Liverpool project has also made use of citizen volunteers, called 'recycling and waste champions' to drive improvement in their area and bring about changes in behaviour. This was intended to devolve responsibility and ownership of the project to local people, as opposed to it being perceived as a purely council-led initiative.

Approaches to changing behaviours were also used in the Ipswich and Manchester projects. In Ipswich, the council and partners have spent time engaging residents directly, including at an interactive 'community roadshow' event, where residents saw how to recycle different materials properly. The interactive elements of the project were directed at children, who tend to influence the behaviour of adults. The project also used printed campaign materials to change residents' behaviours, as well as taking steps to give them ownership of the project. This included establishing resident-led focus groups and meetings, and running practical activities like planting shrubs and bulbs in their neighbourhood to improve open spaces. In Manchester, activities include initial communication with residents about the project through leaflets, as well as further communication about the council's intention to carry out compliance activities.

³ <http://randd.defra.gov.uk/Default.aspx?Menu=Menu&Module=More&Location=None&ProjectID=18513>

Enforcement and compliance where appropriate

Linked to but distinct from behaviour change approaches are some projects' efforts to use more concerted enforcement and compliance. Compliance is at the core of the project run by Manchester City Council, where a dedicated waste investigation team has been deployed to identify residents who are fly-tipping in passageways, and to take steps to combat this. The team use a vehicle liveried with 'waste investigation team', giving them legitimacy and visibility, and visit areas alongside the contracted waste collection provider Biffa.

An initial information campaign was run to inform individuals and businesses about the project and to encourage their support. The initial campaign also described the appropriate waste disposal and recycling methods and the sanctions associated with fly-tipping. Where appropriate, the team informs residents who have been fly-tipping about appropriate waste disposal and recycling procedures, and marks the fly-tipped waste with highly visible stickers or tape. Commercial fly-tipping is also within the scope of the project, and the council will work with businesses known to be fly-tipping to make sure an adequate commercial waste contract is put in place. The necessary action is taken against fly-tippers, ranging from fixed penalty notices to prosecution. Enforcement against repeat fly-tippers also plays a small role in Liverpool City Council's project.

While enforcement and compliance approaches can be seen as a tool in their own right, these did also have the effect of reinforcing behaviour changes among residents.

Procurement, contract management and refining specifications

A number of projects have set about delivering their aims through new approaches to procurement and contract management, or through refining specifications. The deployment of a waste investigation team alongside the collection contractor in Manchester meant

refining specifications so as to embed the team within the contractor structures.

The project run by South Holland District Council to establish a trading company offering environmental services will require drafting of the necessary contracts and governance arrangements to allow staff working for the company to provide cover for council staff.

Joint procurement is a central aspect of the project involving all London boroughs, NHS England and Resource London. The project involves the boroughs and NHS England jointly procuring a managing agent to take customer enquiries and to apportion waste to the appropriate party, as well as the drafting of a new framework for clinical waste contractors. Staffordshire Waste Partnership's project is also exploring options for jointly procuring collection and disposal contracts.

Refined specifications also have a role to play in Bath and North East Somerset. Their project is trialling a range of different interventions to improve recycling behaviours and cut costs. One of the planned trial interventions involves the installation of on-street recycling bulk bins in urban areas, which will be incorporated into the commercial recycling round.

Learning from other areas

The report commissioned by Slough Borough Council looking at the potential for a gas powered refuse fleet will also feature case studies or procurement examples from other areas.

Making use of data

Using data to achieve their intended aims is common to a number of projects. In Slough, the project budget is being used to commission a report which will evaluate the potential for new gas powered vehicles as part of their refuse fleet. The procurement contract issued by the borough places importance on the ability to use the data that informed the report in future. This includes emissions analysis by service/vehicle and financial options appraisals and business cases for the fleet and infrastructure.

Manchester City Council's project makes use of data gathered from collections. The council is analysing in-cab and in-house waste management data along with fly-tipping reports and local intelligence to identify areas which are most affected by residual and fly-tipped waste. The Waste Investigation Team will also be gathering primary data on who is responsible for fly-tipping by checking through the fly-tipped waste. Success of the project will be measured against comparator 'control areas', where no interventions will be implemented.

Furthermore, a key component of the project involving LWARB and five London boroughs is the use of data on the likely operational cost for commercial waste collection and disposal for each council. This will inform the later establishment of a new trading company offering commercial waste and recycling services.

Some projects have targeted specific areas in pursuit of their aims. Liverpool City Council's project targets terraced housing where storage, presentation and collection of waste are more difficult. Ipswich Borough Council's project also focuses on areas where recycling and waste disposal can be difficult, including communal and high density areas. The project will serve as a pilot and will give an indication as to the scalability and replicability of the interventions in these types of location. In both Liverpool and Ipswich, residents are being directly engaged to find out their specific needs. In Liverpool this takes the form of conversations between volunteers and other residents. In Ipswich residents are encouraged to take ownership of solving the problems through focus groups and meetings.

