

Local Authority & Service Providers



Case Study #8 Waste & Recycling

Incorporating

Visualising Transformation™

Case Study #8

Waste & Recycling #1

Summary

SSD were engaged by a large outer London borough to help improve Waste Management, 3rd party service delivery / contract negotiation, recycling recovery and to support an acclaimed PFI waste disposal deal.

The borough had recently implemented a new CRM system, concurrently restructuring to a 'Street Scene' service. Overall, 4 boroughs, the waste authority and new contractors were all going through a steep learning curve.

Challenges

The new CRM system presented challenges. Lines of communication had been extended without adequate implementation support and operational failures were being mis-reported. The contractor had been moved from the council depot at short notice and a number of variations to contract were half finished with claims and counter-claims continuing to build as they had been over the previous 4 years of dispute.

Results

- The contract disputes were resolved within 3 months. All matters were settled £600,000.00 under budget with no court costs incurred.
- MRF and Pre-sort activities were addressed enabling a step change in materials recovery.
- The PFI deal was seen through and became operational with a high emphasis on Performance management and monitoring following high level lobbying at the Audit Commission and ODPM to resolve fine tuning issues.
- Further recycling funding was secured including a waste education development aspect.
- A new municipal waste and recycling plan was drafted realising a significant increase in trade recycling.
- SSD issued a ghost tender as part of a process to bring in a new waste and recycling contract ultimately seeing the best and final bid come in £300K under expectations.

Case Study #8a

Waste & Recycling #2

Summary

This Case Study can be considered an extension to our 'Case Study #6 (CS6) – Street Scene' as it was with the same Inner London Borough during the same period.

This project was fast-track and very interesting. As mentioned in CS6, the borough was aspiring to gain an 'Excellent' CPA score, but the environment area had slipped the previous year from 2 to 1, inhibiting any chance of progress. SSD were engaged to address two main elements of improvement, 1. understanding and detailing the current quality of performance and 2. developing a template for future performance. The CEO wasn't accepting anything less than excellence in all aspects of service and required the same in 'Waste Inspection'.

Challenges

There was no shortage of information and statistics, but these were often found in silo's, seeing ownership promote 'power' based behaviours, inhibiting progress, while closer inspection often found conflicts and gaps. Exposing the assumption that the data was good, just because it was available.

Results

- All data was aligned and shared between key stakeholders in short time-frames
- A new divisional service plan was re-drafted to make a clear link between corporate objectives, department initiatives and focused work plans which became integral to performance appraisals.
- Previously absent benchmarking was established with dedicated resource.
- A RAG performance indicator system was created allowing urgent (red) issues to be easily identified and addressed while quick wins (amber) were actioned to give a sense of progress.
- Celebrating good practice and success saw morale improve across the board.
- The Inspectors issued a 'Fair service with excellent prospects' assessment.

Case Study #8b

Waste & Recycling #3

Summary

A hung council was struggling to approve a way forward in respect to an initiative to move from an 'anywhere on property' sack collection service to a planned wheeled bin collection with a box collection for recyclables. They had received a poor BV Review, had recently entered into a partnering agreement with other districts and the head of service was on long term sick leave.

Challenges

Trade waste was being collected free of charge. There were plans to close the local tip and move it farther afield. The workforce were disgruntled over various issues relating to pay and conditions. Recycling vehicles had been ordered with no thought about final specifications to conform to safety standards or to enhance operational efficiency had been included. An initial specification for 240 litre bins was in place where initial assessment identified 180 litre bins made more sense on cost and logistics.

Results

- A transition from 'Hung council' to unanimous agreement was obtained within a month.
- Inception of project to 1st round being operational was achieved in under 5 months.
- Rounds were re-structured using GIS information.
- A new specification was issued for vehicles and the procurement cycle fast-tracked to conform with Standing Orders and European Procurement Directives.
- Bin sizes were standardised to 180 litres.
- The planned tip closure at county levels was appealed with County and over-turned.
- Trade refuse became 'charged for' significantly increasing revenue.
- The council moved from 4% to 19% recycling in-year requiring no additional budget.
- Performance forecast in year 2 was 24% seeing the project featured as a 'Good practice' case study by IDeA .