

Gloucestershire Members Joint Working in Waste Workshop: Outputs

Report for the LIFT SW Partnership

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1.0 Introduction and Workshop Aims

The Gloucestershire Member's Workshop was held as part of the ongoing work being undertaken for the LIFT SW Partnership with regards to joint working in waste. The event, which was organised by Gloucestershire County Council was chaired by Cllr Stan Waddington (chair of the Gloucestershire Waste Partnership (GWP)) and facilitated by Eunomia. The event was held at Gloucester's Rugby Club on 16th June 2008.

The aim of the workshop was to inform Member's about the potential for partnership working in waste throughout Gloucestershire, and following this discuss various options and barriers that the project may face.

The event was open to all Members and Waste Officers throughout Gloucestershire. A full list of attendees is detailed in Table 1.

Table 1: Workshop Attendees

Authority	Member	Officer
CBC	Cllr Rob Garnham	Rob Bell
	Cllr Penny Hall	
	Cllr Anne Regan	
	Cllr Lloyd Surgenor	
	Cllr Pat Thornton	
CDC	Cllr Julie Girling	Ralph Young
	Cllr Ray Theodoulou	
FODDC	Cllr Carole Allaway Martin	Roger Garbett
	Cllr Andrew Gardiner	Peter Hibberd
	Cllr Terry Hale	
	Cllr Jane Horne	
	Cllr Martin Quaile	
	Cllr Venk Sheno	
GCityC	Cllr Kate Haigh	
	Cllr Steve Morgan	
GCC	Cllr Ron Allen	Kim Carpenter-Richards
	Cllr Dennis Andrewartha	Tony Childs
	Cllr Roger Brown	Tracey Dembenki
	Dr John Cordwell	Rachel Ferris
	Cllr Bill Crowther	Andy Pritchard
	Cllr Mavis Dunrossil	Tony Privitera

	Cllr William Evans	Roger Smith
	Cllr Julie Girling	Zoe Wheelwright
	Cllr Jeremy Hilton	
	Cllr Bruce Hogan	
	Cllr Ceri Jones	Duncan Jordan
	Cllr Brian Oosthuysen	
	Cllr Shaun Parsons	
	Cllr Maureen Rutter	
	Cllr Mike Skinner	
	Cllr Ray Theodoulou	
	Cllr Pam Tracey	
	Cllr Stan Waddington	Jo Walker
	Cllr Lesley Williams	
	Cllr Suzanne Williams	
	Cllr Philip McLellan	
	Cllr Chris Harmer	
Stroud District Council	Cllr Elisabeth Bird	Carlos Novoth
	Cllr Christine Headley	Karen Toole
	Cllr Graham Littleton	
	Cllr Sarah Lunnon	
Tewkesbury Borough Council	Cllr Derek Davies	Julie Davies
	Cllr Sue Hillier-Richardson	
	Cllr Peter Richmond	
Other Organisation	Name	Role
SWP	Nigel Woolcombe-Adams	Guest speaker
Eunomia	James Fulford	Director
	Joe Papineschi	Director
	Andy Grant	Senior Consultant
	Alison Holmes	Junior Consultant

2.0 Outline of the Event

The programme of events began in the morning with an optional site visit to the opening ceremony of the Rose Hill Farm in-vessel composting facility. Forty people reserved coach seats for the trip and feedback was positive. The afternoon seminar agenda is listed in Table 2 and ran to time with the exception of the Q&A session running into the coffee break.