Back-to-back terraces are the focus of Manchester City Council's project. The passageways at the back of these houses are hot spots for fly-tipping, and residual waste levels are generally higher. Again, the project will serve as a pilot for extending passageway-specific interventions to the rest of the service. In Bath and North East Somerset, the focus is on flats and urban areas. In city centre locations, many buildings

are split into flats and residences of multiple occupancy. Residents in these areas find it difficult to store and segregate recycling in their flat or communal areas. The council is therefore running a project to trial different interventions to facilitate higher recycling rates. Using several different interventions, the council will be able to see what works, where, and in what circumstances and replicate this on a wider scale.

Joint working

Staffordshire Waste Partnership's project will consider new and innovative ways of working in partnership to improve efficiency and reduce costs. The partnership currently takes a less formal, unrestrictive approach which allows councils to seek greater efficiencies whilst maintaining their own identity and the freedom to participate in any formal joint working. Their project involves carrying out an options appraisal exploring new opportunities for joint working from both an operational and geographical point of view. The options considered could include establishment of a joint disposal authority, or more formal partnership working.

The project to establish a commercial waste and recycling trading company for five London boroughs also hinges on effective joint working. The trading company, which has now been set-up, provides a shared back office function and receives all revenues before distributing these (minus its own running costs) back to the partner boroughs.

Partnership working is at the core of the project involving NHS England and all London boroughs. The approach in this project is particularly innovative, as it is the first time that councils and an NHS special health authority have worked so closely on achieving joint efficiencies.

Other examples of partnership working can be seen in Manchester and Ipswich. In Manchester for example, the council is working with private sector contractor Biffa to embed a waste investigation team in their collection round. In Ipswich, the council is working with the volunteer organisation

Groundwork and other organisations including the police and a local social housing provider. In Bath and North East Somerset, the council is working with the social housing provider and recycling collection contractor to deliver the interventions.

Design, equipment and technology

Many of the projects made use of design, equipment and technology-based interventions as tools for delivering their aims. In Ipswich, for example, the council is trying to change recycling behaviours through the installation of new waste and recycling facilities at a series of strategic locations. The council hopes that this will help to disrupt the trend of residents dumping their waste and recycling around randomly placed bins throughout the neighbourhood.

Examples of the use of technology for delivering the aims of a project can be seen in Manchester and Slough. In Manchester, the waste investigation team made use of in-cab waste management technology to identify and monitor areas with fly-tipping issues. Slough Borough Council is exploring the opportunity of moving to the cleaner, less polluting technology of refuse collection vehicles that run on alternative fuels to diesel.

Bath and North East Somerset Council's project is trialling a range of different design and equipment-based interventions to assess their efficacy. Methods used by the council include providing individual kerbside boxes for easier segregation and presentation of recyclable waste. In terms of design, the council is also exploring the potential of installing larger bulk bins at strategic locations throughout the city centre. This is hoped to alleviate the problems faced by residents living in flats above shops where there is little space in the street for bins to be put out.

A further example of design and equipment-based intervention can be seen in Liverpool. Residents in the target areas are being provided with reusable indoor sacks for storage of recycling. Moreover, to make presentation and collection of waste and recycling easier, the council is installing bin 'parking bays' and communal outdoor bins.

Aim of the projects

	Waste minimisation and increased reuse or recycling	Reducing costs or generating income	
Tools used to deliver the aims	Helping communities do the right thing	<p>Liverpool City Council</p> <p>Manchester City Council</p> <p>Ipswich Borough Council</p> <p>Bath and North East Somerset Council</p> <p>Cumbria County Council</p>	<p>Manchester City Council</p> <p>Ipswich Borough Council</p>
	Enforcement and compliance	<p>Manchester City Council</p> <p>LWARB and five London boroughs</p>	<p>Manchester City Council</p>
	Procurement, contract management and refined specifications	<p>LWARB and five London boroughs</p> <p>Bath and North East Somerset Council</p>	<p>All London boroughs, NHS England</p> <p>LWARB and five London boroughs</p> <p>South Holland District Council</p> <p>Staffordshire Waste Partnership</p> <p>Bath and North East Somerset Council</p>
	Learning from other areas		<p>Slough Borough Council</p>
	Targeting individuals, areas and using data	<p>Manchester City Council</p>	<p>Manchester City Council</p> <p>Bath and North East Somerset Council</p>
	Joint working	<p>LWARB and five London boroughs</p> <p>Cumbria County Council</p> <p>Ipswich Borough Council</p> <p>Liverpool City Council</p> <p>Bath and North East Somerset Council</p>	<p>All London boroughs, NHS England</p> <p>LWARB and five London boroughs</p> <p>Cumbria County Council</p> <p>Ipswich Borough Council</p> <p>Bath and North East Somerset Council</p> <p>Staffordshire Waste Partnership</p>

Increased efficiency or effectiveness of service	Reducing carbon emissions	Combatting fly-tipping
Ipswich Borough Council		Manchester City Council
		Manchester City Council Liverpool City Council
All London boroughs, NHS England South Holland District Council Staffordshire Waste Partnership Bath and North East Somerset Council	Slough Borough Council	Manchester City Council
Bath and North East Somerset Council		
Bath and North East Somerset Council		Manchester City Council
All London boroughs, NHS England Cumbria County Council Staffordshire Waste Partnership		

Case studies of the projects

Liverpool City Council recycling on the terraces

Liverpool City Council's project focuses on a densely terraced part of Liverpool – Kensington Fields. The terraces in the area open directly onto the pavement and only have small rear yards. This makes it difficult to store, present and collect households' waste and recycling.

