



LOCAL PARTNERSHIPS



DELIVERING WASTE EFFICIENCIES
IN THE SOUTH WEST

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For further information contact

John Enright, Project Director, Local Partnerships

Dr Jane Beasley, Associate, Local Partnerships

john.enright@local.gov.uk 07824 371 720

1 INTRODUCTION

There are 33 local authorities in the South West: three waste disposal authorities (WDA), 12 unitary authorities and 18 waste collection authorities (WCA).

Like all authorities across the UK, they continue to face testing times as resources are reduced but service expectations remain high. Over the next few years delivering efficiencies in budget, whilst trying to protect public services and even enhance them, continues to be one of the biggest challenges local authorities face.

1.1 Context

This is the ninth regional efficiency review undertaken by Local Partnerships exploring local authorities delivering waste efficiencies in England and Wales¹. The 2020 annual review focuses on efficiencies achieved by local authorities in waste and resource management in the South West. The previous eight reviews looked at on the following regions:

- ▶ East of England
- ▶ East Midlands
- ▶ London
- ▶ North East
- ▶ North West
- ▶ South East
- ▶ West Midlands
- ▶ Yorkshire and the Humber

These reviews have provided a wealth of information to decision makers and stakeholders; each one has highlighted several key messages prevalent across the country at the time of publication. Local authorities are in their eleventh year delivering major efficiencies in all services, many having done so successfully. However, aiming to secure further efficiencies whilst protecting public services is ever more challenging. At a conservative estimate – based on authorities that participated in this review and were able to quantify their achieved savings – innovation in the South West has delivered savings and generated additional income in excess of **£22 million per annum**. This figure includes charging for non-statutory services such as green collection. Securing savings remains a driver for local authorities to achieve efficiencies whilst maintaining high-quality public services, and performance enhancement wherever possible. In addition, addressing climate change has surfaced as a far higher priority for local authorities than noted in previous waste efficiency reports.

¹ All the reviews can be found on the Local Partnerships website: localpartnerships.org.uk/our-expertise/waste

As with previous reviews, the diversity of examples provided illustrates the range of initiatives and measures authorities are utilising to improve performance and secure financial savings. For the South West, service changes, contract management, partnership working, and joint delivery are just a few areas where efficiencies have been realised and performance improvements have been made.

It is intended that the examples provided throughout this review will enable other local authorities to benefit from these experiences, particularly in terms of examining their own services and evaluating whether the examples presented could support them make their own savings. In some cases, we hope this report might help set out examples of how local authorities might improve performance and residents' satisfaction.

All authorities in the South West were invited to contribute to the review. A pro-forma was sent to each authority in the region with a request for further information to highlight the progress made in waste efficiency to date, and any lessons learned that could be shared with other authorities. A workshop was also held to give feedback on the information provided and to offer a chance for authorities to benchmark themselves and supply any additional pieces of data and information.

A total of 25 authorities responded out of 33; a response rate of 75%. This includes a range of district and borough councils, all county councils in the region, and a number of unitary authorities, as shown in Table 1.

As with previous reviews, some authorities expressed a desire to participate but felt that the timing of the review was not right for the service changes they were currently delivering. In other instances, some authorities found that they had no spare capacity – in terms of staff time – to source the information required to participate in the review. It is also worth noting that some authorities who did return their data within the time period available attended the workshop. In these cases, the authorities commented that it was a useful experience to gain insight into the actions and achievements of other authorities.

The individual profiles of the authorities who took part can be found in Appendix 1 and examples of their achievements are featured in the main body of this report. Please note responses from the authorities have not been formally audited. Therefore the information presented in this report is based on the information the authorities kindly provided.

Table 1: Authorities who participated in the South West Efficiency Review

Waste collection authorities	Waste disposal authorities	Unitary authorities
<ul style="list-style-type: none"> • Cheltenham Borough Council • Cotswold District Council • Exeter City Council • Forest of Dean District Council • Mendip District Council • Mid Devon District Council • North Devon District Council • Sedgemoor District Council • South Hams District Council • South Somerset District Council • Somerset West and Taunton Council • Torridge District Council • West Devon District Council 	<ul style="list-style-type: none"> • Devon County Council • Gloucestershire County Council • Somerset County Council 	<ul style="list-style-type: none"> • Bath and North East Somerset Council • Bristol City Council • Bournemouth, Christchurch and Poole Council • Cornwall Council • Dorset Council • North Somerset Council • South Gloucestershire Council • Torbay Council • Wiltshire Council

1.2 South West profile

The South West covers an area of 23,800 km² with a population of around 5.56 million. Population density is on average 233 people per km². However, the range across the region is significant; Bristol has the highest population density (4,186 people per km²) and West Devon the lowest (~47 people per km²).

There are examples of shared services in place across the region and there are several waste partnership arrangements in place (examples are given in Section 2 and 3).

1.3 Waste management profile

Waste services

As with previous Efficiency Reviews, alternate weekly or fortnightly collection dominates the residual waste profile. However, in the South West many authorities have restricted residual capacity as a means to improve recycling performance and reduce disposal costs. 180 litre or 140 litre wheeled bins are offered as standard, rather than 240 litre, in the majority of cases. For dry recycling, there is a mix of fortnightly and weekly services across the authorities, although kerbside sort dominates the collection systems in place. Garden waste collection tends to be provided fortnightly and virtually all who responded levy an annual charge, with prices ranging from £30 to £50 per annum. This differs slightly from the national picture, which shows 60% of English authorities offered a garden waste collection at a charge in 2018/19. Most authorities that took part in this project provide

a separate food waste collection service. Outsourced collection dominates in the responses received. For further information relating to the individual authorities that took part in the review, please refer to Appendix 2.

Performance

The South West achieved the best recycling rate of all regions in England at 50.1% in 2018/19. This is significantly higher than the national average of 43.5%. Looking specifically at collection of household waste, the higher recycling rate in the South West is due to an increase in both dry and organic recycling. It is worth noting that the proportion of organic recycling is slightly higher in this region compared to national levels.

However, the percentage of waste to landfill in the South West is the highest of all regions in England at 19.3% in 2018/19. This is significantly more than England's national average of 10.8%. This reflects the limited availability of alternative treatment and disposal sites across the region. Kilograms per household for residual waste is the lowest of all regions, at just 474 kilograms per household in 2018/19, compared to England's national average of 537 kilograms per household.

On an individual authority level, according to the latest figures from Defra for 2018/19, a significant number of authorities who took part in this review are achieving recycling rates of over 50%. This region has several of the highest performing authorities in England. Only one authority in the review has yet to exceed 30%, and it currently does not offer a food waste collection.

In terms of change over time, for just over half of the participating authorities recycling rates have increased on the previous year, albeit in very small increments in some cases. This was due to a combination of the introduction of food waste collections, reducing capacity of residual collection and increasing capacity of recycling collection through frequency and/or container sizes. However, a small number have plateaued or experienced a decrease in recycling rates compared to the previous year. There is a range of different reasons that can impact this, including reduced staffing and resources and service changes. As with previous regions, it appears that an overriding concern for many remains making significant financial savings from an already depleted budget for waste services.

For further information on performance data please refer to Appendix 3; the table includes all authorities in the region, with those who participated in the review highlighted.

Partnership working

Waste partnerships continue to play an important role in supporting authorities to realise economic savings, improve performance and increase sustainability and viability of services in the longer-term.

Across the South West there are several strategic waste partnerships in place, covering two-tier arrangements between county councils and their constituent districts and boroughs. There are also partnership arrangements between district and borough, and unitary authorities. Examples of partnership working across the region, achieving success in terms of efficiency savings and performance improvements through joint working arrangements, can be found in Sections 2.3 and 3.

2 DRIVE FOR EFFICIENCIES

2.1 National picture

As with previous reviews, it is clear all authorities continue to strive to deliver good-quality waste services, building on current levels of performance, whilst at the same time delivering significant financial savings. However, budgets have continually been cut and all departments have had to review services and demonstrate savings through efficiencies.

The Association for Public Services Excellence (APSE) carry out regular reviews² of its members' refuse services. APSE questions what efficiencies authorities are currently working towards or proposing. The last four reports (2016, 2017, 2018 and 2019) identified the different areas where authorities have been focused, and continue to focus, to generate efficiencies. These are shown in Table 2.

Table 2: Areas where authorities are generating efficiencies – APSE members surveys

Efficiency areas	2016	2017	2018	2019
Route optimisation/double shifting of vehicles	▲	▲	▲	▲
Increasing income generation opportunities e.g. charging for green waste collections/ wheeled bin replacement/commercial waste contacts	▲	▲	▲	▲
Reducing hours and reviewing provision of Household Waste Recycling Centres (HWRCs)	▲	▲	▲	▲
Moving to alternative weekly collection of recyclables and three-weekly collection of residual waste	▲	▲	▲	▲
Introducing new technologies: Bigbelly bins, in-cab CCTV	▲	▲	▲	▲
Reducing contamination levels and introducing "no side waste" collection policies	▲	▲	▲	▲
Reviewing staffing and fleet levels	▲	▲	▲	▲
Cross boundary working		▲	▲	▲

² State of the Market Survey 2019 – Local Authority Refuse Services. This can be accessed through apse.org.uk/apse/index.cfm/members-area/briefings/2019/19-31-state-of-the-market-2019-refuse-collection-and-recycling

State of the Market Survey 2018 – Refuse Collection and Recycling

apse.org.uk/apse/index.cfm/members-area/briefings/2018/18-32-state-of-the-market-2018-refuse

State of the Market Survey 2017 – Refuse Collection and Recycling

[apse.org.uk/apse/assets/File/Wayne\(2\).pdf](https://apse.org.uk/apse/assets/File/Wayne(2).pdf)

State of the Market Survey 2016 – Local Authority Refuse Services, September 2016. This can be accessed through

apse.org.uk/apse/index.cfm/members-area/briefings/2016/16-37-local-authority-refuse-state-of-the-market-2016

Efficiency areas	2016	2017	2018	2019
Joint authority working			▲	▲
Insourcing services				▲
Introducing "payment by weight" for commercial waste				▲
Reducing reliance on agency staff through work planning improvements				▲

The focus clearly remains on identifying areas where services can be optimised, resources can be shared or maximised and opportunities to generate income to offset service costs can be realised. This is all within a climate of ongoing budget cuts, which as noted by the Local Government Association (LGA)³ have impacted local authorities significantly as they are facing a reduction to core funding from the government of nearly £16 billion by 2020 compared to 2010. This is equivalent to losing 60p out of every £1 the government had provided to spend on local services. In its report on funding, the LGA estimate that by 2025 councils in England face a funding gap of £7.8 billion and therefore councils are going to have to continue to find new and innovative ways of operating.

2.2 Regional comparisons

The authorities that took part in this review are realising efficiency savings through a range of different initiatives and optimisation of services, including:

- ▶ contracts: joint procurement, extension, and new
- ▶ insourcing of service delivery
- ▶ partnership working
- ▶ service changes: additions, capacity, vehicles, and reviews
- ▶ round remodelling/optimisation
- ▶ Housing Recycling Centres (HRC)/HWRC changes
- ▶ imposing charges
- ▶ procurement models
- ▶ staffing restructures
- ▶ IT and technology improvements
- ▶ behavioural change
- ▶ two-tier working

As this is the ninth Local Partnerships regional review, it is useful to retrospectively consider where the focus of efficiency savings has been for the previous studies. This is shown in Table 3.

³ [local.gov.uk/sites/default/files/documents/5.40_01_Finance%20publication_WEB_0.pdf](https://www.local.gov.uk/sites/default/files/documents/5.40_01_Finance%20publication_WEB_0.pdf)

Table 3: Overview of efficiencies across the nine regional reviews

Efficiency areas	West Midlands 2012	London 2013	North East 2014	Yorkshire and the Humber 2015	North West 2016	East of England 2017	East Midlands 2018	South East 2019	South West 2020
Route optimisation	✓	✓	✓	✓	✓	✓	✓	✓	
Service changes and additions	✓	✓	✓	✓	✓	✓	✓	✓	
Charging for green/bulky/other			✓	✓	✓	✓	✓	✓	
Joint procurement and partnership working	✓	✓	✓	✓	✓	✓	✓	✓	
Shared/joint services						✓	✓	✓	
Operation/rationalisation of HWRCs				✓	✓	✓	✓	✓	
Contracts	✓	✓	✓	✓	✓	✓	✓	✓	
Maximising recycling	✓		✓		✓	✓	✓	✓	
Maximising income	✓		✓		✓	✓	✓	✓	
Enforcement			✓						
Staffing rationalisation/optimisation		✓			✓		✓	✓	
Maximising reuse					✓				
Different procurement and finance models						✓		✓	
IT and technology improvements						✓	✓	✓	
Changing behaviour						✓			
Comms. rationalisation						✓		✓	
In-house service delivery							✓		
Design changes							✓		

2.3 Climate emergency

Due to either the recent upsurge in local government commitment to the climate change agenda, or the vulnerability of the region in relation to rising sea levels and coastal flooding, the climate emergency featured more prominently in discussions with this region than in any other. All of the 25 authorities that took part in the review have declared a climate emergency, with most setting targets for 2030 (refer to Table 4).

Many have set up executive panels or committees to work together and provide support in delivering change. In two-tier authorities, there are clear examples of joint agreements. For example, in Somerset, all authorities have agreed to collaborate to produce and deliver an ambitious, joint climate emergency strategy encompassing the county. Each declaration is slightly different, but all aspire to achieve carbon neutrality and to ensure adaptation within each local authority area to the effects of climate change.

Where waste and resource management can make a significant contribution, much of the focus is linked with vehicle use and movement (trying to reduce emissions created by collection vehicles), and by reducing, reusing or recycling waste materials. Some authorities are openly ambitious in their priorities for action, however many are in the early stages of developing detailed action plans and identifying deliverable outputs.

It is also worth noting, in terms of carbon savings and overall carbon performance, authorities from the South West make up five⁴ of the seven waste disposal authorities identified as “high-flyers” in recent carbon indexing of recycling services⁵.

Table 4: Climate emergency declarations

Local authority	Climate emergency declared (target date for carbon neutrality)	Waste and resource management related examples/priorities/focus ⁶
Two-tier authority areas		
Devon County Council	February 2019 (2030)	Year on year reduction in residual waste achieved through service changes and improvements in performance. All kerbside residual is now sent to Energy from Waste
Exeter City Council	July 2019 (2030)	With only around 10,000t/yr of local authority collected waste sent to landfill
Mid Devon District Council	June 2019 (2030)	*Changes to the service have led to 5% reduction in fuel use in the refuse collection fleet
North Devon District Council	July 2019 (2030)	Review of refuse collection service to consider different collections frequencies and methods with carbon modelling for all options

⁴ These are: Dorset; Gloucestershire; North Somerset; Devon and Somerset

⁵ eunomia.co.uk/carbonindex/pdfs/2017_18.pdf

⁶ Information has been provided directly by the local authority unless there is an Asterix; in these cases, the information has been extracted from the local authority return or from the local authority website.

