

Report Title		Report RL 12/11/2015 - 06
LA Support Update		
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Job Title	Head of Programme	
Date of meeting	12 November 2015	

Summary

This paper presents an update on local authority support activities relating to three of Resource London's programme areas (Service Reviews, Income Generating Services and Development and Innovation) in line with the Resource London programme delivery plan.

Recommendation

- To note waste authority support activity being undertaken by Resource London;
- To fund (c.£13,000) the Recycling Managers' training course in London (over two deliveries) with the attending borough delegates contributing a nominal amount to the cost of the course.

Risk Management

Risk	Action to mitigate risk
Resource London does not achieve recognition or traction with its support offering with London waste authorities.	Significant engagement with waste authority officers has been achieved through attendance at the various networks (LEDNET, ALCO and LROG) as well as holding a number of service review meetings. Officers are now working up a number of bespoke support offerings for individual waste authorities.

Implications

Legal N/A

Financial

Resource London has a total budget of £2.5 million for 2015/16 and an outline budget approved by the Partnership Board. However, spend will be fluid throughout the year on all workstreams and subject to changes depending on when projects are delivered and when boroughs come forward to take advantage of the offerings. The spend against forecast is therefore subject to variations.

Equalities None	
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PART I – NON-CONFIDENTIAL INFORMATION

Supporting Report

Why the paper is being presented

To provide the Partnership Board with a progress report against programme output indicators.

Report

Format

Each work area of the LA support programme is detailed below. Each section is prefaced by a table showing the relevant output indicator(s) for that work area with a colour and letter coded (traffic light) progress update. The numbers indicate the meetings in 2015-16 to which these indicators will be reported.

Service Reviews

Output indicator	1	2	3	
By November 2015 carry out preliminary review meetings with all 33 boroughs.	G	G		
To identify opportunities to conduct detailed service reviews with at least six waste authorities.	A	G		

Borough preliminary review meetings

By the start of November, meetings have been held with all the priority one – three boroughs (Appendix 1 – list of borough prioritisation). Meetings were held with the Director or Assistant Director and Head of Service/Waste Manager and were an opportunity to introduce the Resource London programme and to discuss individual authority priorities, critical service issues and potential Resource London support opportunities. As a result of these meetings, a number of support opportunities are being explored (see part 2).

These meetings have identified key themes that cut across London:

Key Drivers:

- Making savings and reducing costs (1st)
- Improving recycling performance (2nd)

Key service issues preventing further improvements in recycling performance:

- Increases in dry recycling contamination;
- Low performance of dry recycling in flatted properties;
- Low performance of food waste schemes across all property types;
- Increase in housing development especially high rise and flatted

- development;
- Waste management issues within the private rented sector: and
- Flytipping and street scene related issues

Future service changes

- Introducing garden and bulky waste charges
- Separate food waste collections (mostly from separating out mixed organics)
- Options around residual waste changes

Over the course of the next few months, officers will be working with boroughs to explore how to tackle the collective service issues. This will help inform the future programme.

Service reviews

Service reviews are in place for Waltham Forest, Sutton and Havering Council and there are two more in the pipeline, including one with four boroughs.

Income Generating Services

Output indicator	1	2	3	
Investigate and develop proposals for the improvement of local authority commercial waste and recycling services including through workable and expandable models for sharing back office services.	G	G		
Support at least two authorities to secure best market price for their dry recycling through sustainable contracts.	A	A		
To provide support to at least one joint procurement of materials marketing contract.	A	A		
Supported at least two authorities to enable them to reduce contamination	A	A		

Commercial waste options project

In alliance with the Resource London programme, LWARB intends to offer practical assistance to interested London boroughs to improve their commercial waste services. The objective is to help authorities to grow revenues and improve recycling performance. LWARB is funding the current phase of work (through a contract established through the Efficiencies programme) which involves the development of an outline business case for the establishment of a stand-alone, not-for-profit company to support local authorities by providing the best commercial waste sales, marketing, and business management services at low cost. LWARB has engaged with authorities across the capital and has expressions of interest from six authorities interested in being early adopters. The outline business case will go to the LWARB board on the 19 November. If LWARB determine to fund the project it will move into the implementation phase initially with two authorities.