The council, in partnership with Bulky Bob's and volunteers from Granby Toxteth Development Trust is trialling a range of interventions to minimise waste and fly-tipping and to increase recycling rates. Before the intervention, recycling rates in the area were 11.4 per cent. Through the project the council intends to bring this up to 50 per cent.

The project also includes educational interventions and design and equipment interventions. In terms of educational interventions, these range from information boards fixed to lamp posts, to newsletters and bespoke 'thank you' rewards for good recyclers. The project also involves enforcement against fly-tippers.

At the core of the project is securing behaviour change through a community development approach. Working with Granby Toxteth Development Trust, the council is recruiting volunteers with grass roots connections and knowledge of the community. The thinking behind this was that residents in an area tend to follow 'good neighbours'. Giving these neighbours a

role in managing their street is intended to encourage a sense of ownership and provoke good behaviour from other residents. A total of 400 volunteer and officer hours is being spent engaging residents to address their needs and encourage good recycling behaviours.

On top of this is a range of design and equipment interventions. This includes distributing reusable sacks for storing recycling indoors, and installing communal outdoor storage areas and bin parking bays to facilitate better storage and presentation of waste and recycling. The project also involves investment in communal bulky bins and temporary mobile bulky waste points for the removal of bulky waste.

Through the combination of volunteer and officer hours, educational interventions and design and equipment interventions, the council hopes to increase the recycling rates in the area and halve the amount of residual waste collected. Although the council does not anticipate making large scale savings, the project was designed with replicability in mind, with the potential for scaling up successful interventions across the city, possibly resulting in bigger savings.

The Waste and Recycling Programme presented an opportunity for the council to think specifically about how to address these issues and provided some of the resources needed to realise their ideas.

For more information about the project, please contact **Billy Maxwell** at Liverpool City Council
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07801 453 981

Manchester City Council passageway waste investigation team

Manchester City Council's project aims to address problems with fly-tipping and high levels of residual waste in the passageways between back-to-back terraces.

Levels of residual waste in the target areas were generally high, with back-to-back terraces accounting for seven per cent of the council's total housing stock, but 13 per cent of the total residual waste collected in the city.

Unlike Manchester's 'four-bin' households, 1,100 litre containers were used for disposing of household waste from back-to-back terraces. This method accounted for 15,700 properties. Collections, though scheduled once per week, often took place three or more times per week. These areas were characterised by domestic and commercial fly-tipping, low levels of recycling and littering.

Targeting the passageways, the project involves establishing a dedicated waste investigation team. The main aims of the project and the team are to reduce fly-tipping and the amount of residual waste in the passageways, and to make budget savings. The council estimates that if levels of residual waste in the passageways were reduced to those of four-bin households, this would result in a reduction of 6,000 tonnes per annum, amounting to a budget saving of £1.8 million per year. The project focuses on around 7,500 properties, leaving a further 7,500 to serve as a control group.

The team's first aim was to identify areas and passageways with the most serious fly-tipping issues. This is being achieved through analysis of collection data from in-cab technology, local intelligence and fly-tipping reports. These areas were then defined and an initial baseline reading taken. This involved taking photographs of the areas affected, counting bags and weighing the

waste. The baseline would serve as a measure of progress at the projects three and six-month assessment stages alongside the control group.

This team is embedded within the structures of the council's refuse collection contractor Biffa. This allows for coordination between the waste investigation team and Biffa's collection round and for intelligence about fly-tipping hotspots to be fed straight into the project. Visibility of the project and the team is important. Any fly-tipped waste found by the team is highlighted with highly visible tape or stickers explaining that the fly-tipped waste constitutes an environmental crime.

Staff working within the waste investigation team are being trained by council enforcement officers which enables and authorises them to apply the appropriate legislation for fly-tipping. The team's duties include collecting evidence from fly-tipped waste of who it belongs to and informing residents of how to recycle properly. Individuals identified as fly-tipping will be investigated and where necessary compliance action will be taken against them through the council's Growth and Neighbourhoods department.

In addition to the LGA support, the council provided match funding to deliver the project. The Waste and Recycling Programme catalysed the council into thinking about how to address the waste and fly-tipping problems in the target areas.

If the project is successful in significantly reducing the amount of waste collected from the passageways, then the savings resulting from this will mean the intervention is self-funding. It will therefore be replicable in other areas in the city and in similar terraced areas across the country.

For more information about the project, please contact **Phil Appleby** at Manchester City Council
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07956 132 789

Ipswich Borough Council improving the level of engagement for waste reduction in communal and high density areas – improving infrastructure

Ipswich Borough Council is leading a project to reduce waste collection and disposal costs, reduce fly-tipping, and increase the quality and quantity of recycling in certain target areas in the south west of the borough.