Local authority	Climate emergency declared (target date for carbon neutrality)	Waste and resource management related examples/priorities/focus ⁶
South Hams District Council	July 2019 (2030)	Use of in-cab technology helps reduce unnecessary or duplicate vehicle movements. Renewal of recycling fleet and wide scale re-routing set to deliver vehicle efficiencies. Zero waste going to landfill
Torrige District Council	July 2019 (2030)	*Removal of two refuse rounds through route remodelling, plus significant reduction in disposal figures through reducing capacity
West Devon Borough Council	May 2019 (2030)	Use of in-cab technology helps reduce unnecessary or duplicate vehicle movements. Three-weekly trial planned to assess potential vehicle movement reductions and to decrease residual waste. Increase range of recycling materials collected at kerbside. Zero waste going to landfill
Gloucestershire County Council	May 2019 (2030)	Over a 90% reduction in residual waste to landfill from October 2019 with residual waste instead being treated at the new Gloucestershire Energy from Waste facility. Exploring feasibility of installing solar PV at closed landfills
Cheltenham Borough Council	February 2019 (2030)	*Operational efficiencies have reduced the number of vehicles required in relation to HRCs and bring sites as well as maximising the amount of recyclable materials collected
Cotswold District Council	July 2019 (2050)	*Emptying process more efficient for Council vehicles, offering a secondary benefit of reduced fuel wastage through idling
Forest of Dean District Council	December 2018 (2030)	Increased the range of recycling materials collected at the kerbside has led to reduced waste to landfill and increase in the recycling rate
Somerset County Council	February 2019 (2030)	
Mendip District Council	February 2019 (2030)	Service changes projected to achieve 20% increase in food recycling, 30% increase in dry recycling, 15% reduction in residual waste. Also exploring commercial waste opportunities (e.g. collaborative procurements and aggregating demand from public sector sites) and focussing on behaviour change, and the circular economy
Sedgemoor District Council	March 2019 (2030)	
Somerset West and Taunton Council	February 2019 (2030)	
South Somerset District Council	May 2019 (2030)	

Local authority	Climate emergency declared (target date for carbon neutrality)	Waste and resource management related examples/priorities/focus ⁶
Unitary Authorities		
Bath and North East Somerset Council	March 2019 (2030)	*Reduction in refuse vehicles through route optimisation
Bristol City Council	November 2018 (2030)	*Working with the West of England Partnership to ensure that residual waste is treated locally, reducing the carbon footprint from transportation
Bournemouth, Christchurch and Poole Council	July 2019 (2030)	*Round rebalancing, reducing vehicle/fuel use and emissions
Cornwall Council	January 2019 (2030)	Reduction in landfill disposal from HWRCs Further efficiency options at HWRCs Delivery of new kerbside collection contract moving to fortnightly residual and recycling and weekly food waste collections Development of circular economy Development of new waste facilities
Dorset Council	May 2019	*Through the Dorset Waste Partnership's Recycle for Dorset kerbside collection scheme, waste sent to landfill has decreased from 71% to 16.8%. Recycling rates have risen from 29% back in 2004 to 59.7% last year. The food waste collected is processed within Dorset to produce biogas and electricity within the county
North Somerset Council	February 2019 (2030)	High recycling rates of over 58%, reduced residual waste at HRCs and a new contract (post April 2020) which will deliver zero waste to landfill from kerbside collections and reduce mileage of delivery vehicles
South Gloucestershire Council	July 2019 (2030)	New resources and waste strategy to be adopted in 2020, with commitment to increase recycling to 70% by 2030. Zero waste to landfill also supports steps to be carbon neutral by 2030 and embrace circular economy opportunities in the region
Torbay Council	June 2019 (2030)	New kerbside sort vehicles will reduce return journeys to depot with increased collection capacity
Wiltshire Council	February 2019 (2030)	*Providing a service which maximises recycling opportunities and energy recovery

It is not always evident how much focus is on the role of waste and resource management in delivering improvements, but it is clear that a significant number of authorities in the South West are committed to taking forward action.

2.4 Success through partnership working

Partnership working is not without its challenges for successfully bringing authorities together, who may have different operational practices, budgets, political leadership, governance geography, contractual obligations and local requirements. The South West region is home to a number of partnerships, for example well-established arrangements such as the Somerset Waste Partnership, and further details can be found in Section 3. In addition, three specific case studies which illustrate the diversity of partnership working to overcome specific challenges or build on specific opportunities have been included below.

2.5 Partnership case studies

Devon Authorities Strategic Waste Committee: aligning collection services

Devon County Council, plus eight district councils and Torbay Council work in partnership through the Devon Authorities Strategic Waste Committee. This strategic committee meets every four months and has a member representative from the waste portfolio from each council, as well as a budget of circa £200,000 per annum.

The Committee has led on developing and delivering the Devon resources and waste strategy (RWS) as well working towards a unified waste collection service across Devon, where all authorities are offering a similar waste service (the Devon aligned collection).

Working together, the partners are currently drafting a new RWS, having delivered much of what was contained in their existing strategy. This will focus on managing waste at the higher-end of the hierarchy, influencing behaviour, as well as delivering on the commitments and response made to the Devon climate emergency.

Dorset Waste Partnership: formation of the Dorset Waste Partnership and implementation of a single waste collection service

The Dorset Waste Partnership (DWP) no longer exists following the formation of a new unitary authority (Dorset Council) as a result of local government re-organisation in 2019. However, it is worthwhile reflecting on what was one of the more established partnerships in England.

Formed in 2011, this was a partnership of councils including Dorset County Council, Christchurch Borough Council, East Dorset District Council, North Dorset District Council, West Dorset District Council and Weymouth and Portland Borough Council. The County Council acted as the host authority of the DWP, employing staff and providing support services such as HR, finance, procurement, IT, communications and customer services. The Partnership was governed through a joint committee (councillors) and supported by a commissioning group (senior officers from each partner council). It was the first partnership of its kind and was unique: services were supplied in-house, and there was a single budget and staffing structure. It developed an innovative cost-sharing approach to encourage individual councils to not just focus on their individual statutory obligations.

Over its lifetime, the Partnership has driven costs down through a wide-range of actions and achievements including: joint procurement, single management structure, consistent communications across the county and effective contract management.

The most significant output of the DWP was the development of a single consistent collection service across all collection authorities: replacing 12 different collection schemes delivered by six different authorities. The new service was rolled out over a three-year period with little additional resource. Communications and education campaigns were launched alongside the service to provide essential clarity around how the service should be used and help change behaviour. After every stage, the Partnership held a “lessons learned” evaluation exercise where improvements were made wherever possible to all aspects of the roll-out process. Recycling rates increased year-on-year and residual waste decreased.

Savings achieved were shared with partners based on the cost sharing model and it is estimated that the existence of the Partnership alone has made savings of £1.3 million per annum. However, through improvements in service provision, performance and efficiency savings, it is estimated that around £3.3 million savings per annum have been achieved, in comparison to the previous waste collection and disposal regime.

Reflecting on the changes implemented, the political will and drive was crucial to the success of the DWP. Having a lead member for each area/tranche of the roll-out was considered to be hugely beneficial in terms of communicating what the Partnership were trying to achieve and the problems/issues that were encountered. Communications, intelligence gathering, data collection (including household database to record container types), and project planning were also seen as integral to the successful delivery of the changes.

West of England Waste Partnership: accepting the differences and working together to realise efficiencies and performance improvements

The West of England Waste Partnership consists of the four separate unitary authorities: Bath and North East Somerset Council, Bristol City Council, North Somerset Council and South Gloucestershire Council. The Partnership has worked collaboratively for the past 15 years and is committed to working together for at least another 20 years. Underpinning the Partnership is an inter-authority agreement, first signed in 2011 and updated in 2019. It sets up the principle of how the Partnership will work together and provides a framework for decision-making and conflict resolution if needed. The Partnership also employs a dedicated officer to coordinate across the it. This officer divides their time between the four partners as needed.

The Partnership works together at a strategic, director and officer level to dispose of waste in the region and find new opportunities to collaborate.

Although each authority operates a source segregated collection of the same materials in similar containers, the contracts for waste and recycling collections are very different. Bath and North East Somerset Council operate their collections in-house, Bristol City Council operates a Teckal (an arm’s length local authority company) called Bristol Waste Company, North Somerset Council has a seven-year contract with Biffa and South Gloucestershire Council is in the twentieth year of a 25-year Private Finance Initiative (PFI) with Suez Recycling and Recovery UK Ltd.

Despite these differences, the Partnership successfully works together, sharing experience amongst contractors, working jointly on areas of shared interest and to solve local problems. Each authority retains their own identity and contractor relationship and has its own waste strategy specific to its area. The Partnership also has a jointly-produced waste strategy that was adopted in 2008 and a set framework for managing residual waste in the West of England. The Partnership is planning to consult on its next strategy in 2020. There is also a rolling programme of education and promotion, with a common goal of waste prevention and increased recycling. The four authorities work together on communication and engagement projects to reinforce these messages and increase reach to the population.

The core of the West of England Waste Partnership is the joint contract for residual waste. The current contract with New Earth Solutions (NES) started in April 2011. The plant in Avonmouth accepts and treats 120,800 tonnes of waste per year from the four authorities and has reduced the amount of biodegradable waste sent for landfill by 75%. This contract ends in 2020. Over this period, the Partnership has been administered by Bristol City Council. By working together, the authorities have benefited from economies of scale and supported each other in managing fluctuations in waste arisings.

Three new 10-year contracts were negotiated in 2019 for residual waste and bulky waste. The procurement was led by North Somerset and, by maximising expertise across the partnership, the overall costs were kept very low with the procurement costing less than £35,000. In total, the partnership is committed to 170,000 tonnes of residual waste, with Viridor receiving 120,000 tonnes of residual waste and Suez taking 50,000. Another 45,500 tonnes of bulky waste have been awarded to ETM.

The four authorities are expected to release estimated savings of £490,000 per annum in total and have guaranteed that residual waste is treated locally, reducing the carbon footprint from transportation and reducing the regions reliance on exportation. These new contracts will be managed by South Gloucestershire.

The Partnership is already looking at new opportunities for further joint procurement and has identified food as the next target waste stream for joint disposal. All the food waste collected in the area is processed through anaerobic digestion facilities, with Bath and North East Somerset and Bristol City Council using GenEco in Bristol (under separate contracts currently), North Somerset using BioGen in Weston-Super-Mare and South Gloucestershire using Agrivert in Oxfordshire. It is planned that over the next few years, as existing contracts come to an end, a new joint contract will be awarded.

The Partnership also works together on ad-hoc projects. In 2015-16 a partnership project was implemented to promote food waste collections, improve recycling across the region and build long-term behavioural change by encouraging food recycling through an incentive scheme. The project was funded from the MHCLG (formerly Department for Communities and Local Government). Bath and North East Somerset took the lead on the project and a project manager was employed to deliver it with the support of the waste teams across all four partners. The focus was on food waste and each authority visited a randomly selected household on collection day every week. If their food bin was out for collection, they received a voucher worth £50, which they could use to claim a prize. The project used an extensive communications plan to increase exposure, including advertising on local radio, buses and bus shelters, events, such as the Bristol Balloon Fiesta,

as well as press releases, leaflets, posters and social media coverage. Each authority also arranged their own face-to-face events in their respective areas.

The project generated 2% increase in food waste tonnages collected and reduced food in residual waste by 2.5%. Following the project, leftover funding was used to implement a legacy project with a focus of food reduction and "Love Food Hate Waste". Working with the Trussell Trust, the partnership funded equipment and "train the trainer" workshops to help people learn how to use their leftovers and make the most of the food they buy. Whilst there were longer lead times for decision-making and challenging publicity requirements, the positive impacts of the campaign outweighed the negative. For example, running a project across multiple councils offered greater scope for enhanced campaign promotion and the larger area extended the campaign's visibility and increased its relevance to council audiences, who often cross local boundaries through work, family, and friends. Working with multiple councils also gave a larger pool for ideas and error checking, with the resource of four campaigns teams and wider marketing expertise. In addition, bulk purchasing offered greater procurement cost efficiencies.



3 DELIVERING EFFICIENCIES IN THE SOUTH WEST

As already highlighted in Section 2 and as demonstrated in the other eight regional reviews, the way efficiencies can be delivered varies, as of course does the financial saving which can be achieved. The range successes that authorities have achieved by delivering efficiencies in the South West are broad and details of their successes are given below.

Joint contract procurement

South Hams District Council and West Devon Borough Council are projecting significant savings from entering into a new outsourced, joint contract for waste collection, street cleansing and public convenience services. For South Hams, £180,000 is projected in annual saving from the new project, which will increase to £315,000 under new service planned for 28 September 2020 (compared with the estimated cost of operating new service as a Direct Service Organisation). Similarly, for West Devon, £190,000 is projected in annual savings from the new contract. In addition, there are specific benefits of coming together under a joint arrangement, with South Hams predicting an additional £105,000 annual saving and West Devon predicting additional savings of £65,000.

Somerset Waste Partnership has also reaped the benefits of a joint contract with the procurement of a new collections contract for the Somerset authorities. Competitive dialogue with potential bidders helped clarify an understanding of requirements on both sides, develop genuine partnership, deliver on the communications programme, Recycle More, and focus on the preference for high-quality recycling. Recycle More is projected to achieve 20% increase in food recycling, 30% increase in dry recycling, 15% reduction in residual waste and achieve annual savings of over £2 million once fully rolled out.

In addition, for **Torbay Council**, the joint South West Devon Waste Partnership (SWDWP) contract to manage residual waste has saved around £1.3 million per annum and provided longer-term financial security with disposal costs only increasing with inflation and, as a consequence of the new contract, no longer being subject to landfill tax.

Contract extension

In extending the core services contract with Viridor, **Somerset Waste Partnership** has optimised the service for its residents. This has been achieved by: reviewing site opening hours to take into account most frequently visited times (e.g. weekends, all year round), removal of community recycling site entry fees from 2020, keeping all sites open, adding new materials (plastic pots, tubs and trays), and reviewing permit arrangements. For Somerset, it is expected that these changes will generate savings of over £14 million over the term of the extension.

New contract

A new long-term contract has been let by **Cotswold District Council** for bulking of collected recycling materials. The new contract is aligned to the anticipated next service review and will deliver better income levels. The risk posed by market uncertainties in terms of some material streams has meant that additional income

hasn't been built in as a benefit, however the long-term contract is allowing the provider to invest £1 million into the site, which will make the emptying process more efficient for council vehicles, offering a secondary benefit in reduced fuel wastage through idling, etc.

Insourcing

For **Bath and North East Somerset Council**, insourcing of the recycling contract in November 2017 has enabled operational efficiencies to be realised by sharing staff and skills across the refuse and recycling service, including shared management. This has generated a 5% saving on the alternative of contract extension. In addition, insourcing fleet management and setting up vehicle workshop on site has enabled cost savings to be realised and improved efficiency through less vehicle downtime.

Partnership working

A study was undertaken to quantify the benefits of a single waste service for Devon. The study identified approximately half of the savings would come from disposal, if waste was collected such that it could be sent to cheaper disposal options. For example, moving from mixed food and garden waste to separate food and garden waste. In order to incentivise the district councils to make these changes and deliver disposal savings, **Devon County Council** promoted and agreed with the district councils a "Shared Savings Scheme". This scheme is a legally binding agreement whereby should a district council introduce a significant service change that delivers savings to the County Council, these savings will be quantified and shared with the district council on a 50:50 basis. The County Council is looking to share around £1 million with five district councils of savings achieved in 2018/19, having shared a further £1 million in total over the two previous years of the scheme's operation. There has been a total saving to the public purse of around £4 million over the three years. The remaining three district councils are looking to sign up over the next couple of years.

As already stated in Section 2.3, the West of England Waste Partnership has secured a residual waste contract post 31 March. This will bring many benefits for **North Somerset Council**, including reductions in carbon through reduced vehicle movements to Avonmouth (rather than export) and zero landfill from kerbside collection. Savings are expected to be circa £100,000 per annum.

For the authorities in Somerset, the formation of the **Somerset Waste Partnership**, bringing together waste functions of five districts and the county council, has meant rationalising services saving £1.5 million per annum and the creation of a single client team saving £225,000 per annum plus further savings of £942,000 in avoided future costs.

Service changes: additional separation

Service changes have generated significant savings for **Devon County Council** and some of its districts. Previously, a mixed food and garden waste collection service was offered by five district councils. This waste was then processed at three in-vessel composting (IV) sites across the county. Four district councils have now moved to separate food waste collections and charged for garden waste collections, which has enabled this waste to be treated separately. This is in addition to two councils already collecting food waste separately.

