



# **Measuring your success: delivering high performance in neighbourhood services**

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# APSE Refuse Collection

## State of the Market Survey 2017

### Efficiency measures

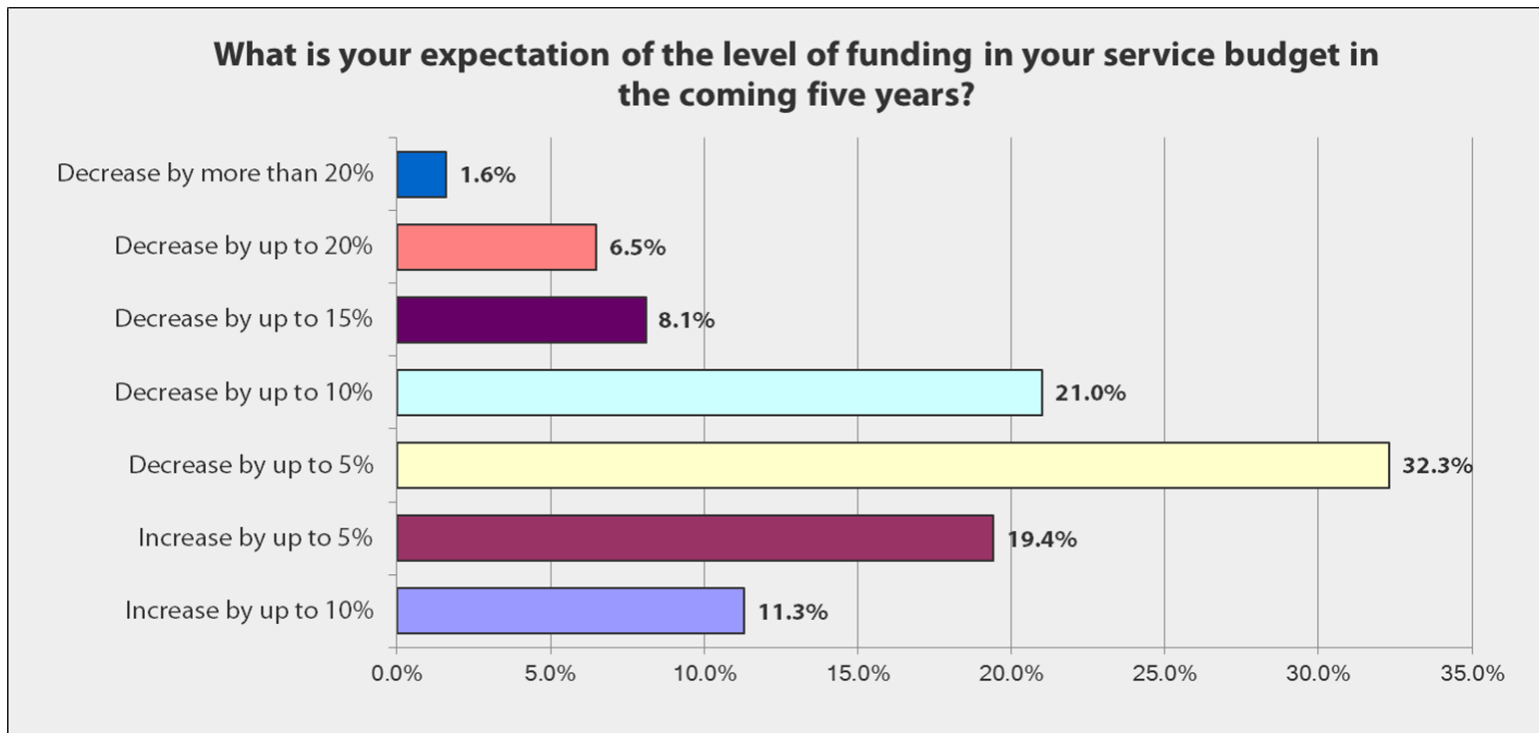


- Route optimisation.
- Double-shifting of vehicles.
- Alternate weekly collections for recyclables.
- Three weekly collections for residual waste
- Reviewing provision of household waste recycling centres.
- Increasing income generation opportunities – bulky waste charges, charging for green waste collection, wheeled bin replacements and increasing number of commercial waste collection contracts.
- New technology – bin sensors, in-cab CCTV.
- Reducing contamination levels and introducing no side waste policy.
- Reviewing staff and vehicle levels.
- Cross boundary working.