The project is heavily centred on partnership working, with the council leading a partnership involving Groundwork Suffolk, Sanctuary Housing and Norfolk and Suffolk community payback team (a team of individuals serving community sentences). The police safer neighbourhood teams and Neighbourhood Watch are also involved.

The partnership approach has a number of advantages. A multi-agency approach results in reduced service delivery cost and enables the project to address multiple issues across a neighbourhood.

The partnership approach helps keep the conversations, led by Groundwork Suffolk, focused on waste issues. This minimises the risk of conversations getting side-tracked by other council-related issues. Where residents raise other issues, volunteers are able to signpost them to the relevant agency.

Utilising the community payback team for neighbourhood improvements is cost effective, and working with a social housing partner means the project is embedded more deeply in the areas it is targeting. Encouraging residents to get involved fosters a sense of ownership of and responsibility for the project, while volunteer time gives the project visibility within the community and keeps costs down.

The high-level aims of the project are to reduce costs, improve the quality and quantity of recycling in target areas, and reduce fly-tipping in terraced housing. The project also aims to leave long lasting changes, educating and inspiring residents to behave differently in the way they dispose of waste.

The project targets 400 households: 152 flats and 248 terraced houses. At the time of the bid, the former produced 1.5 tonnes of residual waste per household per annum, with a recycling rate of four per cent. The latter had a recycling rate of 12 per cent, and fly-tipping incidents were particularly high. The households targeted through the project amount to one per cent of the council's total housing stock. Opportunities for upscaling and replication are therefore high, especially in terms of bulk buying and joint procurement, either borough-wide or at a regional level.

To foster a change in behaviours around waste and recycling, Groundwork are engaging residents and leading resident meetings to encourage buy-in and ownership of the project. The council has also held two community roadshows. The roadshows included a mini-MRF (materials recycling facility), an interactive display used for demonstrating how to sort recycling. The mini-MRF gives the project visibility in the target areas. Children in particular were the target of the roadshows as they tend to influence adults. The council and volunteers also engaged in face-to-face conversation with residents to understand their specific issues and needs, and resident groups ensure ownership of the project is devolved into the community.

The installation of new equipment is also helping to influence behaviours. New waste and recycling bin units which are clearly labelled with informative images make it clear where residents should dispose of their waste and what type of waste goes in which bin. They also discourage dumping of waste around randomly placed bins in the neighbourhood, one of the key issues the project seeks to address. This is supported by campaign materials such as leaflets, fridge magnets and newsletters which

are consistently branded, making sure the project's messages are coherent and present.

The use of design and equipment and other interventions to bring about behaviour change is highly replicable across the country. The multi-agency approach is also replicable by other councils, and could prompt other areas to think about adopting a similar approach and exploring joint procurement opportunities.

The areas and issues addressed through the project were of concern to the council before the Waste and Recycling Programme. Engagement with the programme helped push the council towards taking the initial action, which will be sustained in the longer term.

For more information about the project, please contact **Elisabeth Axmann** at Ipswich Borough Council
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01473 432 094.

Bath and North East Somerset Council exploring efficiencies in collecting recycling from flats

Bath and North East Somerset Council is leading a project supported by its recycling collection contractor Kier and social housing partners to trial a range of interventions to increase recycling rates and create efficiencies in their methods of collection.

At the time of the bid to the LGA, the council's recycling collection service from flats was running inefficiently and had reached capacity. On average, four separate collection vehicles were visiting communal collection points on a weekly basis to separately collect a range of recycling and refuse from 4,073 flatted properties. The need to streamline the collections was clearly recognised by the council and their contractor, Kier.

In a bid to increase the quality and quantity of recycling through the kerbside sort scheme, the first intervention involved providing 35 properties on one road with an additional two kerbside boxes for storing and sorting the 13 different recycling materials collected by the council. Residents were requested to use three clearly labelled boxes to segregate materials in a bid to increase awareness of the materials collected and capture more recycling, as opposed to the existing one box and reusable woven bag for card.

The introduction of the three box system has prompted behaviour change among some residents, for example residents were observed to flatten and rip their cardboard into smaller pieces for storage in the boxes, as opposed to cramming oversized pieces into the bag. There is no compaction on the collection vehicles for card so this helps make the service more efficient. Residents

also reported more awareness of the range of materials that were collected and help to target materials often overlooked eg batteries, small waste electrical and electronic equipment (WEEE), textiles.

The second intervention targeted homes of multiple occupancy and properties split into apartments. These areas were selected because of their typically low recycling rates and problems with communal storage of waste. The council provided these homes with 'Trolibocs', three separate boxes for recycling different materials mounted on a wheeled stand. These have proved really successful at small blocks of flats, particularly flats above shops, where multiple boxes cause obstructions and slow down the collection crews. They have since been removed from a high density student road, where it was hoped they would improve the collections and improve the street scene, but dense urban parking and neglect of the boxes after collection proved problematic. It is the council's intention to now roll these out to other small blocks of flats to improve the efficiency and service provided.