Contracts have now been let for treating food waste through anaerobic digestion (AD) and garden waste through Open Windrow Composting. These are significantly cheaper than the previous IV contracts and will lead to savings in the region of around £2 million. The three IV composting plants have now closed. The seventh district council will be moving to separate food and garden waste treatment collections in 2020, which will deliver a further saving in the region of £200,000. In addition, organic street sweepings have been diverted away from disposal where possible to a central composting site in the county. This has led to savings in the region of £350,000 per annum (this forms part of the overall £2 million savings identified). For **Mid Devon District Council**, splitting of food waste from the garden waste collection has generated savings of £300,000 per annum.

The TOR2 joint venture company improved the recycling rate back in 2010 by circa 7-8%; **Torbay Council** recognise this increase was mainly due to introducing food waste collection to the kerbside service.

In 2016, following consultation with residents and negotiation with the contractor, **Forest of Dean District Council** extended the range of recycling materials collected at the kerbside to include plastic bottles, cardboard, small electrical equipment, batteries and textiles. This delivered further annual savings on the contract cost of £150,000 per annum, a fleet discount on the contract cost of £479,000 over the lifetime of the contract, and an increase in income to the Council from the additional recycling credits and residual waste reduction incentive payment of £150,000 per annum. Performance also improved, as waste to landfill reduced to 397 kilograms per household in 2017/18 and the recycling rate increased to 54.47%.

Service changes: capacity

The change from a weekly to a fortnightly collection service for refuse has seen a significant reduction in the disposal figures and has prompted an increase of 10% in the recycling tonnages for Torridge District Council. This has reduced the disposal costs borne by Devon County Council and has increased the amount of recycling credit revenue received by approximately £20,000 a quarter. The change in services has also led to benefit from the shared savings scheme administered by Devon County Council.

In 2017 and 2018, a major service change was carried out by **South Gloucestershire Council** to increase recycling and reduce waste in the residual bins. Collection frequency for recycling was targeted, moving from alternate weekly recycling collections to weekly collections, using single-pass vehicles (rather than two types of vehicles). Containers for residual waste were reduced from 240 litre to 140 litre for all households in 2018. Recycling rates increased from 49.2% in 2016 to nearly 58% in 2019. Savings of over £1 million per annum have been achieved from reduction in residual waste.

Bath and North East Somerset Council implemented service changes in November 2017 moving from weekly sack collections to fortnightly 140 litre wheeled bin collections for residual waste. £450,000 revenue savings have been achieved and recycling rates have increased from 54% to 59%.

Similarly, **North Devon District Council** are implementing service changes, looking to roll out three-weekly collections for residual waste following a successful

trial where recycling rates for dry recycling increased from 26% to 51%. Figures are not yet available for future saving forecast.

Cornwall Council will be rolling out their new kerbside collection service from 2021. This will change the frequency of residual waste collections to fortnightly and limit the capacity through the provision of a 180 litre wheeled bin. Recycling collections will remain on a fortnightly basis and weekly food waste collections will be introduced. Improvements to existing waste and recycling facilities are also planned to improve performance and efficiencies.

Service changes: vehicles

The purchase of a new kerbside sort recycling fleet from Romaquip in 2019 is hoped to make further improvements for **Torbay Council** in terms of recycling rates. However, it is noted that this will be dependent on moving from fortnightly to three-weekly residual collections.

Cornwall Council will be purchasing a new fleet of vehicles (residual, recycling, food and cleansing) as part of the new waste collection and cleansing contract that is due to commence in October 2020.

Service reviews

Cotswold District Council has undertaken a service review and whilst significant savings are not anticipated, it will result in a better service to customers, increased recycling performance/recycling income and allow the management of the significant increase in new properties built. This will be planned into new efficient collection rounds as part of collection day changes for some residents.

Similarly, **Cheltenham Borough Council** has undertaken a service review, focusing on the operation of HRC and bring banks, with operational efficiencies identified reducing the number of vehicles and drivers required as well as maximising the amount of recyclable materials collected. A review of kerbside collection services, in order to maximise productivity is ongoing, however the food waste collection resource has been reduced and redeployed across other services which has generated operational efficiencies.

Exeter City Council has reviewed its kerbside provision and has ceased separate collection of offensive healthcare waste; this is now collected along with residual waste, with additional bin capacity provided where required. This has generated cost savings £31,000 per annum.

Round remodelling/optimisation

Round remodelling and route optimisation can generate efficiency savings and ensure the most effective use of crew and vehicles. **Bath and North East Somerset Council** have achieved operational efficiencies through reviewing rounds, optimising routes and using Romaquip vehicles with cardboard compaction to increase payloads. This has reduced the number of refuse trucks required by three, with all the associated savings attached to that. Similarly, re-modelling of the refuse rounds by **Torrige District Council**, moving the service from a weekly to fortnightly, has enabled the removal of two refuse rounds from the road with the drivers moved across to kerbside recycling rounds. This has provided savings in recruitment costs. **North Devon District Council**, through remodelling of the residual collection rounds, has been able to remove one round, and coupled with zero waste now going to landfill, this has delivered approximately £100,000 saving.

For **Bournemouth, Christchurch and Poole Council**, having undergone significant reorganisation in recent months, round rebalancing will take place post April 2020 and it is anticipated there will be some efficiency savings made.

Through a combination of round remodelling and optimisation and fitting electric bin lifts and Econospeed engine demand management system to refuse collection vehicles (RCVs), **Exeter City Council** has achieved efficiency savings in the form of a 5% reduction in fuel use in the refuse collection fleet.

HRC/HWRC changes

Gloucestershire County Council implemented changes to HRC opening times in October 2018. This included shorter daily opening hours (9am-5pm summer, 10am-4pm winter) and a day closure per site per week (daily closures in place Tuesday-Thursday, with all sites open Friday-Monday). These operational changes have generated savings of £200,000 per annum.

Several different initiatives associated with the management and operation of HRCs has generated savings of £589,000 per annum for **Dorset Council**. This has included renewal of the contract for the management of the HRCs resulting in savings of £300,000 per annum, changes to winter opening hours from 9am-6pm to 10am-4pm which has generated savings of £158,000 per annum, and charging for non-household materials (rubble, soil, tyres and gas bottles) which has led to savings of £131,000 per annum. The 11 HRCs are operated under contract, and when it was retendered a review was undertaken to identify savings. Elected members were involved at an early stage and possible changes of service were then incorporated into the new tender for the service as costed "envisaged variations". This was a significant change for members of the public who, in total, visit these facilities in the region of 1.8 million times per year. In addition, it was recognised that the changes would affect the 50+ contract staff who administer this service on the ground. To deal with these changes, project management principles were employed and there was close liaison with the contractor and the communications team to ensure a smooth transition. A formal training programme, using an external training provider, was undertaken for all of the contractor's frontline staff. This also included dealing with conflict situations and raising the general awareness of waste issues. The contractor was responsible for the introduction of broadband and IT on site and development of back-up in case of IT failure. The introduction of IT on site has had added benefits of issuing and checking vehicle permits and pre-booking deliveries of asbestos on site.

North Somerset Council also introduced several changes to their HRCs including: a reduction in operating hours at two sites, introduction of charges for non-household waste, more stringent enforcement of van permits, and a waste diversion incentive for the service provider to achieve. This has been operating for over two years and has seen a reduction of 4,000 tonnes per annum of residual waste, saving the Council over £400,000 per annum.

Wiltshire Council closed a site located in a very rural area which had recorded the lowest tonnages and visitor number of any of Wiltshire's 11 HRCs. The site was initially identified for potential closure as a consequence of a requirement to find budget savings, but this was not accepted, due to local public opposition. As part of mobilising the new HRC contract with FCC Environment it became clear that there was a need to undertake costly drainage works to comply with the Environment Agency permit and provide a full HRC service. Following a public

consultation between June and September 2018, a further proposal to close the HRC was made to cabinet in October 2018 and it was decided that the impacts of the site on the local community were not sufficient to justify the capital investment required and the loss of the opportunity for revenue savings. In coming to this decision reference was made to the guidance from the Waste Resources Action Programme about the number of HRCs that should be provided for a given number of residents and the location of these centres in relation to residential developments. It was noted that, if the site was closed, residents would be able to access neighbouring sites within the timescales stated in the guidelines, subject to any traffic delays. Revenue savings of £130,000 were realised from the closure, together with avoided capital costs of £102,500. No increases in fly tipping have been recorded following the closure. The neighbouring sites have managed to accommodate any increases in visitor numbers following the closure. No notable increase in kerbside collected residual waste has been recorded.

South Gloucestershire Council has focused on implementing measures to prevent non-residents and commercial traders from using the HWRCs, specifically the introduction of a vehicle registration scheme linked to automatic number plate recognition cameras at four HWRCs. In addition, bag splitting was introduced at the sites to maximise capture of recyclables from mixed waste. As a result, the recycling rate has increased from 47.7% in 2015 to 49.2% in 2016 despite experiencing a 25% reduction in collected garden waste as a result of the garden waste subscriptions; this has created savings of £400,000 per annum.

Wiltshire Council implemented similar measures requiring householders wishing to take a van, pickup or trailer (up to three metres in length) to any of the Council's HRCs to apply online or a free of charge permit. At the same time, a ban on horsebox trailers and any vehicles with gross vehicle weight over 3.5 tonnes using the sites was also implemented. In the first 12 months of the scheme tonnages of "key" materials (wood, soil/rubble, plasterboard, residual waste and garden waste) fell by 5,800 tonnes (11%) compared with the previous 12-month period. On the basis of the contract payment mechanism in place at the time, this represented a saving of £494,500. A recent review of the same HRC material tonnages has shown that overall there continues to be a net reduction in these materials between 2015/16 and 2018/19, although other changes to HRC services may be a contributing factor.

For **Cornwall Council**, through reviewing operations at their HWRCs, more waste has been diverted from landfill, reducing disposal costs and landfill tax charges. This has been achieved through introducing a waste shredding operation and diverting street sweepings to a recycling/recovery facility, generating significant savings.

Imposing charges

Introducing charges for the collection of garden waste is not uncommon as means to fully or partially cover the cost of delivering what is a discretionary service.

Mid Devon District Council introduced charges for the garden waste collection service, generating an income of £600,000 per annum. At the same time, they increased their trade waste customer base, generating an income of £75,000 per annum. **West Devon Borough Council** also switched to a subscription based charges for services and generated income of £190,000 per annum, and **North Devon District Council** introduced a charge for their garden waste collection service and also remodelled their collection rounds resulting

in a reduction of one round, generating an income of approximately £663,000. Similarly, **South Gloucestershire Council** changed their garden waste collection service from a free service to an opt-in subscription service, generating around £1.2 million per annum for the council.

When **Wiltshire Council** introduced their opt-in garden waste charging scheme, ICT systems were developed to encourage online sign-up and renewal of the services, which has significantly reduced the resources needed to process payments. Signups for the service significantly outstripped initial forecasts, and customer numbers have remained relatively constant. The service forms a significant source of income to the Council each year in the region of £4 million, offsetting the costs of service provision. The opening hours and days of household recycling centres were also reviewed in 2015, and reduced opening hours and days of the HRCs in order to generate revenue savings will have fed demand in the chargeable garden waste service. Customer numbers have remained relatively constant despite the cost of the service increasing each year from £40 per bin in 2015-16 to the current charge of £50 per bin in 2019-20. This service now forms a significant source of income to the council each year of circa £4 million, offsetting the costs of providing the collection service.

For **Cornwall Council**, who already had a garden waste charging service in place, focusing on increasing kerbside garden waste collection subscription numbers has generated around £250,000 additional income per annum. There are also additional carbon savings through an estimated reduction of 180,000 household garden waste deliveries to HWRCs.

There are other service changes that local authorities have adopted for which a charge can be imposed. For example, **North Somerset Council** introduced a commercial waste service targeting small and medium-sized enterprises (SMEs) for collections at kerbside. This utilised existing crews through use of the HRCs at agreed times. Income from charges is expected to be £130,000 per annum from the kerbside service, and £20,000 per annum from the HRC service. As another example, **South Hams District Council** has generated £35,000 per annum additional income simply as a result of reviewing properties that can be charged for waste collection under Controlled Waste Regulations 2012 (i.e. cross-referenced properties receiving a household collection with properties paying business rates, therefore ensuring those operating as a business are charged for their waste collection service).

There are many ways an authority can maximise value or generate additional income in terms of service provision and one of the means of doing so is by targeting trade waste collections and maximising the use of this service.

Mid Devon District Council has increased its income by £75,000 per annum through increasing its trade waste customer base.

Vehicle procurement

For **Cotswold District Council**, taking a different approach to vehicle procurement has led to significant savings. Instead of going out to market and requesting bids on a specification, the Commissioning Strategy Business Manager led a soft market testing exercise with two manufacturers who could deliver the type of vehicle required for the new service. Following a formal appraisal process to determine the preferred choice, direct negotiations with vehicle manufacturer resulted in over £100,000 savings in capital costs for the authority.

Staffing restructures

Bournemouth, Christchurch and Poole Council, having undergone significant reorganisation in recent months through the formation of a new unitary authority is expecting staffing restructures associated with this change to produce a modest saving in waste related services. An exact figure is not yet available.

IT systems

For **Dorset Council**, savings and efficiencies have been achieved from a review of their data requirements and processes across all waste services. This review identified a number of inefficiencies which are being addressed using technology and digitising processes, maximising automation opportunities where possible. To achieve this, in 2018 they procured a "one system" ICT solution which will allowed the management of domestic, commercial, enforcement and street cleansing services under one system. The new ICT system also included the addition of in-cab technology to benefit from "real time" data. Although still in the transformation stage, there have been savings, efficiencies and generation of additional income already through different means. These include:

- ▶ reducing in the number of garden waste missed bin reports by 42% using better quality data provided to crews via in-cab devices, reducing the number of missed bins
- ▶ displaying crew reports (e.g. "bin not out") to missed bins reported by customers using e-forms and the customer contact centre (increased evidence to challenge customer reports)
- ▶ reduced staffing costs through replacing manual processes with automated ICT processes, currently 0.5 FTE, but expected to increase once the transformation process has been completed
- ▶ increased income through creating sales directly from in-cab data which is anticipated to generate an extra £35,000 of income
- ▶ reduced customer contact by 80% for trade waste customers with the new ICT system allowing for more requests to be processed online through e-forms, as previously these were done manually

Exeter City Council has developed and promoted online forms for a range of previously manual activities relating to the waste service, including: reporting missed bins, ordering new bins, reporting fly tipping, and paying for garden waste bins. They have succeeded in achieving a channel shift from phone calls to web-based self-service. It has taken several years to see real savings, but efficiencies include reduced back office management by 0.4 FTE and customer support savings keeping two FTE posts vacant.

Somerset Waste Partnership have implemented a new online service called "My Waste Services" to enable customers to report incidents of missed collections or other issues online and to enable the partner authorities to join up and maximise the benefits from the in-cab technology that SUEZ will bring in the new collection contract.

Two tier arrangements

For local authorities who are part of a two-tier arrangement, agreeing terms

regarding discretionary payments between WCAs and WDAs can be challenging on occasion. However, **Gloucestershire County Council** has been working with its WCAs to rebase discretionary payments made to them in support of food waste collections, seeking to reduce WDA cost whilst maintaining an affordable level of WCA support. This is in addition to the statutory recycling credits scheme that is in operation. Measures are being taken to link the payment to a commitment by WCAs to greater consistency in collections and to a countywide communications scheme, thereby positively impacting on performance and services. Estimated annual savings for the authority are in the region of £250,000 per annum.