Table 2: Workshop agenda

Time	Activity
12.30pm	Buffet lunch
1.30pm	Welcome and Introduction <i>Cllr Stan Waddington, Chair of Gloucestershire Waste Partnership & GCC Environment Portfolio holder</i>
1.40pm	Joint working in waste: an introduction to the options <i>Joe Papineschi, Eunomia R&C</i>
2.10pm	Somerset's experience: an introduction to full integration <i>Nigel Woollcombe Adams, Chair of Somerset Waste Board</i>
2.30pm	LIFT SW RIEP: Current and future support <i>James Fulford, Eunomia R&C</i>
2.55pm	Q&A from the floor
3.15pm	Coffee
3.35pm	Workshop session: partnership measures of success <i>Joe Papineschi, Eunomia R&C</i>
4.10pm	Workshop feedback <i>Joe Papineschi, Eunomia R&C</i>
4.35pm	Closing remarks <i>Cllr Stan Waddington, Chair of Gloucestershire Waste Partnership & Environment Portfolio holder</i>

3.0 Workshop Presentations

Following the welcome and introduction from Cllr Stan Waddington, the workshop started with a presentation by Joe Papineschi from Eunomia R&C, which provided a background to joint working in waste and case studies of waste partnerships from Cambridgeshire, Suffolk and Somerset. The case studies illustrated various different structure options than can be adopted by the partnership with varying levels of formality.

Cllr Nigel Woollcombe-Adams, who Chairs the Somerset Waste Partnership, expanded on the Somerset case study that Joe Papineschi introduced describing their experiences from inception to full service roll out. This presentation provided advice to Members and described the engagement process in which Somerset's Members have participated.

Finally, James Fulford from Eunomia R&C provided project details specific to Gloucestershire explaining the stage at which the current Joint Working in Waste project had reached, how this fits with previous work, and how the project will be taken forward. Throughout the presentation issues and options were raised.

These presentations are provided separately.

A summary of questions and answers that followed the presentations are in Table 3. Comments that were added to the discussion are not recorded in the table.

Table 3: Questions and Answers

Questions and Answers	
Q	Why is formalised waste structure better in terms of public keeping control of services?
A	Joe Papineschi: Formalised structure is not necessarily better. I mentioned the example of Cambridgeshire, who have a non-formalised service design and although the effect of which is very hard to quantify is has definitely brought substantial financial benefits.
Q	What type of grade of worker is being minimised in order to make these type of savings?
A	£0.25million savings from the SWP was from management. Although this is a significant amount is it relatively small. All 6 authorities still have the same CEO, it is a waste service, not a unitary. Only 1 voluntary resignation was taken.
Q	Although harmonisation of the contracts is seen to be the focus shouldn't it be harmonisation of the collection strategy – which in the case of the FoD has been introduced in a piece-meal fashion?
A	The work Eunomia have been asked to carry out requires looking at potential benefits of partnership working. In doing this we are trying to use the existing service, whether it is the most efficient or not, as a benchmark. This allows for the efficiencies of service management to be revealed and decisions regarding service design to be taken at a later stage.

Q	How can we know the savings until the current system is analysed?
A	Agree with this at a detail level but in principal a decision can be made with a robust evidence basis that is sufficient to determine whether this type of partnership work should be progressed.
Q	Cost savings seem to be focused on the waste collection, not disposal. What are SWP doing with regards to disposal technology to get such high recycling rates – they seem to be much further ahead?
A	<p>Just under a third of the savings came from the disposal side. SWP is currently jointly procuring a residual waste treatment facility. The biggest difference is their source separation of recyclables is further ahead with food waste collections ensuring low waste arisings and high recycling rates. The food waste is collected weekly.</p> <p>It is important to integrate collection and disposal – getting rid of the 2 tier approach – to ensure that they are aiming for the same goal. That way savings from waste collection can go towards ensuring the right waste treatment is being used.</p>
Q	Other work regarding partnership savings, or enhanced 2 tier working, has quoted £20m/year – the SWP are said to be saving £1.7m/year.
A	These reports have not based their findings on practical experience. They seem to be bold in statements but vague in explanations.
Q	The key point of interest is recycling rates...what are the recycling rates that are relative to the £1.7m savings in SWP?
A	SWP have a recycling rate of 46%, which is the 3 rd highest in the country. As the programme gets rolled out the relative savings will increase.
Q	How is it possible to make a business case without knowing the collection and disposal systems?
A	<p>Eunomia have not been charged with designing a collection and disposal system – they have instead been asked to focus on administration, management and logistical advantages of partnership.</p> <p>By restructuring service management investment decisions regarding collection and disposal can be made together and are more likely to be optimal.</p> <p>By taking this approach the advantages/disadvantages can be clearly demonstrated – if partnership working and changing of collection/disposal was implemented all at the same time the benefits of each would be hard to untangle.</p>
Q	When will the estimated savings start to kick in?
A	It depends how quickly the project proceeds.
Q	How much loss of flexibility of services takes place in such a partnership? Stroud currently does not run a green garden collection despite suffering from low recycling rates as a consequence. Would this independence in service