The third intervention aims to introduce fixed stands containing six labelled boxes for different materials. These recycling stands will replace the current communal 'mini recycling' bins at a number of blocks of flats within the district to assess whether this proved a more effective way of collecting the recycling, incorporating these properties back onto the regular kerbside collection rounds.

This intervention is hoped to bring about significant improvements in recycling in the area and reduce the number of collection vehicles travelling to each site. The locations were chosen based on their remoteness (situated at the end of a long road), proximity to existing kerbside collections or where collections were proving challenging for the contractor. Under the 'mini recycling centre' system, the sites had up to five large communal bins for six segregated materials which required collection from three separate vehicles. The new services will enable to resident to recycle over 16

different materials and be collected by one collection vehicle. This has involved close working with the housing association and collections contractor to ensure a smooth transition from one service to another.

The fourth intervention was aimed at installing five large bulk bins at strategic locations throughout Bath city centre. The key aim was to make recycling more accessible for residents within the heritage urban area and increase the volume of recycling collected to help the services run more efficiently. Unfortunately planning and space restrictions stalled this element of the project. However we are still exploring the potential future development of this along with communal food waste bins to improve the street scene.

The project as a whole aims to trial a variety of methods to improve the efficiency of its operations whilst also improving the services offered to residents. The council is also seeking to make budget saving through implementation of the methods on trial, primarily by easing pressure on the 'mini recycling centre' service and increasing the volume of recycling captured.

The authority's approach to trialling different interventions to test what works and in what circumstances is highly replicable, particularly in relation to multiple occupancy buildings and in areas where recycling can be difficult for residents.

For more information about the project, please contact **Tim Rawlings** at Bath and North East Somerset Council
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Staffordshire Waste Partnership

a holistic options appraisal for further savings and improved efficiency and value for money for the Staffordshire and Stoke on Trent tax payer

Staffordshire Waste Partnership (SWP) is using the LGA Waste and Recycling Programme funding to commission an options appraisal exploring how to deliver improved efficiency and value for money.

SWP is an informal joint working agreement between Staffordshire County Council, eight district councils and Stoke on Trent City Council.

The partnership employs one full time member of staff, who manages all of SWP's collaborative projects. SWP takes a less rigid approach to partnerships than is traditional. The partnership deals with collaborative projects individually, determining the operational and geographical suitability of projects for different partners on a case by case basis. This allows councils to have flexibility and freedom to participate in any joint working, and to maintain their own identity and control over services.

This type of informal partnership is advantageous in several ways. Because the partner councils have flexibility, they engage with one another more actively on projects that are of interest to them, and are not forced into collaborative arrangements that they feel are unsuitable or not beneficial. Good working relationships are maintained, and partner councils have a shared vision on any collaborative projects.

In light of budget cuts, discussions around making savings were taking place among council leaders, chief executives, directors, members and waste managers. The joint waste management board –which manages SWP – met in July 2015 and created a plan to achieve medium and long term savings over a four to eight year change programme. All bar one of the SWP partner councils have recycling rates of higher than 50 per cent, so they wanted to consider more advanced options.

SWP's bid to the LGA was for support to commission an options appraisal exploring opportunities to make savings and provide value for money for tax payers, while avoiding shunting cost between the SWP councils.

The first part of the appraisal is a detailed costing exercise which gives a true indication of the cost of waste and recycling services to each council. This will inform a detailed options appraisal for how the councils can save money. SWP intend for the costing exercise to provide a replicable and adaptable template methodology, so that other partnerships can use the approach in future.

The work explores a range of savings options. One aspect of this is different approaches to joint working, both operationally and geographically. This includes more formal arrangements like a joint disposal authority or joint collection authorities between neighbouring councils. A further opportunity is to collaborate more in joint contracts in order to achieve economies of scale.

Other opportunities include exploring opportunities in the circular economy. The investigatory nature of the project means that detailed savings figures have not been identified. However, SWP hopes to achieve a basic saving of five per cent. This equates to a significant saving when considering that Staffordshire councils spend around £40 million per year on waste services.

In terms of progress, the project is currently at the stage of the initial detailed financial modelling. Project partners expect the likelihood of achieving their five per cent savings target to become clearer over the next six months.

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Cumbria County Council reuse and recycling options for bulky waste services councils in Cumbria

Cumbria County Council along with six surrounding districts are running a project exploring ways of improving reuse and recycling of bulky waste collected at the kerbside from households.

Cumbria is a waste disposal authority, so is responsible for the disposal of all household waste collected by surrounding councils. Bulky waste to be disposed of by the council includes that deposited at one of Cumbria's 14 household waste and recycling centres. At the time of the project's inception, alternative reuse information published on their website or at time of booking a collection was inconsistent. One of the district councils engaged in reuse and recycling activity once the bulky waste had entered the waste stream but the remaining five councils did not.

Between them, the councils collect around 3,000 tonnes of bulky waste per annum, most of which is sent to landfill at a cost of around £450,000.