Behavioural change

Devon County Council has worked hard to maintain its behavioural change budget which amounts to around £230,000 plus a joint committee budget of £41,000 annually. Devon is confident that this investment has contributed to the year-on-year reduction in dustbin waste, from 140,250 tonnes in 2014-15 to 125,571 tonnes in 2018-19. Projects include:

- ▶ Devon Community Action Groups encouraging the public to hold “swishing” (clothing swaps), repair, food reduction, composting and refill events. In 18-19 there were 80 events with 5,768 attendees and the equivalent of 4,599 volunteer hours’ worth an estimated £57,000⁷
- ▶ “Don’t let Devon go to waste” communications campaign work and the Devon Schools Education Programme helping raise awareness and call people to action on a range of initiatives, focussing key messages on targeted audiences in the most appropriate way. There are now more than 11,000 Facebook followers on [recycledevon.org](https://www.facebook.com/recycledevon.org)
- ▶ Waste and Recycling Advisors door stepping project (in partnership with Devon District Councils and Torbay) whereby three contracted officers assist householders to reduce, reuse and recycle. 4,167 people spoken to in 2018-19, 4,064 bins provided and 4,324 MPS sign-ups
- ▶ Devon Reuse Project, supporting repair cafes and reuse groups, putting on skill sharing events, WEEE amnesties, “Devon Upcycling Day” and improving reuse at HWRCs. Menders at The Big Fix repaired 286 items in a day⁸

Somerset Waste Partnership has also been focused on behaviour change, with their version of the “Slim my Waste” campaign, which focuses on educating the public on how to reduce their waste, is expected to deliver savings of over £200,000 and divert 5,000 tonnes of food waste.

⁷ [recycledevon.org/cag-devon-community-action-groups-devon](https://www.recycledevon.org/cag-devon-community-action-groups-devon)

⁸ [recycledevon/reuse](https://www.recycledevon.org/reuse)

4 LESSONS LEARNED AND ADVICE TO OTHER AUTHORITIES

This report highlights several areas where authorities in the South West have successfully taken on the challenge of delivering better value in waste services in this very difficult economic climate. The experience of the projects featured in this report shows that significant savings can be achieved, whilst continuing to deliver high, and in some cases improved, performance. However, it is fair to say that many lessons have been learnt along the way, and the authorities have been very open in identifying key considerations which hopefully others can learn from. These lessons learned and advice for other authorities includes:

Procurement

South Hams District Council and **West Devon Borough Council** have found that when procuring a new waste collection contract, opting for competitive dialogue and breaking it up into at least three stages was effective. In addition, investing time and resources in gathering as much information/data on existing service as possible prior to procurement and updating this regularly throughout process, was an important part of the process.

Devon County Council found that pre-market engagement with potential service providers has been invaluable for attracting bidders for contracts. An example of this was the tendering of the organic waste contracts and how to package the contracts to maximise potential interest. In addition, it is beneficial to create a level playing field by offering council owned facilities at strategic locations across the county to all bidders to encourage market competition. An example of this was the North Devon and Torridge residual waste contract whereby securing a transfer station within the area led to greater market interest and a better value solution. The previous procurement exercise had relied on the market delivering a complete waste solution in the area but was subsequently abandoned due to there being such a limited market and potentially higher costs.

Service change implementation

Rolling out a new service or introducing a service change can bring many challenges. A phased introduction of new recycling containers ahead of the enhanced service rollout was undertaken by **Torridge District Council** using local authority staff. However, whilst the phased rollout allowed the introduction of the new service and vehicles in a controlled way, it proved costly in terms of overtime. The new service change also put a lot of pressure on the Council's customer service team and whilst extra resource was provided, a different approach to customer communications – i.e. further education and greater information available online – may have reduced this demand on the contact centre. The provision of extra resources for the contact centre proved to be costly in terms of temporary staff costs. In addition, swapping to fortnightly collections for refuse and introducing food waste collections in the summer lead to a high number of complaints. An autumn rollout may help to avoid complaints centred on rotting food waste.

West Devon Borough Council advise that when implementing a charged subscription-based garden waste collection service, do not launch the charged for service at the end of the growing season (i.e. September). This impacts not

only the numbers signing up for the service but also the planning of the service for round sizes and crew required. In addition, the Council advise that when updating a service do not assume that every household has the correct number of existing containers; with any communications campaign or service change always factor in resource for additional or replacement container deliveries even if the change does not involve a container change.

North Devon District Council have found that when implementing service changes do not be tempted to rush the process. In addition, fully engage with the staff doing the job. They also advise that when aiming for round efficiencies to not focus only on big changes but use continuous review and periodically implement small changes.

IT implementation

IT is increasingly under scrutiny within local authorities as different means of achieving more efficient services and improvements in performance are sought. However, it is not always as simple as purchasing a new IT system and the benefits will follow. **South Hams District Council's** advice is not to underestimate the importance of securing buy-in from crews and operatives in ensuring the successful implementation of new in-cab technology.

IT can be used to streamline processes, as found by **Bath and North East Somerset Council**, who undertake supervisor monitoring through Appenate software on iPhone. This has reduced back office administration support and enables crews to be monitored more efficiently.

ICT systems can also reduce the resources required for rolling out a new service, for example, **Wiltshire Council** advise that ICT systems are in place from the start of a new service which requires residents to opt-in, to maximise the ability for residents to sign-up online or via automated telephone payments.

Communication and engagement

The value of effective communications and stakeholder engagement on the success or otherwise of a service or service change cannot be underestimated.

For **South Gloucestershire Council**, continuous communication with the public is essential. When carrying out their service changes, particularly reducing the capacity of residual bins, the information that formed the basis for the decision (residual waste analysis) was presented in an easy to read form for residents to highlight the issue. Roadshows, and talks with community groups and parents at schools were arranged to engage with as many people as possible face-to-face and extra recycling containers were given out to help them prepare for the changes. In addition, information was provided to every household on a bin hanger with their collection dates. Overall, they have found that early engagement with all stakeholders in all projects has been beneficial, particularly when working within a long-term contract.

Dorset Council have a similar experience and have found that when rolling out a new service, communication to residents is key; this needs to be clear, concise and simple. Expectations around what will be delivered and by when should be clearly communicated to all parties involved. Residents need to be informed as to what is happening as well as why it is happening, and this is particularly relevant to changes in opening hours and charges for non-household items. The relatively smooth transition of the HRC service was considered to be only

possible by: identifying and addressing issues early with the contractor; providing the staff on the ground with the right equipment, training and motivation; effective communication programme for residents; and the alignment of the charges with a neighbouring authority to provide continuity of charges across a sub-regional area. This helped with publicity and the experience of cross border users.

Bath and North East Somerset Council have found that simplified messages to the public are most effective. In addition, streamlining engagement, through access to online “report it” forms for complaints is an effective means to reduce resources associated with administration, as complaints automatically pass to supervisors to deal with. Focus has been placed on removing the need for administration support through a move towards more digital transactions.

Gloucestershire County Council are clear in their advice: consult ahead of any changes. Feedback might not change outcomes, but a lack of consultation will hold them up. **Forest of Dean District Council** follow on from this by stating the importance of ensuring effective communications plans are in place to implement change.

Advice from **South Hams District Council** is to be clear on policy for contaminated recycling, to issue regular communications relating to what can be recycled and why, and ensuring contamination messages are clear across workforce.

For **Cotswold District Council**, recognising common goals and agreeing aims and purpose of efficiencies early on with all stakeholders is crucial. In addition, keeping all stakeholders, customers and staff informed of changes is essential.

North Devon District Council echo this principle with their view that based on experience, communications and PR are key to any service changes.

Torbay Council are similarly clear with their advice: educate and keep reinforcing the recycling message to achieve maximum improvements. Joint working with Devon County Council has given Torbay access to a door stepping project whereby three shared contracted officers assist householders to reduce, reuse and recycle. In the three years this has been running 3,790 properties have been visited, with 738 residents spoken to, 1,140 have returned “sorry we missed you” cards and an additional 2,904 recycling containers issued.

North Somerset Council consider that when introducing changes at the HRCs, it is important communications go out well in advance and continue up to and beyond the change of service date. They found that additional staff needed to be deployed for the first 4-6 weeks to talk to residents and explain how to use the new system. If possible, some pre-entry to site discussions should take place to allow residents, who have chargeable items, the ability to decide whether they want to proceed (they may not, for example, have credit card with them). This allows them to divert and reduces conflict on site (made worse if they have had to queue). Placing staff at the entrance of the site during day closure for the first 4-6 weeks to engage and provide information and alternatives is also useful and will reduce complaints. These should be costed into the overall savings calculated.

Wiltshire Council found that a comprehensive consultation needs to be completed before proposing a site closure. If not, this is an area that can be easily challenged, causing a decision to be delayed or refused. Despite the high level of local interest and objection to the proposed closure of their site, which generated

significant amounts of correspondence and additional work to evidence data, the closure went smoothly and there have been no ongoing negative impacts of the closure. Using Waste and Resources Action Programme (WRAP) guidance on HRC provision provided useful benchmarks to measure local services against and evidence the proposal to close the site.

Wiltshire Council also have advice relating to HRC van and trailer permits. They advise the need to have a clear, simple message about the types of vehicles covered by the scheme, as there are more makes and models (and variants) than may be imagined. This aspect of the scheme generates more enquiries than any other. It is felt that with hindsight it might have been simpler to allow single axle trailers, rather than define a length of trailer, with double-axle trailers banned from site given the space constraints at most HRCs, and time it takes to manoeuvre to unload. In addition, they have revised their initial policy on “horseboxes” to clarify that “horsebox trailers” are not allowed on site. This is following the apparent common use of horseboxes under 3.5 tonnes gross vehicle weight in the county. Finally, an ICT system is needed to manage permits that can track and highlight repeated reports of “lost” permits to avoid abuse of the system; they found that their existing online application system still required a significant amount of manual intervention from the administration team.

Collection systems

Many changes to collection systems centre around capacity, whether this is frequency of collection or size of containers and restricting the capacity for residual waste and/or maximising the capacity for recyclables. For **Bath and North East Somerset Council**, they have found that addressing capacity through the provision of smaller wheeled bins from the outset is a positive way of directing behaviour. In their experience, 140 litre wheeled bins provide more than enough capacity for a family of four with fortnightly collections, and are effective in nudging people into recycling more. Where it is not possible for residents to use wheeled bins, for example in areas of dense housing and are space restrictions, reusable rubbish bags have been found to work well and removing straps from the bags prevents residents from hanging the bags on railings and encourages them to take them back in after collection. This has generated savings for street cleansing, restricting the need to clear up scavenged sacks left outside.

Data use and management

Data can be a challenge in waste management, whether this is ensuring data sets are accurate or reflect what is happening on the ground, or even recognising the importance of data in relation to service changes and management.

Cornwall Council share their overarching view on the importance of data in understanding the whole service, by including its users and how they used the existing service, and also to identify opportunities and understand implications across the service in driving efficiencies.

Cheltenham Borough Council advise checking any assumptions made using actual on the ground sampling to ensure data is accurate as part of challenging modelling, business cases and service reviews.

Dorset Council have practical advice to share in not underestimating the time and resources required to cleanse and accurately transfer data into any new ICT system. In their experience, whilst this was achieved on time, additional resource was required to ensure this task was completed. In addition, it is important

to note that if any element of the data is incorrect it then requires additional resources to resolve; costs which could have been avoided by spending more time cleansing data before going live with any new ICT system. In addition, whilst the introduction of the new ICT system and in-cab technology has made it far easier for the crew to submit information to what is happening on the ground with garden waste and commercial collections, this led to a huge influx of information and intelligence which administrative staff and officers need to act on. One lesson to be learnt is to not underestimate the resource requirement needed to deal with this influx. It is resource intensive, but it is so important to be seen by the crews to be acting on this additional information to ensure their continued buy-in.

Devon County Council recognise that for some aspects of a service, traditional approaches to collating and presenting data to demonstrate success or otherwise of a service may not be the most appropriate. For example, given that tonnage reduction is hard to prove for behavioural change projects, alternative measures such as volunteer hours, social media “likes”, and on-street surveys are considered acceptable metrics of success. Reuse tonnage is often small but social and community cohesion benefits are significant.

Partnership working

There is a lot of experience of partnership working across the South West and with that experience comes a raft of different advice and lessons learned.

Mid Devon District Council recognise that working closely with a disposal authority has successfully delivered joint savings and benefits. **Torbay Council** advise other authorities to share the burden and join partnerships with neighbouring authorities to manage waste more efficiently and share knowledge and expertise. In addition, **Cornwall Council** recognise the importance of working closely with service providers to ensure the success of efficiency related initiatives and value having the appropriate level of in-house and external resource. **Forest of Dean District Council** reiterate this point, having achieved success in working in partnership with the contractor to look at service improvements that benefit all parties. They advise others to take learning from other contracts and adapt these lessons to the local environment.

Somerset Waste Partnership, who have a long history of joint working, are clear in their advice; maximise efficiencies by working with partners and not reinventing the wheel. In terms of their achievements, working as a partnership across Somerset means that consistent collections are provided over a large area. Having had consistency in kerbside sort services for many years means that the public are well used to separating their recycling. They advise that learning from others where possible (for example they worked with Bristol Waste Company to use their “Slim My Waste, Feed my Face” campaign, which was very successful in Bristol) and working in partnership with others where they have specialist expertise (for example they worked in partnership with Carymoor Environmental Trust to deliver their schools programme) is beneficial. They go on to state the importance of building a broad political consensus that enables brave, evidence-based decisions that have the desired overall impact (financially, environmentally and socially) but which then enables the costs and benefits to be shared fairly between partners. Partnership working requires constant work to ensure it is a success.

Contract management

Contract reviews, renegotiation, bringing services back in-house or outsourcing contracts are the many different means by which authorities have achieved efficiencies, but there are always lessons to be learnt. **Torbay Council** have clear advice for how to maximise the opportunities that changing a contract can bring. These include if a service is outsourced ensure the contractor can effectively manage all the services within that contract and not just some of them. If parts of a contract don't work effectively, any efficiencies gained in one department can soon be lost by the inefficient working of another.

Managing service change

Somerset Waste Partnership recommend basing any service changes on as much factual evidence that can be gathered. This will ensure that authorities have a sound reason and evidence for making a change, such as more efficient use of resource, safeguarding the whole service, minimising impact of service cuts, etc. They found that most residents will at least understand, if not wholeheartedly agree with the course of action. It is also important to ensure the public facing, front line of the service are well briefed to understand not only the scale and impacts of the changes made but the reasons behind them. Without that level of buy-in, it can be difficult to get the public on side.

South Gloucestershire Council have taken the lead in planning each project and this has ensured that all the Councils' objectives are achieved, in conjunction with maintaining an excellent service for the residents. This reflects their belief that the Council is best placed to understand local needs and deliver services to meet them.

Bournemouth, Christchurch and Poole Council, formed as a result of local government reorganisation, advise that if planning a largescale restructure do not underestimate the time required to harmonise waste related services. Bournemouth, Christchurch and Poole Council was established in less than 18 months, which proved to be insufficient time to enable the transfer of waste services from Dorset Waste Partnership.

Analysis to support decision making

Cornwall Council stress the importance of undertaking a full impact analysis prior to making changes, as this enables any efficiencies to be fully understood and for decision makers to be made aware of impacts in advance of changes.

For **Cheltenham Borough Council**, their view is that a detailed analysis of where costs are charged could greatly impact on potential efficiencies. Undertake holistic end to end reviews to identify where the inefficiency lies, with detailed analysis required, rather than high level.

Identifying opportunities for efficiency savings

The scale of the project does not always reflect the achievements that are possible. **Exeter City Council** recommend that starting with small but achievable efficiency projects can achieve good results; the bigger the project, the more uncertain the savings may be.

5 SUMMARY

As seen in this report, authorities throughout the region have successfully delivered efficiencies in a wide range of areas. It is evident that the priority has been to not only realise savings through efficiencies and improved ways of working, but also to maintain or improve upon current services.