# Common Issues



## Budgetary pressures real or scaremongering?



# Common Issues



## Reducing residual waste streams to promote recycling

- 77% of residual collections fortnightly,
- 17% weekly,
- 2% three weekly,
- 2% four weekly.

## Changes over the next 2 years

- Growing move towards alternative weekly residual collections and growing number looking at three weekly collections.
- Increases in separate material collections to improve materials quality.
- Landfill Disposals Tax - April 2018
- Landfill Disposals Tax Communities Scheme



# Common Issues

## Collecting recyclable materials

- Almost 100% of UK authorities collect cans, paper, card and plastic bottles
- 88% collect glass
- Rigid plastics 77%
- Food waste 60%
- Textiles 40%

## Collection methods (TEEP) compliance

- 85% have co-mingled collection system
- 23% have separate collections (includes mix of systems – cans, plastics and glass co-mingled and card and paper separate)



# Common Issues



## FOOD WASTE AND GARDEN WASTE COLLECTIONS

- Make up 30% of residual waste stream
- Attractive options to increase recycling rates
- Problems with setting up new and often separate collections.
- Existing waste contracts may have included organics waste in waste to energy calculations.
- All Welsh authorities provide food collections- 86% as separate waste collections (63% Scotland, 32% England)





# Emerging pressures

- Legislative targets, potential fines and budgetary savings
- Increasing public demand and perceived dissatisfaction with new services
- Improved quality requirements for recyclables collected.
- Co-mingled vs separate collections – TEEP requirements
- Need to develop commercialisation strategies
- Investment in new technologies

# Recycling in Wales – Worldwide trail blazer



- Wales is only one of 3 countries worldwide with a statutory duty towards sustainable development.
- Part of this Duty aims for zero waste by 2050
- Currently recycling over 62% (Sept 2016), with a 70% target for 2025
- Statutory fines if fail to hit target – last resort
- Promotion of 3 weekly collections (4 weekly being trialled), sharing service resources between authorities and limits on residual waste.
- Additional government funding will allow some local authorities to update recycling equipment, provide new recycling vehicles and support the building of a new Household Recycling Centre in Newtown.
- **Collaborative Change Programme (CCP)** support the active sharing of good ideas and practices that can improve efficiency in terms of cost reduction and improvement in performance.
- **BUT** total amount of local authority municipal waste generated in Wales has increased by 3%





# Going underground



- Removes the adverse visual impact
- Releases space above ground
- Minimises disturbance to residents
- Allows bins to be placed in locations which might otherwise disturb residents
- Resistance to vandalism and adverse weather conditions
- Reduced costs and reduced collection frequencies
- Potential ( subject to H&S ) for single operator vehicles
- No missed bins

# Increasing recycling rates



- Reducing frequency of residual waste collections.
- 'Slim your bin' - reduced capacity of residual waste bins.

## Swansea

- Restricting amounts of residual waste which can be disposed of at HWR Centres.
- Prohibiting recyclable materials being placed into residual waste skips.
- Recycling HWR Centres only.
- On-site re-use shops.
- 80% reduction in residual waste tonnages ( 2500 tonnes) led to £250,000 savings in first 3 months!



# Changing public behaviour - Wakefield



- Holistic Plan to involve residents in all aspects of waste management and beyond
- Share goals and objectives with waste contractor
- 5 Year Waste Minimisation Plan
- Co-ordinated multi-media education campaign – **'Let's Sort it Out!'**
- Co-designed education centre with waste partner
- Increase recycling levels
- Reduce contamination levels
- Environmental benefits beyond waste – e.g. environmental sustainability
- Highlighting mutual benefits – re-use to low income families, community improvement grants



# Greater Community Involvement



- Your own staff are the best resource to change behaviours
- Gedling BC have embarked on a process where staff are seen as part of the community they serve.
- Dementia Awareness, Safeguarding and Domestic Violence awareness training.
- So far have helped a 90 year old dementia sufferer wandering the street, a lone toddler on a main road, helped in a house fire rescue, changed light bulbs, looked for lost cats, even have a friendly chat and a cuppa!
- By adopting a community spirited approach residents are more willing to take part in recycling or collection changes.