Cumbria acted as lead partner for this project which included carrying the feasibility of deconstruction of bulky waste. The scope also included looking at the use of bulky waste as a biomass fuel. Furthermore, the project considered how an increased amount of bulky waste could be diverted to support the county council's 'Ways to Welfare' social need, and how this need could be further met by an increased number of third sector organisations across Cumbria.

The aims of the project included achieving cost savings in the long term through diversion of bulky waste out of the waste stream. In addition to a better service meeting the needs of the Ways to Welfare fund.

The councils commissioned a consultant to explore local options for diverting bulky

household waste from the waste stream. This included gathering intelligence around councils' existing bulky waste collections, the existing Household Waste and Recycling Centres (HWRCs) and capacity of local third sector organisations' to undertake reuse activities.

The project was set to be completed by the end of February 2016, but significant flooding during the winter in Cumbria meant that the project had to be delayed.

Opportunities for deconstruction of bulky waste and use of this as a biomass fuel proved unviable at this time. However, the report did provide information on future opportunities for this to be considered.

One of the main outputs of the project was a series of recommendations for Cumbria as the main driver for waste prevention activity in the county. Some of these were achievable in the short term, including making better use of social media to promote bulky waste disposal options. Longer term recommendations included embedding reuse activity within the HWRC network, which would involve contract negotiation with the existing long term contractor. The report also recommended resurrecting a reuse forum in Cumbria, to provide a more sustainable approach to bulky waste reuse for third sector organisations.

The project also resulted in recommendations for district councils. These included reviewing the charging model for bulky waste services, to procuring a third sector organisation to carry out bulky waste services.

In terms of the recommendations around the county council's Ways to Welfare programme, these included reviewing existing informal arrangements for service provision an identifying alternative reuse organisations that cover a larger area of Cumbria than currently exists. Third sector organisations also received a recommendation to review their practices and the way they communicate about their services in order to be better placed to procure services on behalf of Cumbrian councils in the future.

In addition to the recommendations, the consultant also developed a communications plan as a separate document to be

used by partner councils and third sector organisations to address the recommendations. The document is being used to provide the basis for opening discussions around progressing the issue of diversion of bulky waste from landfill.

The project was designed to be replicable by other councils across the UK. Since the abolition of crisis loans and community care grants in 2013, councils have been responsible for welfare assistance programmes, which include things such as offering access to free or low cost household goods for those in need. The project gave the partner councils the opportunity to carry out the work and take the learning from it, which will help inform their future approach to bulky household waste collection and disposal.

Since completion of the project, Cumbria County Council's 'Ways to Welfare' project meeting social needs in Cumbria have been able to secure further third sector organisations to provide greater coverage throughout Cumbria of furniture for those in need. Cumbria has also developed a service level agreement with those providers to ensure that there is a written and understandable accepted level of service from those third sector groups. This has helped both sides.

In addition improvements have included:

- the number of district councils with an agreement with a third sector organisation to undertake bulky waste collection has now increased from one to two and a new contract with another third sector organisation began in April 2017
- the use of social media has been increased to provide better information to the public of options regarding bulky waste. Increased engagement with the third sector organisations has led to a greater understanding of the services they provide
- exploring with our contractor greater possibilities for re-use across our network of HWRC's

- working with district councils to provide a 'script' for contact centres to encourage greater re-use of bulky waste when residents contract districts for bulky disposal.

For more information about this project, please contact **Barbara Jones** at Cumbria County Council
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01228 221 398

Slough Borough Council waste management infrastructure in Slough

Slough Borough Council secured funding for an options appraisal delivered by Low Emission Strategies Ltd. The scope of the appraisal includes evaluating the potential for a gas powered refuse collection fleet. The work also considers the necessary infrastructure changes to serve a gas powered fleet.

The aims of the project include:

- achieving cost savings through the switch to a cheaper source of fuel
- reducing pollution
- exploring options for improving and enhancing fuel supply (therefore reducing dependence on imported fuel and increasing fuel security).

At the core of the review is an options appraisal for reducing emissions from the refuse collection fleet. This is the council's preferred option, but is dependent on legality and feasibility, and its future impact in terms of planning and place shaping.

A further key element of the work is to look at the possibility of linking up to national gas pipes at a local waste transfer station in order to service the vehicles.

The level of savings for migrating the fleet from diesel fuel to gas are estimated at around £60,000 per year for the waste fleet. Migrating more of the council's vehicle fleet to gas would lead to a greater level of savings.

Slough Borough Council won funding from Defra in 2015 to deliver a low emissions strategy. At the same time the council was reviewing its waste service contracts (which will be up for re-tender in 2017). The council is keen to draw on learning from

local, national and international practice, as well as to make best use of the most up-to-date technologies and ideas.

This project was therefore not only seen as an opportunity to further advance the thinking around their waste strategy, but also as an opportunity to “unite the environmental disciplines”, that is to say:

- improve air quality by reducing NOx emissions, thereby boosting health
- reduce carbon emissions
- reduce the cost of energy, reducing the cost to the council and reinvesting elsewhere within the council
- redevelopment of a key strategic asset to enhance waste management and recycling for the borough and region
- enable self-sufficiency and security of fuel supply
- give the council the opportunity to play a place-leadership and market shaping role
- support energy self-sufficiency and place resilience.