For value of the savings being realised to date, Table 5 provides a summary of the area of saving and financial value achieved as identified by the individual authority. Where there are multiple savings identified for one authority, this reflects different actions or initiatives that have resulted in savings being achieved; please refer to the individual local authority case studies for further details.

Table 5: Summary of overall savings identified in the South West

Area of saving	Local authority	Value of saving or avoided cost (if identified)
Joint contract procurement	South Hams District Council	<ul style="list-style-type: none"> • £180,000 per annum – increasing to £315,000 per annum from 2020 • £105,000 per annum
	West Devon Borough Council	<ul style="list-style-type: none"> • £190,000 per annum • £65,000 per annum
	Somerset Waste Partnership	£2 million per annum
	Torbay Council	£1.3 million per annum
Contract extension	Somerset Waste Partnership	£14 million over the term of the extension (11 years)
New contract	Cotswold District Council	<i>Not specified</i>
Insourcing	Bath and North East Somerset Council	<i>Not specified</i>
Partnership working	Devon County Council	£4 million over 3 years (historic saving)
	North Somerset Council	£100,000 per annum
	Somerset Waste Partnership	<ul style="list-style-type: none"> • £1.5 million per annum • £225,000 per annum • £942,000 per annum

Area of saving	Local authority	Value of saving or avoided cost (if identified)
Service changes: additional separation	Devon County Council	<ul style="list-style-type: none"> • £2 million per annum • £200,000 per annum
	Mid Devon District Council	£300,000 per annum
	Torbay Council	<i>Not specified</i>
	Forest of Dean District Council	<ul style="list-style-type: none"> • £150,000 per annum • £479,000 over the lifetime of the contract (from 2016 – 2024) • £150,000 per annum
Service changes: capacity	Torrige District Council	£20,000 a quarter
	South Gloucestershire Council	£1 million per annum
	Bath and North East Somerset Council	£450,000 per annum
	North Devon District Council	<i>Not specified</i>
Service changes: vehicles	Torbay Council	<i>Not specified</i>
Service reviews	Cotswold District Council	£100,000
	Cheltenham Borough Council	<i>Not specified</i>
	Exeter City Council	£31,000 per annum
Round remodelling/ optimisation	Bath and North East Somerset Council	<i>Not specified</i>
	Torrige District Council	<i>Not specified</i>
	North Devon District Council	£100,000 per annum
	Bournemouth, Christchurch and Poole Council	<i>Not specified</i>
	Exeter City Council	<i>Not specified</i>

Area of saving	Local authority	Value of saving or avoided cost (if identified)
HRC/HWRC changes	Gloucestershire County Council	£200,000 per annum
	Dorset Council	£589,000 per annum
	North Somerset Council	£400,000 per annum
	South Gloucestershire Council	£400,000 per annum
	Cornwall Council	<i>Not specified</i>
	Wiltshire Council	<ul style="list-style-type: none"> • £130,000 per annum • £102,500 per annum • £494,500 per annum
	Imposing charges	Mid Devon District Council
West Devon Borough Council		£190,000 per annum
North Devon District Council		£663,000 per annum
South Gloucestershire Council		£1.2 million per annum
Wiltshire Council		£4 million per annum
Cornwall Council		<i>Not specified</i>
North Somerset Council		<ul style="list-style-type: none"> • £130,000 per annum • £20,000 per annum
South Hams District Council		£35,000 per annum
Vehicle procurement		Cotswold District Council
Staffing restructures	Bournemouth, Christchurch and Poole Council	<i>Not specified</i>
IT systems	Dorset Council	£35,000 per annum
	Exeter City Council	<i>Not specified</i>
	Somerset Waste Partnership	<i>Not specified</i>

Area of saving	Local authority	Value of saving or avoided cost (if identified)
Two tier arrangements	Gloucestershire County Council	£250,000 per annum
Behavioural change	Devon County Council	£57,000 per annum
	Somerset Waste Partnership	£200,000 per annum

As a conservative estimate, based on the authorities that took part in the review and were able to quantify savings realised, innovation in the South West has succeeded in delivering savings and bringing in additional income (including charging for non-statutory services such as green collection) in excess of **£22 million per annum**. It should be noted that several authorities have not been in a position to quantify the individual savings, so this figure is a conservative estimate. However, this is a significant sum and reflects the good practice that is being delivered across the participating authorities in the South West.

This is the ninth of Local Partnership's regional studies. Previous reports covering authorities in the South East, East Midlands, East of England, North West, North East, Yorkshire and the Humber, West Midlands and London plus a number of authority specific case studies can be found on the website⁹. The objective of these studies is to disseminate information on how authorities are using innovative approaches to deliver efficiencies while protecting, and where possible, enhancing public services.

⁹ localpartnerships.org.uk/our-expertise/waste

APPENDIX 1: LOCAL AUTHORITY PROFILES

Bath and North East Somerset Council

Background

An in-house service covering collection, HWRCs (three), commercial waste and transfer is provided. Dry recyclables are collected weekly using green boxes and blue bag for cardboard. Food waste is collected weekly. Residual waste is collected fortnightly using 140 litre bins of 140 litre reusable bags as standard (a weekly collection using 70 litre reusable bags is provided in the city only). Garden waste is a chargeable service (£45.90 per year for either a 140 litre or 240 litre bin with £3 one-off delivery charge, or paper sacks for £2.85 each) collected fortnightly. There is one waste transfer station and one recycling sorting/transfer station. In addition, new joint contracts have been agreed with West of England Partners (North Somerset, South Gloucestershire and Bristol City Councils) for Energy from Waste with Viridor, Suez and for bulky waste treatment with ETM recycling, to begin April 2020 on the expiration of current contracts.

Current status

- ▶ service changed to fortnightly 140 litre wheeled bin collections from weekly sack collections in November 2017. £450,000 revenue saving achieved, recycling rate increased from 54% to 59%
- ▶ operational efficiencies achieved through reviewing rounds, optimising routes and using Romaquip vehicles with cardboard compaction to increase payloads. This reduces the refuse fleet by three trucks
- ▶ insourcing of recycling contract in November 2017 enables operational efficiencies by sharing staff and skills across the refuse and recycling service. Shared management. 5% saving on the alternative of contract extension by insourcing. In addition, insourcing fleet management and setting up on site vehicle workshop enabled cost savings and less vehicle downtime

Lessons learned

- ▶ smaller wheeled bins from the outset (140 litre) should provide more than enough capacity for a family of four with fortnightly collections and nudge people into recycling more. Reusable rubbish bags work well in areas of dense housing: straps have been removed so they can't be hung on railings which encourages residents take them back in after collection rather than leaving them hung on railings all week. Savings for street cleansing in no longer having to clear up scavenged sacks
- ▶ simplified messages to the public: e.g. a lorry load for disposal costs £1,000, a lorry load for recycling earns £100. Online report it forms for complaints to reduce administration, and complaints automatically pass to supervisors to deal with. Lots of work done to remove administrative support and move to digital transactions
- ▶ supervisor monitoring carried out through Appenate software on iPhone. Cuts out back office administration support and enables crews to be monitored more efficiently

Bournemouth, Christchurch and Poole Council

Background

As a newly formed local authority, collection services in Bournemouth, Christchurch and Poole (BCP) Council are not yet fully aligned. Currently each of the former councils are still operating as they were previously, and Christchurch was serviced by the new Dorset Authority (formerly the Dorset Waste Partnership) until recently: this arrangement changed on 1 April 2020 when BCP took over the responsibility. Currently residual waste is collected fortnightly, 140 litre bin (Bournemouth and Christchurch), 180 litre (Poole); all collections are in-house. Food waste is collected weekly from Bournemouth and Christchurch, using 23 litre bin and 5 litre/7 litre caddy and is in-house. Dry recyclables are collected fortnightly, using a 240 litre bin and the collection is outsourced in Bournemouth, in-house but delivered by the Dorset Waste Partnership in Christchurch, and in-house in Poole. Garden waste is collected fortnightly using 140 litre in Bournemouth and 240 litre bin in Christchurch and Poole. The collections are in-house and seasonal, with Bournemouth and Poole operating 22 collections, and Christchurch operating 26 collections. Finally, HWRCs are operated in-house in Bournemouth and Poole and are outsourced in Christchurch. It is the intention of the new authority to harmonise collection services over the next 12 months as BCP assumed responsibilities for Christchurch in April. The most significant change from 1 April 2020 was that Christchurch's recyclate will become co-mingled with glass included. It is anticipated that a food waste collection service will also be introduced in Poole at some point in the next 12 months however, this has not been through the necessary political process yet and therefore cannot be assumed.

Current status

- ▶ round rebalancing will take place post April 2020 from which it is anticipated there will be some efficiency savings made
- ▶ staffing restructures associated with the creation of the new unitary authority are expected to produce a modest saving in waste related services however an exact figure is not yet available

Lessons learned

- ▶ if planning a large scale restructure such as local government reorganisation, do not underestimate the time required to harmonise waste related services. BCP was established in less than 18 months, which was insufficient time to enable the transfer of waste services from DWP to BCP

Cheltenham Borough Council

Background

Cheltenham Borough Council provides a fortnightly kerbside collection service for residual waste (240 litre wheeled bin as standard) and dry recyclables (50 litre recycling boxes and reusable plastic bags as standard). In addition, there is a weekly food waste collection service (23 litre caddy as standard). Garden waste collection is a fortnightly charged for service, currently £45 for 12 months (240 litre wheeled bin as standard). There are a number of bring-backs and also a number of HRCs for residents to access. A commercial waste collection service is also available. All services are operated by Ubico Ltd (a Teckal company formed in 2012), wholly owned by both Cheltenham Borough and Cotswold District Councils.

Current status

- ▶ formation of a Teckal Company to deliver environmental maintenance services in Gloucestershire: Ubico
- ▶ review of operation of HRC and bring banks: operational efficiencies identified reducing the number of vehicles and drivers required as well as maximising the amount of recyclable materials collected
- ▶ review of kerbside collection services to maximise productivity. This is ongoing, however food waste collection resource has been reduced and redeployed across other services

Lessons learned

- ▶ checking assumptions made and actual on the ground sampling to ensure data is accurate as part of challenging modelling, business cases and service reviews – kerbside collections (recycling issues experienced in 2017/18)
- ▶ undertaking holistic end-to-end reviews to identify where the inefficiency lies. Detailed analysis not high level required to identify operational management inefficiencies
- ▶ detailed analysis of where costs are charged could greatly impact on potential efficiencies – costs need to be in the right place to find the efficiencies sometimes – for example hires (staff and vehicles)

Cornwall Council

Background

Household waste and recycling collection is under contract to Biffa Environmental Municipal Services Ltd and is an eight-year contract expiring 2 October 2020. Residual waste is collected weekly (residents provide their own containers/bags) and dry recycling is collected fortnightly (box and three reusable sacks as standard, collecting glass, paper, card, plastic bottles, pots, tubs and trays, aluminium and steel cans/tins, textiles). There is no separate collection of food waste at present. Garden waste is collected fortnightly (140 litre, 240 litre or reusable sacks) and is a charged for service (2020-21: includes a one-off container purchase at 240 litre bin £19, 140 litre bin £16, 70 litre reusable bag £3.50, and an annual subscription of 240 litre bin £43, 140 litre bin £28 and 70 litre reusable bag £22). Clinical waste is a weekly service and on demand with single use sacks with no charge. Brings banks are provided at 66 sites, but these will be removed before October 2020. Bulky waste collection is an on-demand and chargeable service under contract with Suez Recycling and Recovery Ltd for eight years expiring 2 October 2020. Treatment and disposal operations are carried out through an integrated waste management contract with Cornwall Energy Recovery Limited and is for 33 years expiring on 31 October 2039. Cornwall Council is currently out to tender for the Household waste and recycling collection, street and public open space cleansing contract. This contract will be an eight-year contract with potential to extend for two years. The contract is due to commence October 2020. This new contract will include a change to services from 2021 with the introduction of the following: a weekly source segregated food waste collection and fortnightly residual waste collection (with the provision of 180 litre bins where appropriate), and retention of the fortnightly dry recycling collection service.

Current status

- ▶ landfill diversion: significant savings realised through diverting more waste from landfill through reviewing operations at HWRCs, introducing a waste shredding operation and diverting street sweepings to a recycling/recovery facility
- ▶ garden waste subscriptions: increased kerbside garden waste collection subscription numbers, circa. £250,000 additional income. There are also additional carbon savings through reduction in an estimated 180,000 household garden waste deliveries to HWRCs

Lessons learned

- ▶ the use of data to understand the whole service, its users and behaviours, to identify opportunities, to understand implications across the service, and to drive efficiencies
- ▶ partnership working: the importance of working closely with service providers to ensure the success of efficiency related initiatives
- ▶ impact analysis: undertaking a full impact analysis prior to making changes, this enables any efficiencies to be fully understood and for decision makers to be made aware of impacts in advance of changes

Cotswold District Council

Background

Refuse is collected fortnightly, using 180 litre/120 litre bins or refuse sacks and recycling is collected fortnightly, using two 44 litre recycling boxes (glass and paper) and two reusable sacks for cans/tins and mixed plastics (bottles, pots, tubs and trays) and card/cardboard. Food waste is collected weekly, using a 10 litre kitchen caddies. Food waste is currently either presented separately or co-collected with garden waste using 240 litre bins or compostable sacks; garden waste collection is a charged for service, £30 for an annual wheeled bin licence or £30 for supply of 50 brown garden waste sacks, with a 50% discount for householders who receive housing benefit or council tax support what are the current charges. From March 2020 food and garden waste will be collected separately, with food waste remaining a weekly service (collected one week on the recycling vehicles and the second week on 7.5 tonnes food collection vehicles) and garden waste moving to fortnightly. Service changes will also see cartons/tetrapak, textiles and shoes, small WEEE and household batteries added to the recycling materials collected fortnightly. Contracted with and shareholder of Ubico Ltd, current contract ends in March 2022, with the option to extend by up to five years. Bring sites are managed by Thamesdown Recycling under a rolling annual contract, which will be reviewed after the new service launches in March 2020. Currently a member of the Gloucestershire Joint Waste Committee, that group is disbanding on 13 December however, it is likely it will be replaced by another partnership arrangement. A shareholder in Publica, which is developing a new approach to commissioning across all of the Council's services, in order to realise cost and service benefits.

Current status

- ▶ service review: no anticipated significant savings, but will provide better service to customers, increased recycling performance/recycling income and allow the management of the significant increase in new properties built and being built, to be planned in to new efficient collection rounds as part of collection day changes for some residents
- ▶ vehicle Procurement: new approach to vehicle procurement based on direct award with negotiation between commissioning strategy business manager and vehicle manufacturer. Resulted in over £100,000 saving for the Authority
- ▶ let new long-term contract for recycling materials bulking which is aligned to the anticipated next service review and will deliver better income levels; the risk posed by market uncertainties in terms of some recycle streams mean that additional income hasn't been built in as a benefit, however the long term contract is allowing the provider to invest £1 million into the site which will make the emptying process more efficient for the Council vehicles, offering a secondary benefit in reduced fuel wastage through idling, etc.

