

LOCAL PARTNERSHIPS

The public sector delivery specialists

CASE STUDY

Putting Wales at the forefront of waste management practices in the UK



Local Partnerships has played an integral role supporting the Welsh Government to develop and implement its national waste infrastructure procurement programme covering food and residual waste treatment

The assignment

Working with the Welsh Government and across local authorities in Wales, we led the programme management function and provide project support for local authorities to create an integrated network of waste treatment services across the country. These are shared by groups of local authorities and have paved the way for them to meet the challenging recycling and landfill diversion targets in Wales.

When fully implemented, by 2024/5, Wales will be at the forefront of waste management practices in the UK and across Europe.

Background

The Welsh Government has ambitious targets for improving the sustainable management of waste in Wales. Central to this are targets to increase recycling to 70 per cent and reduce waste to landfill to 5 per cent by 2024/5.



“ The relationship with Local Partnerships gives me invaluable access to capacity and skills for procurement, programme management and projects and is flexible and responsive to client needs.”

Jasper Roberts, Deputy Director, Waste and Resource Efficiency Division,
Welsh Government

The responsibility for meeting household and municipal waste targets sits with the 22 local authorities and requires the radical transformation of waste collection services across Wales and the delivery of new waste treatment infrastructure.

Having established clear policy objectives, the urgent challenge was to ensure that a robust delivery support mechanism was put in place. The Welsh Government appointed Local Partnerships to meet this challenge, to facilitate the programme's delivery and develop positive working relationships with the organisations central to its success, for example, Welsh Government departments, local authorities, Welsh Local Government Association, commercial providers etc.

Our approach

Local Partnerships provides support at a national and local level through our multi-disciplinary team of experienced legal, financial and commercial professionals.

Nationally, we set up the Waste Programme Office to implement a central strategic programme management function and provide direct project development and procurement support to local authorities. The co-location of this function with the Welsh Government civil service team was important to ensure a high level of mutual understanding between the policy and commercial aspects of the programme.

The programme office provided:

- ▶ a suite of guidance and template documentation to local authorities to share established best practice and lessons learned elsewhere and achieve consistent procurement approaches. This was of particular importance for the smaller food waste treatment projects
- ▶ a comprehensive project scrutiny process, starting at the outline business case stage, with further “healthchecks” as each project progressed, for example, prior to the start and close of dialogue with bidders
- ▶ a range of support that would ordinarily fall outside the more traditional programme management activities, including planning, community engagement, negotiation, competitive dialogue and contract management training.

Achievements

- ▶ The creation of thirteen local authority strategic partnerships across 21 of the 22 Welsh local authorities – the seven food waste, and six residual waste treatment partnerships optimise the balance between proximity, deliverability and economies of scale
- ▶ a significant contribution to renewable energy production – when all projects are operational, the combined projected electricity output will be enough to power around 10 per cent (130,000) of Welsh households
- ▶ four new waste treatment facilities – these are operational or in construction with more to follow
- ▶ over 1200 new jobs in Wales – with around 180 jobs in the environmental industry sector, in line with the Welsh Government's Green Jobs Strategy as well as 1100 construction jobs
- ▶ savings on initial budget projections for all projects at contract award – achieved through the development of long-term public private partnership contracts that transfer service performance and availability risk to the contractor and maximise value for money for the public sector
- ▶ recognition and awards for being at the leading edge of public procurement in the UK – the programme won the Civil Service Project and Programme Management Award 2011, and the Government Opportunities, Excellence in Public Procurement, Collaborative Procurement Initiative of the Year Award 2013/4.



“ The Waste Infrastructure Procurement Programme team is leading the way for strategic joint working across the public service in Wales. This innovative and exciting work can provide a blueprint for the future, not just for waste management, but in other areas as well. Ministers and other public service partners are increasingly referring to this programme's approach as the way forward for joint working in Wales.”

Derek Jones, Permanent Secretary, Welsh Government, March 2013



“ Local Partnerships played a pivotal role in ensuring that the bidders’ proposals would be acceptable to the Welsh Government (and therefore eligible for financial support). The project also benefitted tremendously from its experience in fostering public-private relationships and its commercial expertise. Local Partnerships was extremely helpful in providing document templates and guidance.”

Beverley Hodgett, Central Wales Waste Partnership

Support

Our approach to procurement and programme management to successfully deliver the waste infrastructure programmes in Wales could be applied to other investment programmes across the UK.

Find out more about how we can support you:

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