Off the back of the project, the council are pressing ahead with rollout of a gas-powered fleet, subject to sign-off from elected members. At first this will only apply to refuse collection vehicles, but it is anticipated that this will extend to the full fleet, including street cleansing and grounds maintenance vehicles.

For more information about the project, please contact **Nick Hannon** at Slough Borough Council
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01753 875 275

London boroughs, NHS England and Resource London improving the delivery of clinical waste collection services across London

The London Borough of Bromley is coordinating a project involving Resource London and NHS (London region) for all London boroughs.

The overarching aim of project is to make efficiency savings on clinical waste disposal and collection costs. This will be achieved through:

- ensuring clinical waste is only collected by the appropriate authority (local councils or the NHS)
- procuring clinical waste collection and disposal contracts through a joint NHS and local authority framework
- improving service user experience through the use of a central managing agent who will operate a central contact hub to arrange collection and disposal of clinical waste.

Since March 2015, Resource London (a partnership between the Waste and Resources Action Programme (WRAP) and London Waste and Recycling Board (LWARB)) had been working with NHS England to look at improving clinical waste practices in London. Their work included looking at procurement of a clinical waste collection, disposal and management contract, intended to deliver efficiency savings.

Resource London have been working to liaise with councils to raise awareness and to think jointly about coordination of collection activities and delineation of waste to the appropriate party. This initial work identified potential options for savings to London boroughs in their clinical waste costs, but Resource London did not have

the resources to take the project further.

The project has enabled the councils, along with Resource London to take the initial work even further. The project has secured the services of a specialist consultant, whose role has involved liaising with London boroughs to secure buy-in and raise awareness of the project as well as working with London waste authorities and NHS England to deliver the procurement aspects of the project.

It is anticipated that there will be two main outputs of the project:

- a framework for clinical waste collection and disposal contractors
- the appointment of a managing agent to act as a 'call centre' for individuals or organisations affiliated with NHS London. The agent will act as a single point of contact for all parties and ensure that collection and disposal responsibilities are appropriately allocated to the relevant party.

The intended outcomes of the project are that the waste collection and disposal unit price is reduced for all parties as a result of the joint framework, and that the appropriate organisation is responsible for the costs. Re-procurement of clinical waste services in the Royal Borough of Kingston-upon-Thames along a similar line to the proposed approach, produced savings of 40 to 50 per cent. Based on an average service cost of £100,000 per borough, potential savings for all boroughs were estimated at between £240,000 per annum and £1.98 million, depending on the number of boroughs involved. The project has suffered unforeseen delays over recent months due to restructure within the NHS England. Resource London are currently working with a London clinical commissioning group (CCG) representing the NHS in London to deliver on the outputs by the end of the year.

The lessons from the project will be replicable at both a regional and national level. Despite clinical waste services generally making up a small part of local councils' waste bill, subsequent regional or wider roll-out is likely to result in significant savings.

Beside its intended aims and objectives, the project – a pan-London collaboration between London boroughs and NHS England – has had the added benefit of giving waste officers from different boroughs the chance to get together and talk about their services. This is unlikely to have happened otherwise, and has encouraged more interaction between councils, which are thinking increasingly about harmonisation of services.

For more information about this project, please contact **Antony Buchan** at Resource London
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07766 698 313

London Waste and Recycling Board new revenues, better services and more recycling – a new approach to commercial waste

The London Waste and Recycling Board (LWARB) has supported a project to explore the establishment of a commercial waste trading company to provide commercial waste and recycling sales and marketing services on behalf of London local councils.

The project initially saw engagement with five London boroughs to develop outline business cases. The lead borough submitted an application to the LGA Waste and Recycling Programme for funding to procure technical consultancy services to support the development of these business cases.

The trading company, London Business Waste and Recycling (LBWR), will be entirely owned by LWARB, and will enter into joint venture partnerships with London boroughs. All profits will be passed back to the partner councils.

LBWR will help partner councils to professionalise and grow their commercial waste portfolios, focusing on increasing revenues and boosting recycling. The company will also support London boroughs to improve their enforcement efforts to reduce the problem of businesses putting their waste out on the street, without contract, and expecting the council to pick it up under their clear-all policies.

LBWR will work with each of its partner boroughs to develop the right service delivery model for that borough, undertaking the collection service in-house where feasible or partnering with third party providers where this will provide better value to customers.

There are around four million tonnes of commercial waste produced across London per year. The five named councils are currently turning-over an estimated £4 million per annum from these services with most councils only breaking even. Through the creation of the LBWR the aim is to achieve fair margins for providing good services and to increase turnover. As well as aiming to increase revenues, the project also aims to target the capture of at least 75,000 tonnes of new material for recycling, diverting this material away from the residual waste stream.