Lessons learned

- ▶ recognising common goals and agreeing aims and purpose of efficiencies early on with all stakeholders
- ▶ communication: keeping all stakeholders, customers and staff informed of changes and bring everyone along on the journey
- ▶ having a modern approach to commissioning: questioning the what and why before completing the procurement phase

Devon County Council

Background

Devon County Council is a Waste Disposal Authority serving eight district councils. In terms of contracts, the South West Devon Waste Partnership (SWDWP) residual waste contract is a partnership between the County Council with Torbay and Plymouth City Councils (SWDWP) for the thermal treatment of approximately 60,000 tonnes per annum for the Devon area. Exeter Energy Recovery Facility (ERF) residual waste contract processes residual waste from Exeter and surrounding area, circa 60,000 tonnes per annum, operated by Cyclerval UK under subcontract to Viridor. North Devon and Torridge residual waste contract processes circa 40,000 tonnes per annum managed by Suez to bulk up at Brynsworthy Transfer Station and haul to either Cornwall or Avonmouth Energy from Waste plants. There are 19 HWRCs, 18 sites operated by Suez with one provided and operated by Devon Waste Management. Landfill contracts are in place with Viridor but only around 10,000 tonnes per annum is now sent to landfill. Organic waste contracts are in place for food waste (Andigestion and Willand Biogas), green waste (coastal waste) and organic street sweepings (coastal waste). Five transfer station sites are operated by Suez, Viridor and Devon Waste Management. Joint waste contracts are in place with some of the district councils and Torbay for paper, glass and textiles. Behavioural change contracts for waste education, devon community action groups and waste and recycling advisors contracts are in place with resource futures and the PR and marketing contract with RH Advertising.

Current status

- ▶ organic waste management: previously a mixed food and garden waste collection service was offered by five district councils and this waste was processed at three in-vessel composting sites across the county. Four district councils now offer separate food waste collections and charged for garden waste collections (in addition to two councils already collecting food waste separately), enabling this waste to be treated separately and at a significantly cheaper cost than previous in-vessel composting facility (IVC) contracts, leading to savings in the region of £2 million. The seventh district council will be moving to separate food/garden waste treatment collections in 2020, delivering further savings of approximately £200,000. Organic street sweepings diverted to a central composting site are generating savings of £350,000 per annum
- ▶ Shared Savings Scheme: to incentivise the district councils to make the changes to deliver disposal savings, legally binding agreement is in place – the “Shared Savings Scheme” – whereby savings generated from a significant service change are shared with the district council on a 50:50 basis. The County Council is looking to share around £1 million with five district councils for savings achieved in 2018/19, having shared a further £1 million in total over the two previous years of the scheme’s operation, with a total saving to the public purse of around £4 million over the three years
- ▶ behavioural change: Devon has worked hard to maintain its behavioural change budget which amounts to circa £230,000 plus a joint committee budget of £41,000 annually. Devon is confident that this investment has contributed to the year-on-year reduction in dustbin waste, from 140,250 tonnes in 2014/15 to 125,571 tonnes in 2018/19

Lessons learned

- ▶ pre-market engagement with potential service providers has been invaluable in terms of attracting bidders for contracts. An example of this was the tendering of the organic waste contracts and how to package the contracts to maximise potential interest
- ▶ create a level playing field by providing council owned facilities at strategic locations across the county to encourage market competition. For example, with the North Devon and Torridge residual waste contract, securing a transfer station within the area led to greater market interest and a better value solution. The previous procurement exercise relied on the market delivering a complete waste solution in the area but was subsequently abandoned due to a limited market and potentially higher costs, given that tonnage reduction is hard to prove for behavioural change projects, alternative measures such as volunteer hours, social media “likes”, on street surveys are acceptable metrics of success



Dorset Council

Background

Current services include fortnightly collection of residual waste (140 litre bin), fortnightly collection of paper, card, steel and aluminium cans and packaging, plastic bottles, pots, tubs and trays (240 litre bin), fortnightly collection of glass bottles and jars (44 litre recycling box), and weekly collection of food (23 litre food container plus 7 litre caddy is also provided to householders). In addition, there is optional chargeable garden waste collection (240 litre wheeled bin) at £50.50 per annum. There are 31 bring sites for textiles, foil and cartons. There is a network of 11 HRCs managed through a contract with W&S Recycling who also run the waste management centres and market the recyclables. Currently there are three residual waste disposal contracts in place: New Earth Solutions (MBT disposal), Veolia (Energy from Waste disposal), and Viridor (landfill disposal). Organic waste is contracted to Eco Sustainable Solutions. A commercial waste service is offered in-house for waste and recycling with a projected income for 2019/20 of £2.794 million.

Current status

- ▶ formation of the Dorset Waste Partnership (DWP) and the implementation of a single waste collection service: DWP was formed over a decade ago. DWP succeeded in driving costs down through: joint procurement, single management structure, consistent communications, effective contract management, sharing depots, vehicles and staff, and cross boundary collections. Governed through a joint committee (councillors), supported by a commissioning group (senior officers), services were supplied in-house, and there was a single budget and staffing structure. It is estimated that the existence of the DWP alone made savings of £1.3 million per annum and savings of £3.3 million continue each year in comparison to the previous waste collection and disposal regime. Recycling rates have increased each year, whilst kerbside residual waste collected has decreased
- ▶ introduction of the BARTEC computer system: In 2018 a “one system” ICT solution was procured to manage domestic, commercial, enforcement and street cleansing services. It also included in-cab technology to benefit from “real time” data. Savings include a reduction in garden waste missed bin reports by 42%, reduced staffing costs through replacing manual processes with automated processes (currently 0.5 FTE, but expected to increase), increased income through creating sales directly from in-cab data (extra £35,000 of income), reduced customer contact by 80% for trade customers
- ▶ review to HRC contract and operations: A review was undertaken to assess savings that could be made through the network of 11 HRCs. Three areas were identified and a total of £589,000 per annum has been made in savings through: renewal of the contract for the management of the HRCs (saving of £300,000 per annum), changes to winter opening hours (saving of £158,000 per annum), and charging for non-household materials (saving of £131,000 per annum)

Lessons learned

- ▶ there needs to be a political will and drive to enable a partnership to succeed. When implementing a new collection service, local members must be engaged early in the rollout process to ensure they are fully informed and supportive of the changes. Having a lead member for each area/tranche was hugely beneficial in terms of communicating the direction of travel and issues that were encountered
- ▶ time and resources required to cleanse and accurately transfer data into any new ICT system should not be underestimated. Whilst the Council managed to achieve this on time, it did have to bring in additional resource to ensure this was completed. In addition, if any element of the data is incorrect it does create a “failure demand” and also costs which could have been avoided
- ▶ communication is vital with any changes to services, residents need to be informed as to what is happening as well as why it is happening. This is particularly relevant to changes in opening hours and charges for non-household items



Exeter City Council

Background

The current service includes alternate weekly collections for residual waste (180 litre bin as standard) and commingled dry recyclables (paper, card, cans, mixed plastic) (240 litre bin as standard). Glass is not collected at the kerbside but via a network of 67 bring banks. There is an opt-in chargeable garden waste service, currently £47 per year, collected fortnightly using 240 litre bins as standard. There is currently no food waste collection service.

Current status

- ▶ ceased separate collection of offensive healthcare waste: this is now collected along with general refuse, with additional bin capacity given where required. Cost saving £31,000 per annum
- ▶ developing and promoting online forms for reporting missed bins, ordering new bins, reporting fly tipping and paying for garden waste bins has achieved channel shift from phone calls to web-based self-service. It took several years to see real savings, but the Council has reduced back office management by 0.4 FTE and customer support savings keeping two FTE posts vacant
- ▶ combination of round optimisation, fitting electric bin lifts and Econospeed engine demand management system to RCVs has achieved 5% reduction in fuel use in our refuse collection fleet

Lessons learned

- ▶ starting with small but achievable efficiency projects achieves good results. The bigger the project, the more uncertain the savings

Forest of Dean District Council

Background

Current collection services include weekly collection of food waste and recycling (one box and one bag), fortnightly collection of residual waste (240 litre bin as standard), fortnightly collection of garden waste via an opt-in chargeable service (currently £32 for a 240 litre bin). There are 43 recycling bank sites available across the district. The contract is outsourced to Biffa (expires July 2024) and includes domestic waste and recycling (food, dry recycling and garden waste) kerbside collection, recycling bank servicing and mechanical sweeping. The Council was a member of the Gloucestershire Joint Waste Committee however this disbanded on 13 December 2019. It is likely it will be replaced by another partnership, details of this are yet to be finalised.

Current status

- ▶ in 2012, an operation review of the contract and service options appraisal was carried out which resulted in delivery of a significant service change which delivered a notable reduction in overall waste, and a reduction in waste to landfill from 571 kilograms per household in 2010/11 to 424 kilograms per household 2012/13 and increased recycling from 40% to 48% whilst delivering annual revenue savings of £750,000 per annum
- ▶ in 2016, following consultation with residents and negotiation with the contractor, Forest of Dean District Council increased the range of recycling materials collected at the kerbside to include plastic bottles, cardboard, small electrical equipment, batteries and textiles. This delivered further annual savings on the contract cost of £150,000 per annum, a fleet discount on the contract cost of £479,000 over the lifetime of the contract, and an increase in income to the council from the additional recycling credits and residual waste reduction incentive payment of £150,000 per annum. Performance also improved as waste to landfill has reduced to 397 kilograms per household in 2017/18 and the recycling rate increased to 54.47%

Lessons learned

- ▶ working in partnership with the contractor to look at service improvements that benefit all parties. Learning from other contracts but adapting to the local environment
- ▶ effective communications plans to implement change

Gloucestershire County Council

Background

Gloucestershire County Council currently provides a network of five HRCs which are managed under contract with Ubico Ltd (LAC of which Gloucestershire County Council is a shareholder) until August 2021. For the HRC materials there are over 20 off-take agreements in place via a dynamic purchasing system. An anaerobic digestion contract is in place to manage food waste treatment with Andigestion until September 2021, with a facility at Bishops Cleeve. In addition, an in-vessel composting contract is in place to manage mixed food and garden waste with MF Bennion, Dymock Gloucestershire. To manage the counties garden waste a composting contract is in place with Enovert South Ltd, MF Bennion and Hills Waste on a seven plus three years term. Contracts for residual waste are in place for Energy from Waste (EfW) with Urbaser 2019-2044. In terms of prevention and reuse a real nappies scheme (loan packs and promotion) is contracted annually to Resource Futures. Home composting bins are supplied and promoted via straights and a master composters network is supported by Garden Organic. In addition, various community reuse and reduction initiatives are in place (repair cafes, plastic free towns supported/promoted).

Current status

- ▶ changes to HRC opening times were implemented in October 2018. They introduced shorter daily opening hours (9am-5pm summer, 10am-4pm winter) and a day closure per site per week (daily closures in place Tuesday-Thursday, with all sites open Friday-Monday). Saved £200,000
- ▶ currently working with WCAs to rebase discretionary payments made to them in support of food waste collections, seeking to reduce WDA cost whilst maintaining an affordable level of WCA support. This is in addition to the statutory recycling credits scheme that is in operation. Seeking to link the payment to a commitment by WCAs to greater consistency in collections and to a countywide communications scheme

Lessons learned

- ▶ consult ahead of any changes. Feedback might not change outcomes, but a lack of consultation will hold them up!

Mid Devon District Council

Background

Current collection services include fortnightly collection of residual waste (using sacks as standard), fortnightly collection of dry recycling (two 55 litre boxes), weekly collection of food waste (23 litre caddy), and fortnightly opt-in chargeable garden waste collection, currently set at £49 for 240 litre, £39 for 140 litre, £13 per roll of 10 sacks per annum (240 litre wheeled bin as standard). The collection service is operated in-house. There are a number of bring bank sites located across the district. In addition, commercial and bulky waste collection services are also available. Partnership working is in place across Devon, including material sale contracts (glass, paper, textiles), joint strategy and education programme, and also with Exeter, for the sale of recycling materials, trade recycling at MRF, joint transport tender.

Current status

- ▶ introduction of charges for garden waste service of £600,000 per annum
- ▶ splitting food waste from garden waste (disposal shared saving) of £300,000 per annum
- ▶ increased trade waste customer base of £75,000 per annum

Lessons learned

- ▶ working with disposal authority to deliver joint savings and sharing benefit
- ▶ round efficiencies: don't go for big changes but use continuous review and small changes
- ▶ don't need weekly recycling to have a weekly food waste collection

North Devon District Council

Background

North Devon Council currently provides an alternate weekly residual collection (240 litre wheeled bin as standard: approximately 1,500 customers are on weekly residual collection via black bags), weekly dry recyclable collection (one 55 litre box, two reusable bags), weekly food waste collection (23 litre caddy), and an opt-in chargeable garden waste collected, currently £36 per annum. For a fortnightly collection (240 litre wheeled bin as standard) a chargeable bulky collection system is provided. In addition, a trade waste and trade recycling service is available. All collection services are operated in-house.

Current status

- ▶ introduction of chargeable garden waste: a remodel of collection rounds and a reduction of one round. Income received approximately £663,000
- ▶ remodel of black collection rounds – reduction of one round – zero waste now going to landfill. Approximately £100,000 saving
- ▶ looking to roll out three-weekly residual collections for residual following a successful trail where recycling rates for dry recycling increased from 26% to 51%. Figures not yet available for future saving forecast

Lessons learned

- ▶ communications and PR key to any service changes
- ▶ fully engage with the staff doing the job
- ▶ do not be tempted to rush the process

North Somerset Council

Background

North Somerset Council provides fortnightly residual waste collection (180 litre wheeled bin as standard: some town centre weekly collections and some 70 litre sack collections where space is an issue), weekly dry recyclable collection (two 55 litre boxes), and weekly food waste collection (23 litre caddy) using a Romaquip to collect both streams. Garden waste is collected fortnightly from over 50,000 households. There is a one-off registration fee of £25 and thereafter free collections and maximum two bins per household (180 litre or 240 litre) or three bags (70 litre). Collection charge for the service is likely to be introduced in late 2020. Contract with Biffa Municipal for recycling, food waste, residual waste, garden waste, clinical waste, bring sites, container deliveries and operation of three HRCs until 2024 (seven-year contract which can be extended until up to 2037, 20 years total). Bulky waste collection is provided via partnership arrangement with local charity Changing Lives. Disposal contract with Enovert until 2024 of seven years plus seven year extension, commenced 2010, for the management of waste transfer station, transport and disposal of waste. Food waste is processed through a local anaerobic digestion plant owned by Biogen and sited adjacent to the waste transfer station, which produces electricity. Part of the West of England contract, in partnership with Bristol, Bath and North East Somerset Council and South Gloucestershire, for treatment of residual waste at New Earth Solutions (MBT plant), Avonmouth until 31 March 2020.