# Future trends



- Quality of materials will be a key driver rather than methods of collection.
- Development of home grown reprocessing plants may offer opportunities for joint working between councils and private sector
- Communal bins offer reduced collection frequencies (especially if utilising bin sensors) and fewer domestically sited bins.
- Underground facilities can be provided at new developments and possibility for retro-fitting.
- Better monitoring of recycling behaviour as access can be measured using personal swipe cards as to where waste is being deposited – opportunity to ‘pay as you throw schemes and targeted education programmes.



# Changing perceptions of Public Realm in our Communities



- Not enough is being done politically to campaign against the decline of pollinators / wildlife
- Need for a national campaign to change perception from 'untidy mess' to 'wonderful habitat'
- Central and local government should strongly champion the urban biodiversity agenda
- The significance of urban green space is often overlooked by biodiversity professionals
- Local green space as habitats and sanctuaries for wildlife are now a major justification for the changing management methods

# Changing methods



- Many councils have experimented, some extensively, with 'differential mowing regimes', wildflower and naturalistic meadow plantings,
- Usually on a small scale as a % of their entire land holdings,
- Often ad hoc, for cost-cutting reasons, not biodiversity
- Frequencies often cut without warning or consultation -generating complaints



# Changing thinking

- Green space professionals have a duty to protect biodiversity and be proactive to protect wildlife
- Now a need to-
  - change members' and senior manager's mind-sets
  - change workplace culture/ thinking
  - review and adjust out-dated policy, strategies, plans, specifications
  - reconsider management practices
  - develop an integrated, whole service approach, not piecemeal/ad hoc
  - be proactive to change perceptions re neat and tidy sterile 'green deserts'.



# 'Green Deserts'





**Neat and tidy... but  
wildlife?**





# What can we do?

- Make biodiversity central to new strategic plans
- Re-define the purpose of individual green spaces for managing green infrastructure
- Make sure local green space, or sections of it, have a clearly defined purpose for biodiversity promotion
- Re-think maintenance specifications, SLAs and contracts focusing on biodiversity not just horticulture or tidiness
- Develop new urban-centric designations with formal or informal status such as 'park nature reserves', 'habitat stands', 'nature hotspots', 'sanctuaries', 'refuges' 'nectar niches' etc.



# Long grass regimes.....



# A New Equipment Mix?



- Mowing often half of a local authority's grounds maintenance costs,
- Each cut could be worth £20-30k –a soft target for cuts
- Even the wealthiest authorities could find it necessary to reducing mowing costs.
- Is frequent mowing still the cheapest annual cost option for maintaining land?
- Have we really tested other models and geared up for long grass regimes?
- Councils and contractors should invest in the right machinery and even composting facilities to bring 'cut and collect' costs down to those of conventional mowing.



