



# Local Government Reorganisation

## How can APSE Solutions help?

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**APSE associate**



# APSE Solutions.

- APSEs in house Consultancy team
- Long and proven track record of success
- Offer a wide range of services
- Including Interim Management



# Case Study – Barrow Council Insourcing Waste Services

## **Background:**

- Waste Services for Barrow Council had been outsourced for many years.
- Elected members had over the last 4 or 5 years been receiving large numbers of complaints about poor and failing services.
- The Council did have an internal contract monitoring team, however, this was small and not really able to monitor the contract effectively.
- In short, the Council had little control over what went on in the service.



# Case Study – Barrow Council Insourcing Waste Services

## **The Team:**

- The initial team consisted of both APSE Senior Consultants.
- This team carried out an initial service review to identify firstly, what was going on in the service and to identify potential areas for improvement and secondly, to redesign and develop a future delivery model for the service moving forward.
- Throughout this process, Elected Members had expressed their desire to return the service back in house and this was also the conclusion of the review carried out by APSE.



# Case Study – Barrow Council Insourcing Waste Services

## **Initial review of the service findings:**

- Service delivery was not meeting service requirements.
- High levels of missed collections both on Refuse and Recycling.
- Contractor refusing to lift recycling bins claiming high rates of contamination, despite some evidence to the contrary.
- The Council had a lack of effective monitoring processes.
- Cost of the service was high in contrast to other services benchmarked by the team.



# Case Study – Barrow Council Insourcing Waste Services

## **Ongoing consultancy support required:**

- In 2021, following the decision to create two new Unitary Authority under LGR plans for Cumbria and the Lake District, The decision was made by the Council to bring the service back in house.
- APSE were requested to assist further by bringing the waste service back in-house and supporting the process in preparing for the wider service, including the Council's Waste Transfer Station, which was also operated by the contractor, for the merger.



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## Merging Authorities:

- Cumbria County Council – Waste Disposal Authority.
  - *HWRC facilities located in Barrow, next to Barrow’s WTS.*
  - *Used Barrow WTS to transfer waste and store vehicles*
- Barrow Council – Service Outsourced.
- South Lakeland Council – Service In-House.
  - *Shared a boundary with both Barrow & Eden Councils.*
  - *Used disposal facilities located with the Barrow area.*
- Eden Council – Service Outsourced.



# Case Study – Barrow Council Insourcing Waste Services

## **A new approach was required:**

- A new team consisting of the original two Senior Consultants plus 4 Associate Consultants.
- The Associate Consultants had specific skill sets with one appointed to work directly with the Council as APSE's Project Manager. Others included.
  - A Legal Specialist
  - An experienced Fleet Manager
  - Specialist H.R. Support
- In addition, APSE was also providing support to the Shadow Authority in developing the new authority.





# Case Study – Barrow Council Insourcing Waste Services

## **Project timescale:**

- Initial project began in 2019. (Initial service Review)
- Decision to merge Council's taken 2021.
- Target Date, October 2022. (to have service directly delivered by the Council)
- Transfer into Westmoreland & Furnace Council 1<sup>st</sup> April 2023



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## **Project included:**

- Implementation of direct delivery of Waste and Recycling Collection Services. (APSE were already assisting in the same process for street cleansing & Grounds)
- Returning the fleet and fleet maintenance, back to the control of the Council.
- Reviewing depot facilities.
- Reviewing Waste Transfer facilities to see if both depot facilities and the WTS could be rationalised.



# Case Study – Barrow Council Insourcing Waste Services

## Options considered:

- Creation of a Super Depot to include both Depot and WTS.
  - Current depot was the logical location.
  - Dependant on Planning and Waste permitting.
  - Would take more time to implement than the project allowed.
- Shared Service Delivery with South Lakeland.
  - Option proposed to South Lakeland, who were not receptive.
  - This could or should have been explored more deeply at the time.



## Case Study – Barrow Council Insourcing Waste Services

### **Outcomes achieved before or by the deadline date:**

- The successful insourcing of the Waste Collection and Recycling service to the Council.
- A full review of depot facilities and proposals for how these would link with the integration of the WTS.
- Full HR support throughout the whole process to ensure staff transferring under TUPE back to the Council were integrated successfully.
- Successful insourcing of the vehicle maintenance workshop and fleet to the Council's control.



# Case Study – Barrow Council Insourcing Waste Services

## Lessons learned:

- These things can be complicated.
  - *Contractual issues.*
  - *Relationship management*
- Time is critical.
- Early consultation with staff & unions essential.
- Don't dismiss options just because they are difficult.