	provision be maintained?
A	Obviously, where there are greater service similarities there are greater savings to be made. It is possible that authorities can veto the constitution though and harmonised service is by no means necessary, as currently demonstrated by the SWP.

4.0 Workshop break-out sessions

The Members and Officers were separately listed alphabetically and each list was divided into 7 groups. This ensured a mix of both Members and Officers in each discussion. Group facilitators are listed in Table 4.

The workshop session aimed to discuss

- a) issues which need to be addressed; and
- b) measures of success if the waste partnership project were to be taken forward.

For the purpose of the feed-back session, each group was asked to rank the issues and measures of success in terms of their relative importance.

Figure 1: Photographs from the Workshop Discussions



Table 4: Group Facilitators

Facilitator	Organisation	Group Colour
Jo Walker	GCC	1. Purple
Karen Toole	SDC	2. Green
Ralph Young	CBC	3. Yellow
Andy Pritchard	GCC	4. Orange

Joe Papineschi	Eunomia R&C	5. Black
James Fulford	Eunomia R&C	6. Gold
Tony Childs	GCC	7. Blue

4.1 Group Feedback

After the 20 minute workshop session, Joe Papineschi led the feedback which was presented by each facilitator. Each group was asked to feed back the points which had been raised and ranked most highly but which had not already been raised by other groups.

4.1.1 Group 1 (Purple)

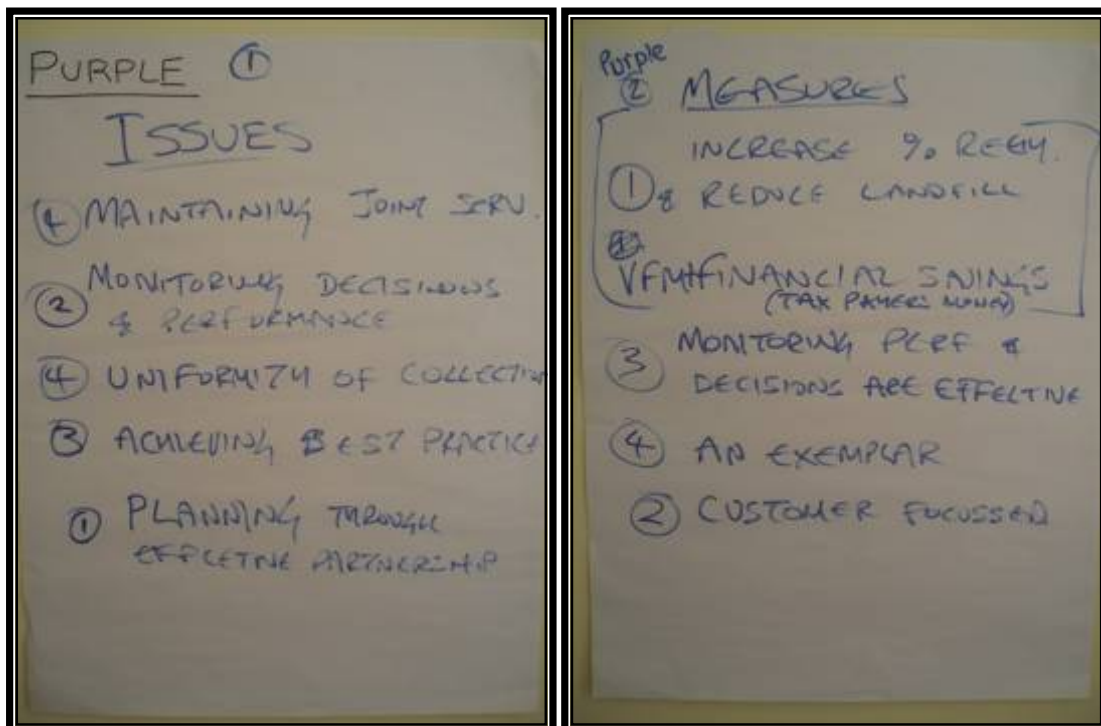
Issues needing to be addressed?