The funding application to the LGA was made to allow detailed modelling and market testing to be undertaken to develop outline business cases for the initial five boroughs identified above. The outline business cases provided the recipient boroughs with market information and detailed analysis that would help inform their choice of direction for their commercial waste service and the viability of the partnership with LBWR.

Following successful engagement with the named local councils it was decided that the project was viable and London Business Waste and Recycling Limited was established in March 2016.

The project allowed business cases to be produced for a total of eight London boroughs, exceeding the original estimate of five. These business cases and the accompanying financial models have now provided LBWR with a useful template that can be utilised to produce bespoke business cases for other councils across London that are interested by this proposal.

So far one council has cabinet approvals to proceed and a further two councils are expected to make decisions to proceed by the end of July 2016.

For further information about this project, please contact **James Fulford** at London Business Waste and Recycling
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020 7960 3680

South Holland District Council establishing a trading company for environmental services

South Holland District Council is running a project to establish a revenue-generating company for environmental services.

The trading company will offer clients a number of services, including waste collection for fly-tipped waste and void clearances (clearance of waste from empty properties). The company will also offer commercial paper recycling collection, street cleansing services on private property, household and commercial cleaning services, and household and commercial ground maintenance services.

A particularly innovative element of the project is its approach to staffing. The company's structure will allow for it to undertake both external and internal work. This enables it to offer services to external public and private sector clients, whilst also providing where necessary internal resource. This is particularly useful for covering internal staff leave, which is normally undertaken by agency workers and is both inefficient and costly.

The overarching aim of the project is to create efficiencies. A trading company will reduce the council's bill for environmental services while generating revenue at the same time. The company will also create efficiencies in terms of staffing and time. In its first year, the company anticipates that the competitive charge out rate of three operatives will produce a return of around £4,800, representing a positive return of 5.99 per cent on an £80,000 base budget. This means that the costs of employing the operatives will not only be covered, but also generate a positive return.

There are a number of different strands of activity in delivering the project. This includes establishing the company and

putting the necessary governance and staffing in place and developing branding and marketing materials for the company. Other activities include setting up a website which will advertise the service, detail rates and costs, and have an online booking and payment service. The council will also establish a 'sales representative' post to carry out soft market testing and competitor analysis. The sales representative will acquire clients and will monitor the company's effectiveness against budget and resources.

Replicability is designed into the project, part of which is to develop and make available a step-by-step guide for councils on how to set up a trading company. The guide will be useful to any councils with an interest in commercialisation of any service, and will set out any learning experiences from the project, along with legal advice and potential savings. As the council continues to make further progress with the project, officers will produce and make available the how-to guide.

For more information about the project, please contact **Glen Chapman** at South Holland District Council
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Impacts of the LGA Waste and Recycling Programme

Overall, the existence of the programme has had a galvanising effect on the projects in the areas benefiting from it. As can be seen from the case studies, the impact of the support provided through the LGA Waste and Recycling Programme differed across projects.

In some cases, without the opportunity for support from the LGA, projects would not have gone ahead. This includes Cumbria, Manchester and Staffordshire. In these cases, the councils were already aware of the issues that their projects went on to address, but did not have a fully-fledged idea. The programme therefore helped these councils to think more specifically about how to tackle the issues they were facing. In other cases, such as Ipswich, all London boroughs and NHS England, and Bath and North East Somerset, the idea for the project already existed in some form within the councils and/or partners. For these councils, the programme provided the opportunity to put their ideas into practice.

Some councils used the LGA grant as the primary source of funding for their project but topped this up with money from the council. For example, in Liverpool the council contributed some money towards equipment and infrastructure. In Manchester the council made a match contribution, effectively doubling the project budget.

Overall, participation in the programme has had different impacts for different projects. In many cases, it has simply allowed officers and other partners to put into practice an idea that already existed. However, for other projects the programme has helped to foster the conditions for ideas generation, either helping to crystallise an idea that was not fully developed or prompting councils to develop innovative ideas.

The programme has also helped to remove the risk associated with running pilot projects

and initiatives. For projects where the council has also contributed funding, the programme has helped to limit the risk to which the council is exposed through running the programme. Where projects were run entirely using the funding from the LGA, the element of risk was significantly limited.

This work sits amongst a wider set of tools and programmes to help councils. For example, developing revenue-generating services, making efficiency savings, in addition to information about shared services and the use of digital tools to transform public services. These tools can be found at www.local.gov.uk/productivity

There is also learning to be taken from the programme in terms of the difficulties faced by individual projects and across the programme as a whole. For example, there is the perception that project teams must prove the value of their project and the funding, which can sometimes result in projects being 'doomed to succeed'.

In other cases, difficulties arose where multiple partners were involved in the delivery of projects. For instance, where several councils were leading the project, some partners were quicker than others in their communication with the rest of the project partners. Furthermore, some projects faced difficulties in moving forward as a number of different conversations were taking place at different levels across different councils. This lack of joined-up communication sometimes meant that projects did not have such a clear vision on next steps.

For a couple of projects, organisational restructures provided an unanticipated hurdle. One project for example faced setbacks due to a major restructure within the council, whereas another project faced similar difficulties after an external partner underwent a restructure.



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