The entity which will be known as London Business Waste & Recycling (LBWR) Limited will assist London Borough 'Partner authorities' to generate new revenues and increase recycling. LBWR will be a sales and customer management organisation. It will sell waste and recycling collection services to businesses based within the Partner authorities' boundaries. The operational

work – business waste collection and disposal – will be carried out by the partner authorities (or their contractors).

East London borough support

Following interest in improving their commercial waste service at the one to one meetings, in October, Resource London facilitated a joint meeting with Newham, Barking and Dagenham and Redbridge to look at opportunities for growing their commercial waste services. Boroughs have taken this back to ELWA and are looking to progress with the project through this route.

Materials marketing support

Resource London is supporting Ealing Council through their procurement for capacity at a materials recycling facility.

Joint procurement support

WEEE

Questionnaire & PCS Contract

Resource London has been exploring options for a city-wide Producer Compliance Scheme (PCS) contract that generates economies of scale and strikes a better deal for London, bringing in additional investment such as communications or infrastructure that can support London in reaching its targets.

Resource London had 28 waste authorities respond to its recent WEEE questionnaire. All authorities were interested in increasing capture and reuse of WEEE. Most popular ideas were free door to door collections, communication campaign/promotion and bring banks. A lack of resident awareness, followed by lack of convenient facilities were sighted as the main barriers. All responders said they would be interested in looking into a London-wide PCS scheme but raised concerns/issues including:

- a lack of officer time to commit to a new procurement;
- could be too large for a single PCS;
- concerns they could end up being worse off and it could create additional resource and cost burden;
- lines of accountability could be difficult/unclear;
- and for some existing WDA, contracts preclude involvement.

Full details of the WEEE survey results are available to Board members on request.

BIS Funding

In September BIS announced a £750,000 local authority competition fund to improve WEEE re-use and recycling.

As a result of the questionnaire, Resource London contacted the WDAs and unitaries (bids had to be supported by them). The WDAs and unitaries were

asked whether they were interested in submitting an application for a London-wide communications campaign based on improving the coverage of WEEE bring banks (at the PCS's cost). Based on their positive response, Resource London had discussions with the major PCS providers in London to gauge interest in improving bring bank coverage. Unfortunately, PCSs were not interested in rolling out further bring banks as given the downturn in the market they were focusing on more cost effective methods of capturing WEEE. Therefore, Resource London, decided not to progress with an application.

Future WEEE opportunities

Following our research (with WRAP's expert and the industry) it is clear that the present market conditions are not favourable to increasing household WEEE reuse and recycling without significant external funding and that it is not likely to be available in the immediate future. Therefore, Resource London will work to support national activity and look for opportunities for London to add value from it. An example of this is communications where WRAP will be developing new householder focused campaign materials for promotion of WEEE reuse and recycling where London can buy-in to develop London material and be an early adopter / pilot.

Clinical Waste

Resource London in partnership with NHS England is working on the development (through the procurement of two framework contracts) of a pan-London approach to clinical waste service delivery with the potential to deliver significant efficiencies for London Boroughs and improve the resident experience. It is anticipated that the service will be similar to the pan-London hazardous waste service. The Local Government Association has awarded £20,000 to the project.

Resource London wrote to all waste authorities in September detailing the opportunity and, on 8 October, held a meeting attended by 25 waste authorities to introduce the project. Six authorities volunteered to be part of a user group to help develop the specifications for the services to be tendered, with an OJEU notice due out in the coming weeks. The frameworks will be operational in early 2016.

Reducing contamination

Officers are working on developing bespoke support sessions – see the workshop and surgery programme section below.