Current status

- ▶ West of England partnership residual waste contracts post 31 March 2020. This is for all residual waste including HRC waste. Kerbside collections will go to EfW resulting in zero waste to landfill. HRC waste will be sent for processing with circa 80% recycling/ other treatment. Reductions in carbon (carbon emergency declared in North Somerset) through reduced vehicle movements to Avonmouth (rather than export) and zero landfill will have positive impact. Savings are expected to be circa £100,000 per annum
- ▶ introduction of a commercial waste service targeting SMEs for collections at kerbside but also through use of the HRCs at agreed times. Kerbside collections allow use of existing crews to collect recycling and waste and where this may have been previously presented as household waste. HRC use by SMEs is being finalised for commencement in April 2020 and will be an online request which has a shopping list of materials to be taken, generates waste transfer note with EWC and takes payment. Kerbside commercial collections are developing and have made a budget contribution of over £130,000 per annum. HRCs budget contribution is not known at present (estimated £20,000). As importantly, it provides an outlet for SMEs and has potential to reduce prevalence of fly-tipping
- ▶ changes to HRCs in 2017/18. This involved the reduction in operating hours at two sites, introduction of charges for non-household waste, more stringent enforcement of van permits and a waste diversion incentive for the service provider. This has been operating for over two years and has seen a reduction of 4,000 tonnes per annum (2016/17 to 2018/19) of residual waste, saving the Authority over £400,000 per annum

Lessons learned

- ▶ when introducing changes at the HRCs, it is important that communications go out well in advance and continue up to and beyond the change of service date. Additional staff for the first four to six weeks to talk to residents and explain is also essential. If possible, some pre-entry to site discussions should take place to allow residents, who have chargeable items, the ability to decide whether they want to proceed (as they may not, for example, have credit card with them. This allows them to divert and reduces conflict on site (made worse if they have had to queue). Staff at entrance of site during day closure for the first four to six weeks to engage and provide information and alternatives is also useful and will reduce complaints. These should be costed into the overall savings calculated



Somerset Waste Partnership

Background

Somerset Waste Partnership is a “virtual joint waste authority” and manages waste and recycling services on behalf of the four districts and the County Council. Kerbside collection services are currently provided by Kier MG, until the end of March 2020, when Suez will become the new contractor. Services include: weekly food waste collections, weekly kerbside sort recycling collections (paper, cardboard, plastic bottles, glass bottles/jars, food/drinks cans, aluminium foil, textiles and shoes), (two 55 litre boxes as standard), fortnightly residual waste collection (180 litre bins as standard), optional charged for fortnightly garden waste service currently set at £56.90 (using 180 litre wheeled bins or paper sacks), charged for bulky waste collection, and clinical waste collections. From April 2020, new collection service will be phased in which adds plastic pots, tubs and trays, cartons, small electrical items and household batteries to the weekly kerbside separated recycling service. Residual collections will move to three-weekly. A core services contract is in place with Viridor until 31 March 2031 which includes: 16 HWRCs (varying opening hours according to demand and charges for certain non-household waste items such as asbestos and plasterboard); Walpole AD plant for food waste and landfill contracts until April 2020 after which residual will be sent to Viridor’s resource recovery centre at Avonmouth until 31 March 2045. Various prevention, reuse and behavioural change campaigns are underway.

Current status

- ▶ formation of SWP: bringing together waste functions of five districts and county council. Authorities had a long history of partnership working. Rationalising services saved £1.5 million per annum, creation of a single client team saved £225,000 and further savings of £942,000 avoided future costs
- ▶ extension of the core services contract with Viridor: review of site opening hours to take into account most frequently visited times (e.g. ensuring all sites are open all weekend all year round), removal of community recycling site entry fees from 2020, keeping all sites open, adding new materials (plastic pots, tubs and trays), review of permits. Savings of over £14 million over the term of the extension
- ▶ procurement of new collections contractor: competitive dialogue with potential bidders helped clarify understanding of requirements on both sides, develop genuine partnership, deliver Recycle More, and focus on our preference for high quality recycling. Recycle More is projected to achieve 20% increase in food recycling, 30% increase in dry recycling, 15% reduction in residual waste and achieve annual savings of over £2 million once fully rolled-out

Lessons learned

- ▶ base service changes on as much factual evidence that can be gathered. Have a sound reason and evidence for making a change (more efficient use of resource, safeguarding the whole service, minimising impact of service cuts, etc) and most residents will at least understand, if not wholeheartedly agree with the course of action. Ensure the public face and front-line of the service are well briefed and understand not only the scale and impacts of the changes that are being made but the reasons behind them too. Without that level of buy in you'll never get the public on side
- ▶ build a broad political consensus that enables brave but evidence-based decisions that have the desired overall impact (financially, environmentally and socially) but which then enable the costs and benefits to be fairly shared between partners. Partnership working requires constant work to ensure its success
- ▶ maximise efficiencies by working with partners and not reinventing the wheel. Working as a partnership across Somerset means consistent collections are offered over a large area. Having had consistency in kerbside sorted services for many years means that the public are well used to separating their recycling. Learn from others and work in partnership with others where they have specialist expertise



South Gloucestershire Council

Background

A fully integrated household waste collection, recycling, composting and disposal PFI contract was awarded in 2000 and runs until end of July 2025 with SUEZ as the service provider. It includes: fortnightly residual waste collection (140 litre wheeled bins as standard, with extra capacity to meet specific needs, charged at £35.30 per year unless the need is medical), free disposable nappy collection using single-use sacks, fortnightly charged for (£30 per annum) garden waste collection (240 litre bins or single-use garden waste sacks purchased for a pre-booked one-off collection), weekly dry recyclables collection (two 55 litre boxes as standard), weekly food waste collection (23 litre bin plus residents provided with five-litre caddy), four HWRCs, a chargeable bulky waste collection (three items £27.60/£13.80 discounted rate) and a discounted nappy service is available. Residual and recycling collections from schools and council buildings is available. A dedicated communications officer provides ongoing engagement, education and campaign support. Partnership working with Bath and North East Somerset, North Somerset and Bristol City Council to jointly procure contracts for the treatment of residual municipal waste. The current mechanical biological treatment contract for residual waste finished at the end of March 2020 and from April 2020 residual waste is sent to two Energy from Waste facilities.

Current status

- ▶ in 2017 and 2018 a major service change was undertaken to increase recycling and reduce waste in the residual bins. Residual waste analysis from 2015 showed that 52% of the contents of the residual waste bins could be recycled from home, so changes were made to the frequency of recycling collection (moving from alternate weekly using two types of vehicle to weekly collections using single-pass vehicles) and reducing residual bin size from 240 litre to 140 litre for all households in 2018. This combined approach has increased the recycling rate from 49.2% in 2016 to nearly 58% in 2019, generating savings of over £1 million per annum from reduction in residual waste. The latest waste analysis shows a drop of 10% to 42% of the contents of black bin which could be recycled using kerbside service
- ▶ in 2016 a vehicle registration scheme linked to automatic number plate recognition cameras was introduced for residents at four HWRCs to prevent non-residents/commercial traders from using the sites and reducing the amount of waste coming through the sites. At the same time bag splitting was introduced with residents encouraged to open bags of mixed waste to remove recyclables. The impact was an increase in recycling rate from 47.7% (2015) to 49.2% (2016) despite experiencing a 25% reduction in collected garden waste (due to garden waste subscriptions) with savings of £400,000 per annum
- ▶ in 2014, garden waste collection changed from a free service to an opt-in subscription (£30 per annum with 50% reduction for those on specific benefits) for a fortnightly collection using a 240 litre green bin. Charging for garden waste now generates around £1.2 million per year for the council.

Lessons learned

- ▶ continuous communication with the public with all information is essential.
When carrying out the service changes, particularly reducing the capacity of residual bins, information that formed the basis for the decision (residual waste analysis) was presented in an easy-to-read form for residents to highlight the issue. Roadshows, talks with community groups and parents at schools facilitated engagement with as many people and information was provided to every household on a bin hanger with their collection dates. Extra recycling containers were provided to help prepare for the changes
- ▶ early engagement with all stakeholders in all projects has been beneficial, particularly when working within a long-term contract. Working closely and positively with Suez to engage with staff
- ▶ the Council have taken the lead in planning each project and this has ensured that our objectives are achieved, in conjunction with maintaining an excellent service for our residents. The Council is best placed to understand local needs and deliver services to meet these



South Hams District Council

Background

Most South Hams District Council waste services are provided under contract with FCC Environment which commenced 1 April 2019 and will run until at least 2027. This is a joint contract with West Devon Borough Council, also covering street cleansing and public convenience cleaning across both authority areas. An improvement to recycling services is planned for September 2020 which will include the collection of additional items (plastic pots, tubs and trays, glass, weekly food waste) and a change to collection frequency, aligning the recycling service to that offered in West Devon, providing greater efficiency and improved contingency. Up until 28 September 2020 collection is fortnightly for recyclables (twin stream: clear single use sack: plastic bottles, tins, cans and aerosols, foil and foil trays and blue single use sack: paper and card, cartons). From 28 September 2020, collection will be weekly for recyclables (kerbside sort: white reusable sack for plastic bottles, tins, can and aerosols, foil and foil trays, box one for paper, glass and cartons, box two for card, printer cartridges, batteries. Food and garden waste are collected mixed (180 litre brown wheelie bin) and this will change to weekly food waste and fortnightly garden waste collection in 2020. Residual waste is collected fortnightly (180 litre grey wheelie bin). A bulky waste collection service is available at £18 per item. Residual and recycling commercial waste collection services are available. There are over 125 recycling banks across the borough which accept a range of materials. These are predominately emptied under contract with FCC, with the exception of textiles bank (provided and emptied by Salvation Army under a county wide contract) and carton banks (provided and emptied by ACE UK). The provision of recycling banks is due to be reviewed following the 28 September 2020 service change.

Current status

- ▶ £180,000 annual saving from new contract procurement (first generation outsourcing) increases to £315,000 projected annual savings under new service planned for 28 September 2020 (when compared with the estimated cost of operating new service as DSO). This saving is spread across the waste collection, street cleansing and public convenience services but does not include the West Devon Borough Council saving
- ▶ additional £105,000 annual saving from entering into joint contract with West Devon Borough Council, compared with a solo contract
- ▶ £35,000 additional income from review of properties that can be charged for waste collection under Controlled Waste Regulations 2012 (i.e. cross-referenced properties receiving a household collection with properties paying business rates)

Lessons learned

- ▶ when procuring a new waste collection contract, opt for competitive dialogue and break up into at least three stages. Invest time and resource in gathering as much information/ data on existing service as possible prior to procurement and update regularly throughout process. The advantages of joint contracts are limited in rural authorities
- ▶ do not underestimate the importance of buy-in from crews and operatives in the success of the implementation of new in-cab technology
- ▶ be clear on policy for contaminated recycling and issue regular communications on what can't be recycled and why. Ensure contamination messages are clear across workforce

Torbay Council

Background

The current collection contract is outsourced to TOR2 (Kier) JV Co., although this contract ends 30 June 2020. The service includes fortnightly residual waste collection (240 litre as standard: town centre areas with seagull bags are collected weekly), weekly kerbside sort dry recyclables and food waste collection (two 55 litre boxes and 21 litre bin plus kitchen caddy as standard). From 1 July 2020 the contract will be managed in house with a new fleet of 22 Romaquip kerbside sort vehicles. Service will be tweaked to improve efficiency but will remain generally as stated above once back under Torbay's control in 2020. Disposal of residual waste is taken to an Energy from Waste plant jointly procured with Plymouth City Council and Devon County Council in partnership (SWDWP) with a German Company called MVV Umwelt. This contract makes Torbay virtually zero to landfill. Torbay have one HWRC and several bring bank sites for additional household waste. Torbay also has a commercial waste service, currently run by TOR2, but again from 1 July 2020 will be managed directly by Torbay Council. TOR2 also collect charged for bulky waste and on request charged for garden waste.

Current status

- ▶ the TOR2 JV Co. did improve the recycling rate back in 2010 by about 7%-8% mainly due to introducing food waste, but it had been hoped that the recycling rate would improve to around 50% and not remain around 42%
- ▶ the joint SWDWP contract to manage the Council's residual waste saved around £1.3 million per annum. Financial security with disposal only increasing with inflation and not being subject to Landfill Tax any longer
- ▶ the purchase of a new kerbside sort recycling fleet from Romaquip this year is hoped to make further improvements in recycling rates, but this will be dependent on being allowed to change from fortnightly to three weekly residual collections, following the current Government consultations

Lessons learned

- ▶ share the burden and join partnerships with neighbouring authorities to manage waste more efficiently and by sharing knowledge
- ▶ educate and keep reinforcing the recycling message to get maximum improvements
- ▶ if outsourcing make sure your contractor can manage all the services within that contract and not just some of them. If parts of a contact don't work any efficiencies gained in one department can soon be lost by the inefficient working of another

Torrige District Council

Background

Torrige District Council provides all of its refuse and recycling collection services in house. Refuse is collected in black refuse sacks on a fortnightly basis. Refuse collections went from weekly to fortnightly collections in June 2018. Kerbside recycling is collected in a source segregated format (two boxes, two bags) with food waste collections. These collections are carried out on a weekly basis. Garden waste is collected on a fortnightly basis (240 litre wheelie bins as standard). This service is chargeable having previously been free of charge up until June 2019. Up until June 2019 just over 21,000 properties were on the garden waste service. Following the switch to the chargeable service this number was reduced to 12,500 properties paying £35 a year. The garden waste service is now more cost effective for the Council to operate and in order to gain greater efficiencies the three collection rounds on garden waste will be remodelled over the winter months.

Current status

- ▶ a remodelling of the Council's refuse rounds saw the service move from a weekly to a fortnightly service. This enabled the Council to remove two refuse rounds from the road with the drivers moved across to kerbside recycling rounds. This provided savings in recruitment costs
- ▶ the change from a weekly to a fortnightly collection service for refuse has seen a significant reduction in the Council's disposal figures and has prompted an increase of 10% in recycling tonnages. This reduces the disposal costs borne by Devon County Council and has increased the amount of recycling credit revenue Torrige District Council receive from them by approximately £20,000 a quarter
- ▶ the change in services has also allowed Torrige District Council to benefit from the Shared Savings Scheme administered by Devon County Council. Under this arrangement Torrige is able to receive a 50% share of the actual disposal savings made by the WDA through reduced waste, or waste managed through lower cost routes, such as recycling or composting

Lessons learned

- ▶ a phased introduction of new recycling containers was carried out ahead of the enhanced service rollout using internal staff. The phased rollout allowed Torrige District Council to start introducing the new service and vehicles in a controlled way but did prove costly in terms of overtime
- ▶ the new service change put a lot of pressure on the Council's customer service team and whilst extra resource was provided a different approach to customer communications, i.e. further education and greater information available online may have reduced this demand on the contact centre. The provision of extra resources for the contact centre was costly in terms of temporary staff costs
- ▶ swapping to fortnightly collections for refuse and introducing food waste collections in the summer lead to a high number of complaints. An autumn roll out may help to avoid complaints centred on rotting food waste

West Devon Borough Council

Background

Most West Devon Borough Council waste services are provided under contract with FCC Environment which commenced 1 April 2019 and will run until at least 2027. This is a joint contract with South Hams District Council, also covering street cleansing and public convenience cleaning across both authority areas. An improvement to recycling services took place in December 2019 and now includes the collection of additional items (plastic PTTs, cartons, foil and printer cartridges), with South Hams planning to align their recycling collection with West Devon in September 2020 at which point West Devon will benefit from greater efficiency and improved contingency. Up until 2 December 2019 collection was weekly for recyclables (kerbside sort: box one – plastic bottles, tins, cans and aerosols, box two – paper and card, glass, clothes, batteries). From 2 December 2019 collections remain weekly for recyclables with a slight change to service (kerbside sort: white reusable sack: plastic bottles, tins, can and aerosols, foil and foil trays, box one: paper, glass and cartons, box two: card, printer cartridges, batteries, clothes. Food is collected weekly (25 litre caddy). Garden waste is collected fortnightly, opt-in charged for service at £40 for four 90-litre reusable sacks per annum. Residual waste is collected fortnightly (black sack no wheelie bin) and a trial of three weekly collection is planned for 1,000 households in 2020. A bulky waste collection service is available at £18 per item. There is no commercial waste collection service available. There are over 50 recycling banks across the borough which accept a range of materials. These are predominately emptied under contract with FCC with the exception of textiles bank (provided and emptied by Salvation Army under a county wide contract) and carton banks (provided and emptied by ACE UK).