## Long Grass Regime Problems

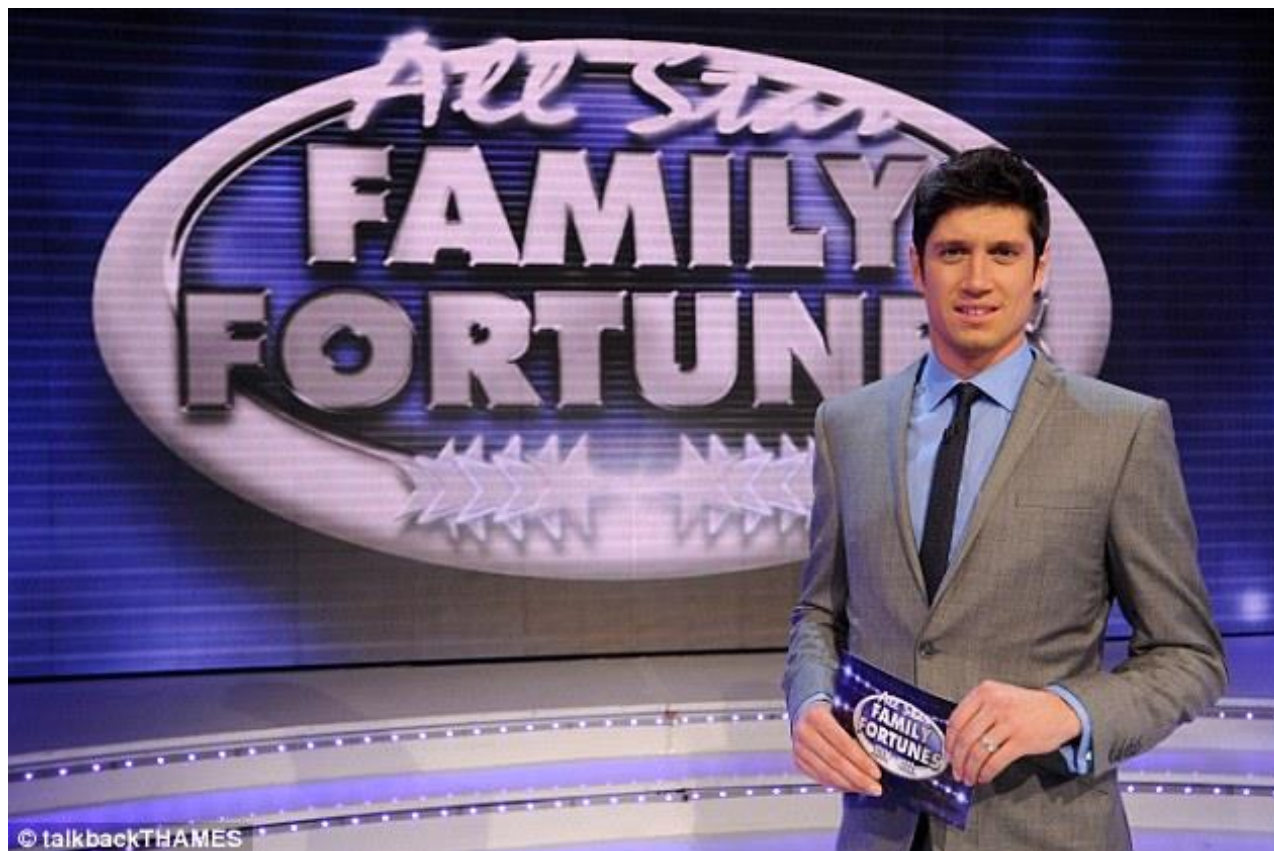
- Long grass can be a fire risk in dry conditions  
-vigilance and timeliness essential;
- In some areas ticks/Lyme disease are a serious consideration
- It can trap litter, encourage dog-fouling
- If areas appear abandoned then fly-tipping can occur,
- Complaints about pollen, allergens and hay fever.
- Long grass cut badly generates complaints

So how do we sell the message?



Clearly not managed!