Development and Innovation

Output indicator	1	2	3	
To have a training and upskilling programme (which is based on need and demand) operational.	A	A		
To identify two viable opportunities for the urban recycling pilots by July 2015.	G	G		
To identify potential research opportunities, including those with the	G	G		

London Environment Directors' Network

Workshop and Surgery programme

The purpose is to provide a programme for decision makers in local authorities, so that officers can use their learning to bring about change and improvement.

An optimising food waste workshop was held on 15 July and was attended by 14 authorities, all of whom rated it as extremely or very useful. Resource London will contact officers who attended to find out what interventions have taken place since the workshop. The next workshop will be on maximising financial benefit from materials sales (8 December). There is potential to deliver these workshops a second time before March 2016 if there is demand.

In addition, the service review meetings have highlighted key topics: contamination and recycling from flats and estates. Officers are currently developing bespoke support sessions to provide more intensive one to one support. The first session is likely to focus on contamination, following on from the February 2015 workshop (under the Efficiencies Programme) which targeted authorities with significant contamination issues. The session will work through the causes and issues and then develop an action plan for tackling them (this may include communications and other support from Resource London). The borough would then receive a follow up visit 6-8 weeks later to progress the action plan and identify any further Resource London support. The first session will be delivered in early 2016.

In September, Resource London facilitated a shared learning session on interventions to improve recycling at flats for seven London boroughs. Two of the boroughs had already trialled interventions and the other five had indicated they were planning interventions (from the service review meetings). This session was an opportunity to learn from good practice, as well as what hasn't worked so well and exchange ideas. Attendees found the session very useful, Resource London officers plan to run similar sessions in the future on pertinent topics.

Recycling Managers' Training (RMT)

Resource London is currently working with the University of Central Lancashire (UCLAN) and WRAP to look at the potential of running the CIWM accredited Recycling Managers' Training Course (previously developed and delivered by WRAP but handed over to UCLAN to deliver in October 2012) for London officers.

The RMT course has not been run in London since mid-2012. In that time there has been significant pressure placed upon local authorities, which has driven a high turnover of staff and staff re-deployment. As a result, there is a wave of employees that are new to the industry. The first benefit of the course would be to enhance the skills and capabilities of those new to the recycling industry. Also, the training is presented at a level that reinforces principles and refreshes the more experienced staff members. Service efficiencies will be an ongoing issue in London and the course provides all delegates with the skills needed to

identify and implement service improvements to any type of scheme.

Following the completion of the two day non residential course, delegates have the option to complete two work-based assignments that are relevant to the working environment within Local Authority resource management. Upon successful completion of both assignments, delegates will achieve a Level 7 certificate in Waste and Resource Management which is equivalent to 20 credits (one module) at Masters Level.

The cost of delivering the first 2 day course would be c.£13,000 with Resource London funding c.£7,000 (includes course development for the London Region) and a cost of c.£6,000 for each additional course thereafter. The aim would be to run one course in early 2016 and another mid way through 2016, with a nominal c.£125 charge per delegate attending.

Given that the this activity does not have a direct impact on recycling rates, albeit upskilling officers is critical, the Partnership Board is asked to consider whether this is a workstream that Resource London should be delivering.

Routemap to 2020

Resource London has commissioned an analysis of individual waste authority performance and local conditions. This is in order to better understand the impact which different waste and recycling collection scenarios have on recycling rates. Also, the impacts these have on the Mayor of London's 50% target for local authority collected waste recycling by 2020.

The analysis will help inform support mechanisms for local authorities in London that can be developed into Resource London work programmes. The modelling output of this work has been slightly delayed but will now be informed by the wider national consistency modelling work.

Dense Urban Recycling Project

Thirty expressions of interest were received nationally by WRAP to run pilots of interventions to increase recycling and participation in dense urban recycling areas, 12 from London boroughs. Three London authorities were selected (Hackney, Southwark and Waltham Forest), with a fourth (Brent) on the reserve list (NB. Resource London has up-weighted this project to ensure a minimum for two London projects). Resource London attended a workshop to discuss the results of the desktop research into good practise elsewhere and to help define the final pilots.