Current status

- ▶ £190,000 annual saving from new contract procurement. This saving is spread across the waste collection, street cleansing and public convenience services but does not include the South Hams District Council saving
- ▶ additional £65,000 annual saving from entering into joint contract with South Hams District Council, compared with a solo contract
- ▶ £190,000 (actual) additional income by switching to a subscription service for garden waste collection in 2017

Lessons learned

- ▶ garden waste collection charging: don't launch charged for service at the end of the growing season (i.e. September)
- ▶ when updating a service do not assume that every household has the correct number of existing containers. With any communications campaign or service change always factor in resource for additional or replacement container deliveries even if the change does not involve a container change
- ▶ when procuring a new waste collection contract, opt for competitive dialogue and break up into at least three stages. Invest time and resource in gathering as much information/data on existing services as possible prior to procurement and update regularly throughout process. The advantages of joint contracts are limited in rural authorities

Wiltshire Council

Background

The current collection contract is outsourced to Hills Municipal Waste Ltd (eight-year contract to July 2026) and provides fortnightly residual waste collection (180 litre bin as standard), fortnightly dry recyclable collection (240 litre bin for co-mingled plastic bottles, pots, tubs and trays, cartons and cardboard, plus two 55 litre black boxes for kerbside sorted paper, glass, cans, textiles). Garden waste is collected fortnightly as a chargeable service: £50 per bin 2019/20 (180 litre bin). Bulky household collection is an appointment system: £25.30 per item collected. A clinical waste collection for sharps and bagged waste is available. There are 10 HRCs, eight are council owned (under contract with FCC Environment Ltd until July 2026) and two are owned by the contractor (under contract with Hills Waste Solutions Ltd until July 2026). Materials recovery facility, waste transfer stations, composting services, and management of residual waste are all under contract with Hills Waste Solutions Ltd (eight-year contract to July 2026). Two landfill diversion contracts are in place: 50 kilotonne per annum to Lakeside Energy from Waste (25-year contract to 2034) and 60 kilotonne per annum to Northacre MBT (25-year contract to 2038).

Current status

- ▶ introduced in July 2016, HRC van and trailer permit scheme requires householders who wish to take a van, pickup or trailer (up to three metres in length) to any of the Council's HRCs to apply for a permit. At the same time, a ban on horsebox trailers and any vehicles with gross vehicle weight over 3.5 tonnes using the sites was implemented. The permit provides a maximum of 12 visits a year. In the first 12 months of the scheme tonnages of "key" materials (wood, soil/rubble, plasterboard, residual waste and garden waste) fell by 5,800 tonnes (11%) compared with the previous 12-month period. On the basis of the contract payment mechanism in place at the time, this represented a saving of £494,500
- ▶ following an initial proposal to close a rural HRC which was not accepted due to public opposition, a further proposal was made in light of significant investment required to comply with the Environment Agency permit and after public consultation it was agreed to close the site. Revenue savings of £130,000 were realised from the closure, together with avoided capital costs of £102,500. No increases in fly tipping have been recorded following the closure. The neighbouring sites have managed to accommodate any increases in visitor numbers following the closure and no notable increase in kerbside collected residual waste
- ▶ a chargeable garden waste service was introduced in June 2015 to achieve budget savings. ICT systems were developed to encourage online sign-up/renewal of the services, which has significantly reduced the resources needed to process payments. Signups for the service have significantly outstripped initial forecasts, and customer numbers have remained relatively constant. The service forms a significant source of income to the council each year of circa £4 million, offsetting the costs of service provision

Lessons learned

- ▶ with HRC van and trailer permits there needs to be a clear, simple message about the types of vehicles covered by the scheme as there are more makes and models (and variants) than might be imagined. This aspect of the scheme generates more enquiries than any other. With hindsight it might have been simpler to allow single axle trailers and ban double axle trailers rather than define a length of trailer. Also, an ICT system to manage permits needs to track and highlight repeated reports of “lost” permits to avoid abuse of the system. The current online application system still requires a significant amount of manual intervention from the administration team
- ▶ a comprehensive consultation needs to be completed before proposing a site closure. If not, this is an area that can be easily challenged, causing a decision to be delayed or refused. Using WRAP’s guidance on HRC provision provided useful benchmarks to measure local services against and evidence the proposal to close the site
- ▶ with a chargeable garden waste service, ICT systems need to be in place from the start to maximise the ability for residents to sign-up online or via automated telephone payments. Initial forecasts presumed that ending the free of charge service would result in an increase in garden waste being taken to HRCs; this was not the case



APPENDIX 2: WASTE COLLECTION PROFILE OF THE AUTHORITIES WHO TOOK PART IN THE REVIEW

Local authority	Residual		Dry recyclable			Garden			Food	HWRC provision		Collection in-house / outsourced	Declared climate emergency – date (target)
	Collection frequency	Container	Collection system	Collection frequency	Container	Collection frequency	Container	Free or charged		Number	Charging		
Two tier authorities													
Devon County Council	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	19	Charges for certain non-household waste items (e.g. asbestos and plasterboard)	n/a	February 2019 (2030)
Exeter City Council	Alternate weekly	180 litre bin	Comingled	Alternate weekly	240 litre bin	Fortnightly	240 litre bin	£47	No	n/a	n/a		July 2019 (2030)
Mid Devon District Council	Fortnightly	Sacks	Kerbside sort	Fortnightly	2 x 55 litre boxes	Fortnightly	240 litre bin	£49 – 240 litre, £39 – 140 litre, £13 per roll of 10 sacks	Weekly	n/a	n/a	In-house	June 2019 (2030)
North Devon District Council	Alternate weekly	240 litre bin	Kerbside sort	Weekly	1 x 55 litre box 2 x reusable bags	Fortnightly	240 litre bin	£36 per annum	Weekly	n/a	n/a		July 2019 (2030)

Local authority	Residual		Dry recyclable			Garden			Food	HWRC provision		Collection in-house / outsourced	Declared climate emergency – date (target)
	Collection frequency	Container	Collection system	Collection frequency	Container	Collection frequency	Container	Free or charged		Number	Charging		
South Hams District Council	Fortnightly	180 litre bin	Twin Stream (pre 28/09/20) Kerbside sort (post 28/09/20)	Fortnightly (pre 28/09/20) Weekly (post 28/09/20)	2 x single use sacks (pre 28/09/20) 2 x 50 litre boxes and reusable sack (post 28/09/20)	Fortnightly	180 litre bin	Free	Mixed garden up to 2020 Post 2020 – weekly	n/a	n/a	FCC Environment (joint contract with West Devon) – 2027	July 2019 (2030)
Torrige District Council	Fortnightly	Sacks	Kerbside sort	Weekly	2 x boxes 2 x bags	Fortnightly	240 litre bin	£35 a year	Weekly	n/a	n/a	In-house	July 2019 (2030)
West Devon Borough Council	Fortnightly (trial of 3 weekly for 1,000 hh in 2020)	Sacks	Kerbside sort	Weekly	2 x 50 litre boxes (pre 02/12/19) 2 x 50 litre boxes and reusable sack (post 02/12/19)	Fortnightly	4 x 90 litre reusable sacks per annum	£40 per annum	Weekly	n/a	n/a	FCC Environment (joint contract with South Hams) – 2027	May 2019 (2030)
Gloucestershire County Council	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	6		n/a	May 2019 (2030)
Cheltenham Borough Council	Fortnightly	240 litre bin	Kerbside sort	Fortnightly	50 litre box and reusable plastic sack	Fortnightly	240 litre bin	£45 per annum	Weekly	n/a	n/a	Ubico Ltd	February 2019 (2030)
Cotswold District Council	Fortnightly	120/180 litre bin or refuse sacks	Kerbside sort	Fortnightly	2 x 44 litre recycling boxes and 2 x reusable sacks	Weekly (pre-March 2020) Fortnightly (post March 2020)	240 litre bin or single use sacks	£30 per annum (for bin or supply of 50 sacks)	Weekly/ co-collected with garden (pre-March 2020) Weekly – separate (post March 2020)	n/a	n/a	Ubico Ltd 2022	July 2019 (2050)

Local authority	Residual		Dry recyclable			Garden			Food	HWRC provision		Collection in-house / outsourced	Declared climate emergency – date (target)
	Collection frequency	Container	Collection system	Collection frequency	Container	Collection frequency	Container	Free or charged		Number	Charging		
Forest of Dean District Council	Fortnightly	240 litre bin	Kerbside sort	Weekly	1 x box 1 x bag	Fortnightly	240 litre bin	£32 per bin	Weekly	n/a	n/a	Biffa Environmental Municipal Services Ltd – 2024	December 2018 (2030)
Somerset County Council													February 2019 (2030)
Mendip District Council	Fortnightly (to be three weekly from April 2020)	180 litre bin	Kerbside sort	Weekly	2 x boxes	Fortnightly	240 litre bins or paper sacks	£56.90 – 180 litre bin £28.40 – 10 sacks	Weekly	16	Charges for certain non-household waste items (e.g. asbestos and plasterboard)	Kier MG (up to March 2020) Suez (post March 2020)	February 2019 (2030) March 2019 (2030)
Sedgemoor District Council													February 2019 (2030)
Somerset West and Taunton Council													February 2019 (2030)
South Somerset District Council													May 2019 (2030)
Unitary authorities													
Bath and North East Somerset Council	Fortnightly (weekly in the city)	140 litre bin / 140 litre reusable bags (70 litre reusable bags in the city only)	Kerbside sort	Weekly	Box plus reusable bag	Fortnightly	140/240 litre bin or paper sacks	£45.90 for bins plus £3 delivery £2.85 per paper sack	Weekly	3			March 2019 (2030)
Bristol City Council	Fortnightly	180 litre bin	Kerbside sort	Weekly	2 x 55 litre boxes	Fortnightly	240 litre bin	£21 for 240 litre bin £32 annual service charge	Weekly	2	No		November 2018 (2030)

Local authority	Residual		Dry recyclable			Garden			Food	HWRC provision		Collection in-house / outsourced	Declared climate emergency – date (target)
	Collection frequency	Container	Collection system	Collection frequency	Container	Collection frequency	Container	Free or charged		Number	Charging		
Bournemouth, Christchurch and Poole Council	Fortnightly	140 litre bin (B & C)	Comingled (B & P)	Fortnightly	240 litre bin (B & P)	Fortnightly	140 litre black bin with green lid (B)		Weekly (B & C)	3		Residual – in-house for all	July 2019 (2030)
		180 litre bin (P)	Two stream (C) until 31/03/20		240 litre bin plus 40 litre box (C) until 01/04/20		240 litre black bin with brown lid (C)		No collection (P)			Recycling – outsourced (B)	
			Comingled from 01/04/20		then 240 litre bin only		240 litre green bin with green lid (P)					DWP (C) in-house (P) Garden – in-house	
Cornwall Council	Weekly (fortnightly from 2021)	No containers provided (180 litre bins from 2021)	Kerbside sort	Fortnightly	Box and 3 x reusable sacks	Fortnightly	140/240 litre boxes or reusable sacks	2020/21 One-off container purchase: 240 litre bin – £19, 140 litre bin – £16, 70 litre reusable bag – £3.50 Annual charge: 240 litre bin – £43, 140 litre bin – £28, 70 litre reusable bag – £22	No separate collection (but weekly separate from 2021)	14	Yes	Biffa Environmental Municipal Services Ltd – 2020	January 2019 (2030)
Dorset Council	Fortnightly	140 litre bin	2 stream	Fortnightly	240 litre bin and 44 litre box	Fortnightly	240 litre bin	£50.50 per annum	Weekly	11		In-house	May 2019

Local authority	Residual		Dry recyclable			Garden			Food	HWRC provision		Collection in-house / outsourced	Declared climate emergency – date (target)
	Collection frequency	Container	Collection system	Collection frequency	Container	Collection frequency	Container	Free or charged		Number	Charging		
North Somerset Council	Fortnightly	180 litre bin	Kerbside sort	Weekly	2 x 55 litre boxes	Fortnightly – March to November 4 weekly – December to February	180 or 240 litre (max 2 bins) or 3 x 70 litre reusable sacks (max. 2 x 3 bags)	One off charge – £25 free collection Charged collection expected late 2020	Weekly	3	For non-household waste	Biffa Environmental Municipal Services Ltd (2037)	February 2019 (2030)
South Gloucestershire Council	Fortnightly	140 litre bin	Kerbside sort	Weekly	2 x 55 litre boxes	Fortnightly	240 litre bins (or single use sacks)	£30 per annum or sack purchase	Weekly	4		Suez (2025)	July 2019 (2030)
Torbay Council	Fortnightly	240 litre bin	Kerbside sort	Weekly	2 x 55 litre boxes	On request	Own sacks	£12 for up to 8 bags and £1 for every extra bag	Weekly	1		TOR2 (Kier) JV Co (2020) In-house (post 2020)	June 2019 (2030)
Wiltshire Council	Fortnightly	180 litre bin	Multi stream	Fortnightly	240 litre bin 2 x 55 litre boxes	Fortnightly	180 litre bin	£50	No	10		Hills Municipal Waste Ltd (2026)	February 2019 (2030)

APPENDIX 3: PERFORMANCE DATA 2018/19

Authority	Residual household waste per household (kg/household)	Percentage of household waste sent for reuse, recycling or composting	Percentage of municipal waste sent to landfill (WDAs only)	Collected household waste per person (kg)
Bath and North East Somerset Council	362.9	58.7%	13.5%	372.8
Bournemouth Borough Council	404.0	51.8%	9.0%	392.5
Bristol City Council	435.7	47.4%	14.4%	357.5
Cheltenham Borough Council	437.6	50.7%	–	417.8
Cornwall	603.2	38.1%	4.9%	464.3
Cotswold District Council	375.0	58.9%	–	443.8
Council of the Isles of Scilly	988.1	27.3%	7.0%	649.1
Devon County Council	421.2	56.0%	14.2%	441.3
Dorset Waste Partnership	394.4	59.6%	14.1%	457.9
East Devon District Council	256.4	59.1%	–	298.7
Exeter City Council	463.1	27.1%	–	273.9
Forest of Dean District Council	392.4	53.8%	–	372.0
Gloucester City Council	457.6	42.8%	–	348.0
Gloucestershire County Council	475.5	52.1%	46.7%	446.4
Mid Devon District Council	363.7	53.5%	–	343.1
North Devon District Council	434.9	45.6%	–	378.1
North Somerset Council	426.1	58.7%	24.1%	461.1
Plymouth City Council	571.2	35.3%	0.1%	400.9
Poole Borough Council	466.5	51.7%	17.1%	437.6
Somerset Waste Partnership	470.3	52.4%	46.4%	449.2
South Gloucestershire Council	407.8	57.8%	10.3%	400.5

Authority	Residual household waste per household (kg/household)	Percentage of household waste sent for reuse, recycling or composting	Percentage of municipal waste sent to landfill (WDAs only)	Collected household waste per person (kg)
South Hams District Council	349.0	53.9%	–	384.0
Stroud District Council	260.8	60.2%	–	285.6
Swindon Borough Council	531.6	42.1%	7.7%	395.8
Teignbridge District Council	337.5	56.3%	–	357.3
Tewkesbury Borough Council	394.1	52.6%	–	363.9
Torbay Council	510.4	41.2%	1.7%	428.9
Torrige District Council	370.2	51.3%	–	361.4
West Devon Borough Council	327.8	51.3%	–	307.8
Wiltshire	550.7	43.9%	15.9%	426.3

Indicates those authorities who have taken part in the review

Regional household recycling rates	2018/19	Regional percentage of LA collected waste sent to landfill	2018/19	Regional residual household waste (kg/household)	2018/19
South West	50.1	Yorkshire and the Humber	5.6	South West	474
Eastern	48.5	London	7.0	Eastern	519
South East	47.2	North East	7.1	Yorkshire and the Humber	524
North West	45.3	West Midlands	7.3	South East	527
East Midlands	43.6	South East	8.7	North West	530
Yorkshire and the Humber	42.9	North West	12.3	London	550
West Midlands	39.9	Eastern	14.0	East Midlands	566
North East	35.1	East Midlands	16.4	West Midlands	591
London	33.4	South West	19.3	North East	593
England (average)	43.5	England (average)	10.8	England (average)	537

Ref: gov.uk/government/statistical-data-sets/env18-local-authority-collected-waste-annual-results-tables



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Local Partnerships, 18 Smith Square, London SW1P 3HZ
020 7187 7379 | LPenquiries@local.gov.uk | @LP_localgov | localpartnerships.org.uk