# Do the public trust us to deliver?

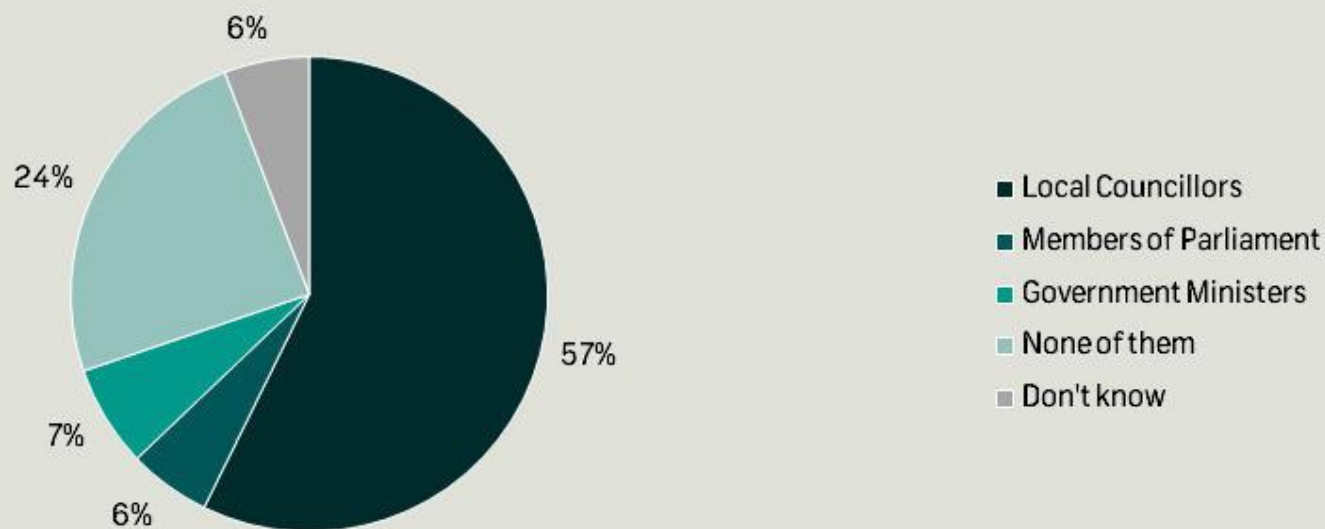




# Trust in decision making?



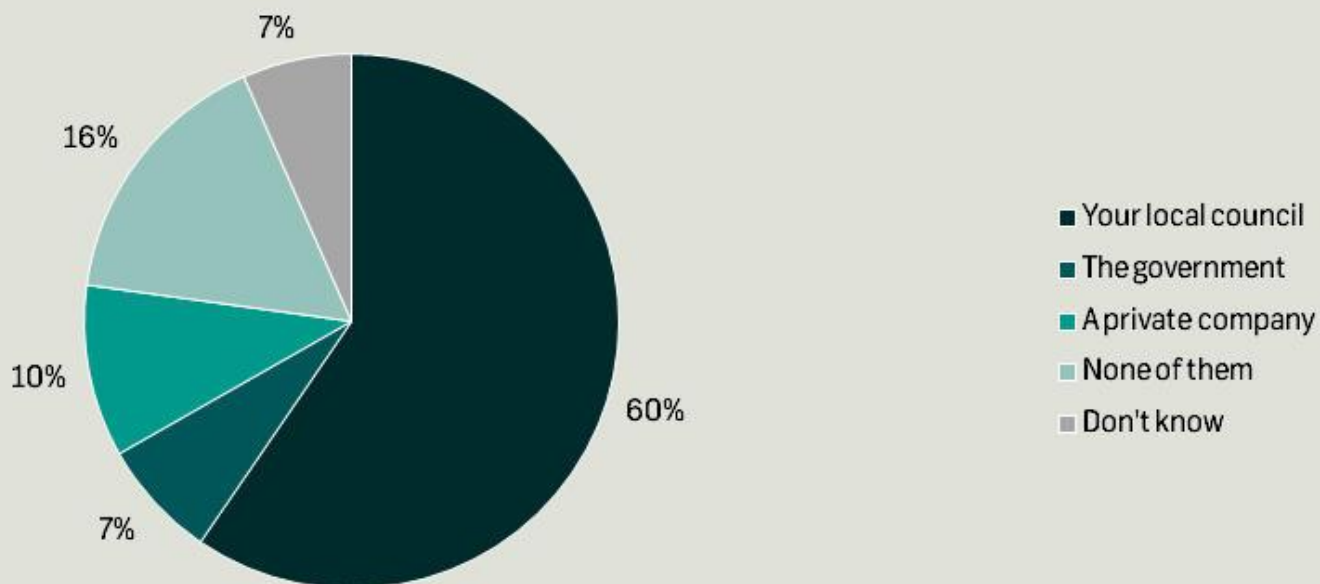
**Who do you trust the most to make decisions about how services are provided in your local area?**