Officers are now meeting the London applicants to work up their proposed pilots.

Officers are also reviewing the applicants that did not make the short list to ascertain if there are any viable projects Resource London may wish to fund to test interventions to decrease contamination at flats.

LEDNET research

In June 2015, LEDNET agreed to commit an annual research budget of £40k (to be reviewed annually) to co-fund with Resource London research projects of strategic importance to London boroughs.

Private Landlords

c.25% (860,000)¹ of all households in London are in the private rented sector, a figure which is 7% above the national average and has doubled over the past 10 years and is set to rise further. Key characteristics of the households living in the sector include:

- Higher mobility; 32% of households moved in the last year, compared to 7% of social renting households and 4% of owner occupiers.
- Higher percentage born overseas: Over 60% of adults, compared to 26% in owner occupied housing and 40% in social housing.²

Resource London is developing a proposal to improve waste management within the private rented sector focusing on interventions available to local authorities to bring about improvements through the managing agents/landlords. The majority of the London authorities, cite waste management issues with households within the private rented sector as growing issue. Resource London brought together an initial group of 5 authorities (with selective licensing) in September to discuss both the issues and potential interventions. It was agreed that Resource London would take the lead on developing a project to investigate the opportunities and interventions that local authorities could use with landlords/managers to tackle waste management issues. The deliverable would be a toolkit (not guidance) for authorities (and potentially landlords) to use to roll out the interventions. Resource London anticipates presenting a proposal to LEDNET by early 2016.

Leaves

Resource London hosted a meeting between the Environment Agency (EA), LARAC, CIWM, Surrey Waste Partnership (SWP) and the Waste Network Coordinators to discuss the results of the SWP research into contamination of street swept leaves. The EA had a few queries about the interpretation of the data in the SWP research but were broadly supportive of the report and open to reviewing any further studies or inputting into methodologies. The next steps are for LARAC/Waste Network Coordinators to take this forward with Resource London still supporting the London boroughs.

Plastic Film

WRAP is looking at a number of projects to increase the amount of plastic films recycled with local authorities already collecting film. They are also looking at support to local authorities to introduce plastic film to a trial area to test how it might be implemented. A leaflet is being produced and is about to be consumer

¹ ONS, 2011

² GLA analysis of Understanding Society survey Wave 1 (2009–10)

tested. This communication is being designed to overcome the confusion with residents regarding the films that can be recycled.

Resource London has been working with WRAP to identify London local authorities to work with. The partners would need to monitor the tonnage of films and keep the loads separate for transportation to a PlasRecycle, where they will test the material further.

Further information

Appendix 1 – list of borough prioritisation

Appendix 1

The below tables detail a proposed prioritisation of London boroughs for the initial phase 1 service review meetings. The prioritisation is based on analysis of current performance; contract arrangements incl. recent or planned service change; indicators i.e. near neighbour analysis; support received incl. efficiency review findings; identified gaps in service provision, political will and ROI potential in terms of performance improvement.

Priority 1 11 authorities	Priority 2 8 authorities	Priority 3 12 authorities	Priority 4 2 authorities
Barking and Dagenham	Camden	Brent	Bexley
Barnet	Havering	City of London	Bromley
Hackney	Islington	Croydon	
Hammersmith and Fulham	Redbridge	Ealing	
Hounslow	Southwark	Enfield	
Lambeth	Sutton	Greenwich	
Lewisham	Waltham Forest	Haringey	
Newham	Westminster	Harrow	
Royal Borough of Kensington and Chelsea		Hillingdon	
Tower Hamlets		Merton	
Wandsworth		Richmond upon Thames	
		Royal Borough of Kingston upon Thames	



Legend:

- One to one meetings held
- Direct support
- Planned support
- Dense urban recycling boroughs
- Still to meet