

Waste Transformation Our Journey

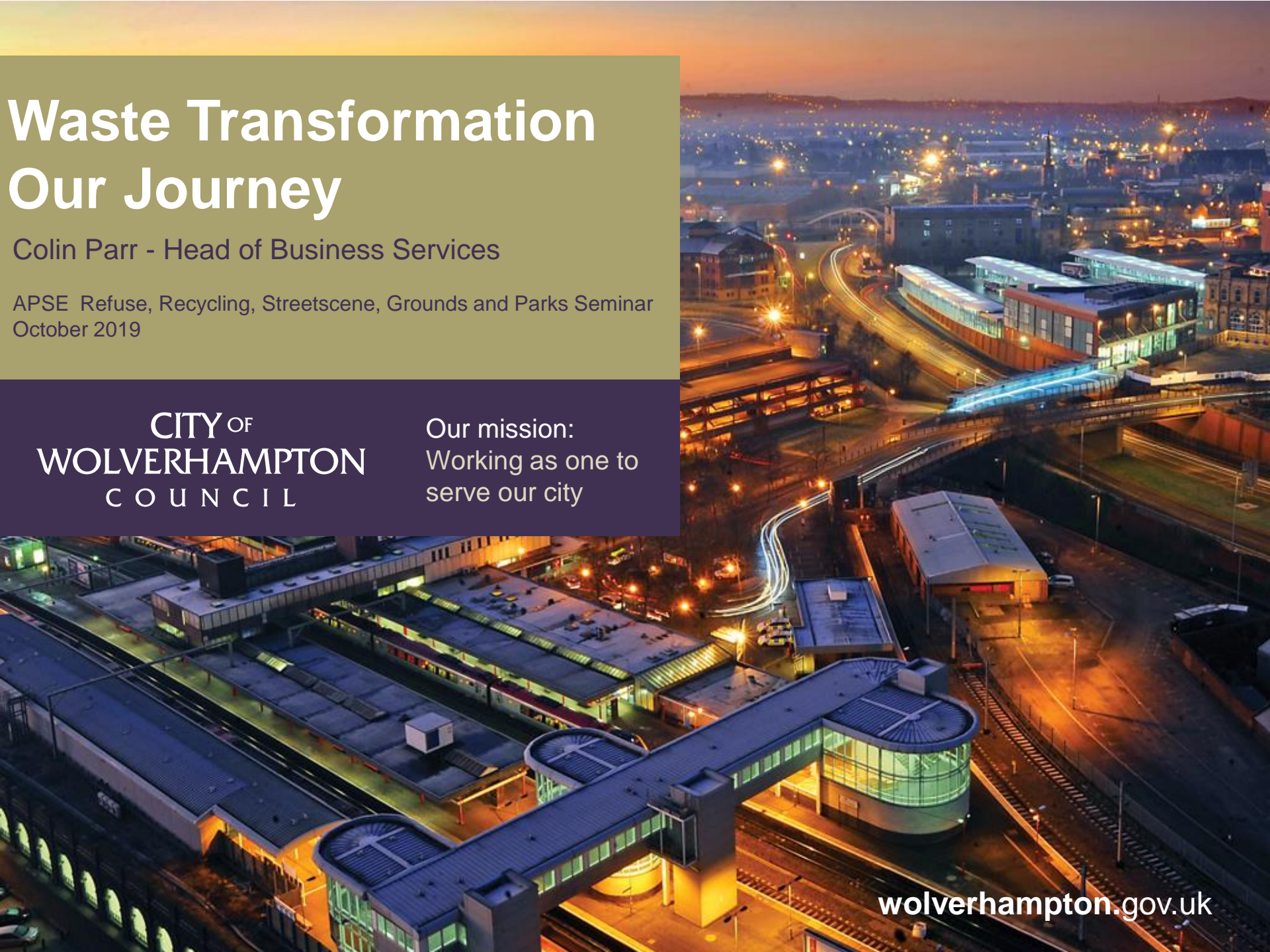
Colin Parr - Head of Business Services

APSE Refuse, Recycling, Streetscene, Grounds and Parks Seminar
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CITY OF
WOLVERHAMPTON
COUNCIL

Our mission:
Working as one to
serve our city

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A tale about change

“The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking.”

Albert Einstein (1931)

Which can sometimes feel like

“How are we going to get out of here?”



“We’ll dig our way out”

Homer Simpson (1994)

Need For Change – Our Challenge

- In March 2016 our Cabinet approved an indicative timeline for the development of a revised Waste Strategy
- As part of the Council's wider Medium Term Financial Strategy (MTFS) this timeline included significant savings targets for Waste Services

Need For Change – Our Challenge

- Our response to this challenge was to embark on a comprehensive transformation programme to overhaul how we delivered Waste Services across the City

We needed to rethink our whole approach and rebuild the service from scratch

Bringing About Change – Building a Team

- Established a dedicated team to oversee transformation journey
- Introduced a governance structure to provide both corporate and political oversight
- Dedicated communications officer to ensure management of key messages for both staff and public
- HR, IT, Finance and Corporate Health and Safety teams also received dedicated resources to support transformation process

Designing a New World – Significant Service Changes

In April 2017 we returned to our Cabinet who agreed the following raft of high level services changes:

- Bring service delivery back in house
- Introduction of fortnightly residual waste collections to replace the current weekly service
- Cease Food Waste collection
- Introduce subscription based Garden Waste Collection service
- New focus on education and awareness
- HWRC Rationalisation

Building a New Service

From the Cabinet decision to implementation of the new service took eighteen months. This process included the following:

- TUPE of 165 employees based across 4 locations within the City
- Procurement of £3.5 million of refuse collection vehicles
- Transfer of 2,000 business customers for Trade Waste worth £2 million
- Introduction of fortnightly residual waste collections

Building a New Service

- Introduced a charged for garden waste service
- Communication of service changes to over 125,000 households
- Collection of over 200,000 redundant bins
- The procurement of 23 new waste supply contracts
- Transfer of HWRC and transfer site operations
- Waste licences transferred via Environment Agency and new DVSA operators licence

Benefits and Improvements

- Savings achieved since September 2018 of over £1 million, forecast to increase to £2 million by 2021
- Corporate standards applied to managerial and operational working practices
- Opportunity to realise resilience benefits through integration of Waste Services into wider frontline services

Benefits and Improvements

- Innovation opportunities around waste service delivery without contractual constraints
- Decision making on resource allocation is back within the sphere of democratic control and not with a third party operator
- No adverse impact on recycling rates or fly tipping through targeted campaigns to support the service transformation process

Key Lessons

- Do not underestimate the project management and dedicated professional officer resource necessary to successfully deliver a transformation programme of this scale
- **This is hugely emotive subject** and as such a dedicated communications officer allows a consistent message and protects other dedicated resources
- Processes such as this can create anxiety and stress amongst staff – keep them engaged and informed throughout

What Next??

- Bringing all staff onto the Council's T&Cs by April 2020
- Growing the Trade Waste business we have inherited
- Detailed review of contract framework

Questions?

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