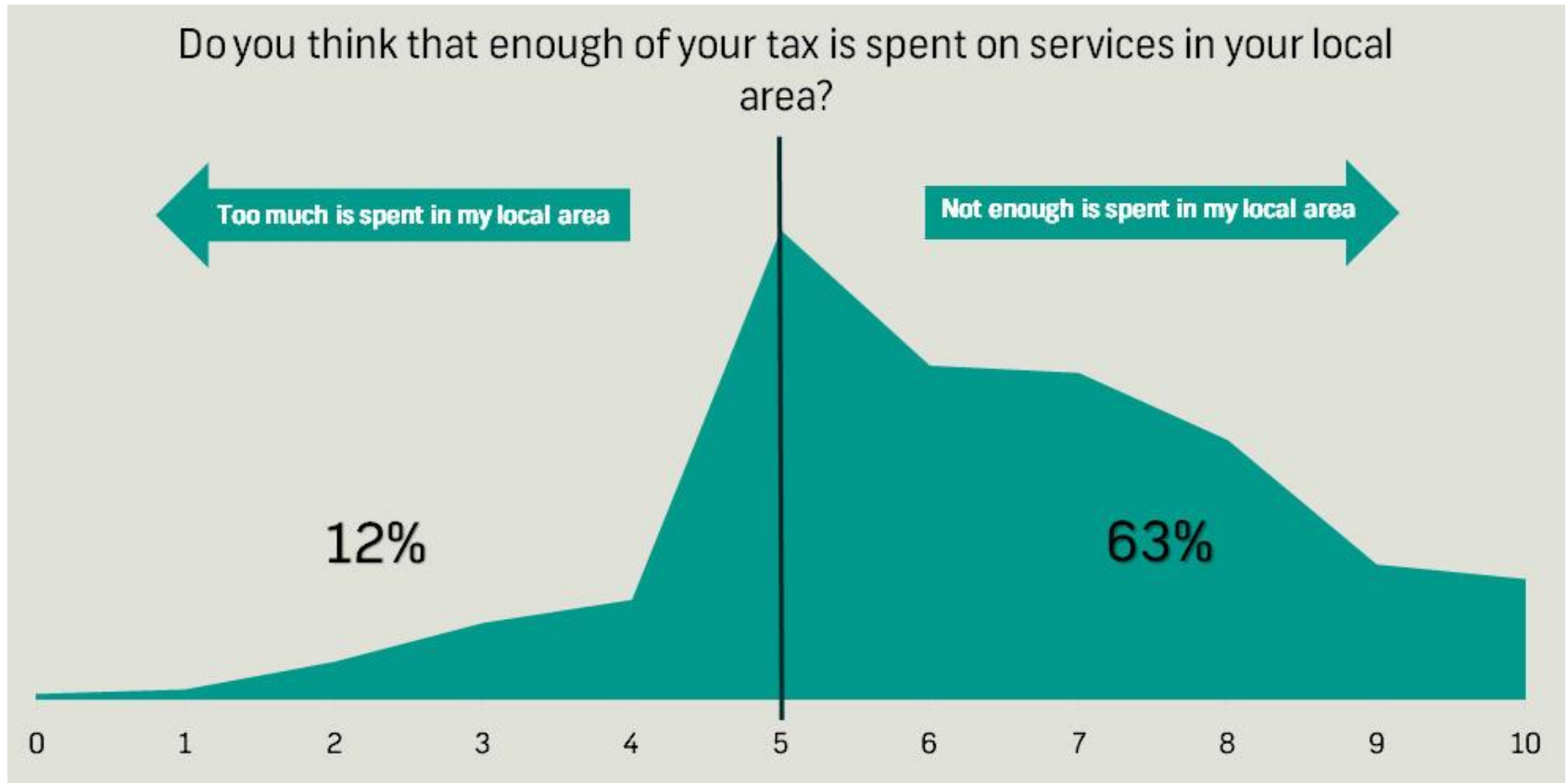
# Trust in service delivery?



Who do you trust most to deliver services to your local area?



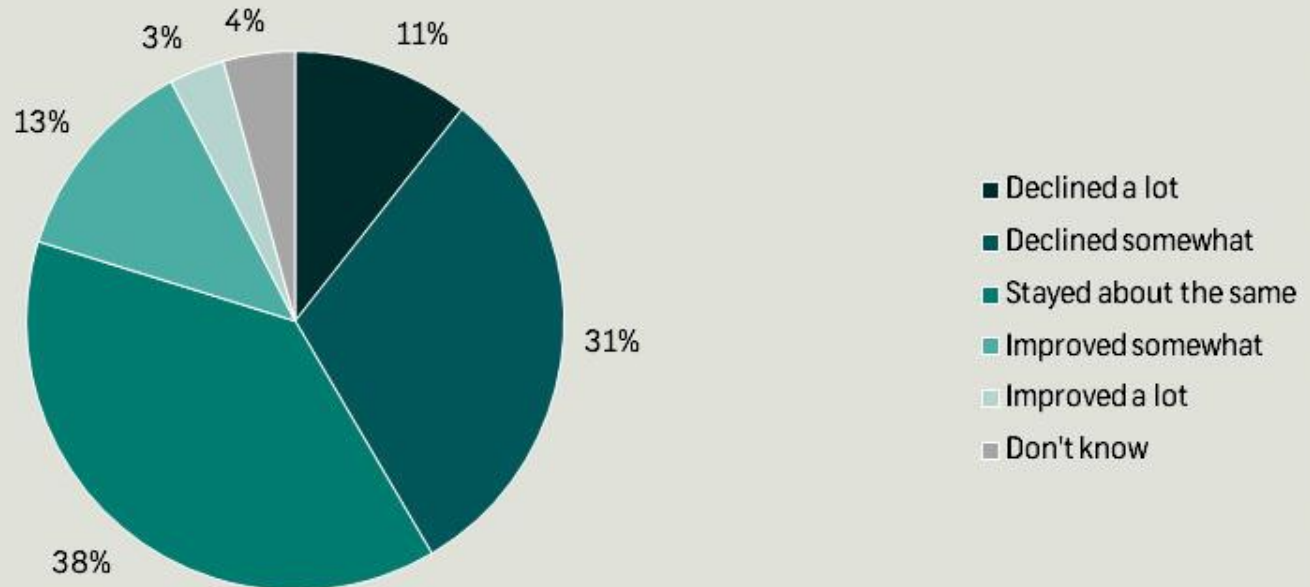
# Is enough of your tax spent?



# Have services declined?



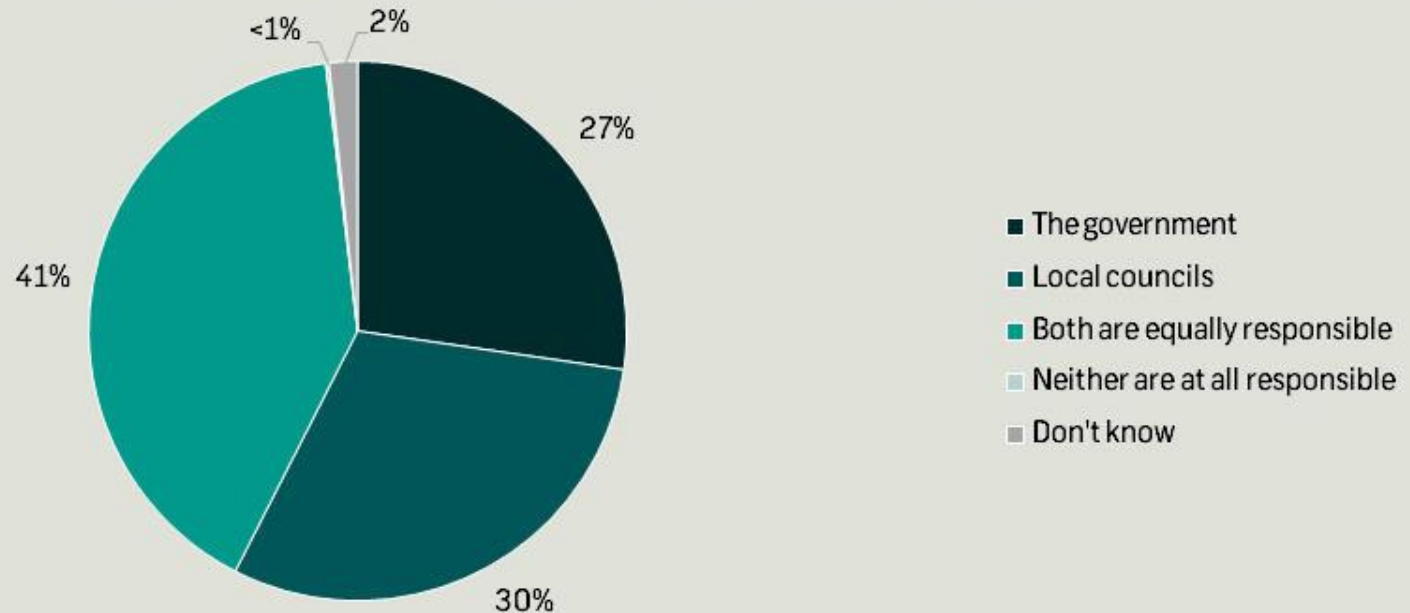
Do you think that local services have declined or improved in your local area in recent years?



# Who is to blame for a decline in services?



Who do you think is the most responsible for the declining services in your local area?



# Our survey said



- The public have seen a decline in local services but..
- Don't fully relate that easily to central government cuts '*Its the council*'
- Victims of our own success?
- Public satisfaction is high but...
- We need new funds

# And so today...



**LOCAL SERVICES**

**LOCAL SOLUTIONS**





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