- Planning through effective partnership. It is difficult to plan when the actions and plans of others are unknown.

Measures of success?

- Increased recycling rates and reduction in waste sent to landfill
- Customer focused organisation

Figure 2: Workshop Output Group 1 (Purple)



4.1.2 Group 2 (Green)

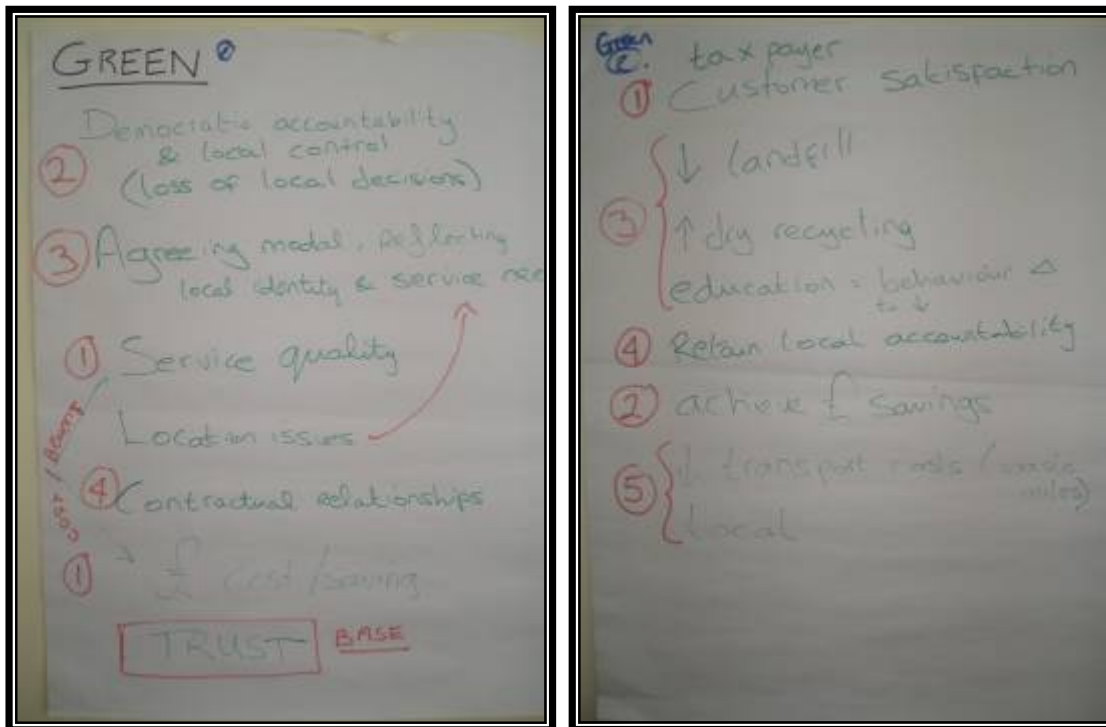
Issues needing to be addressed?

- Baseline issue is trust
- The quality of the service provided

Measures of success?

- Retaining local accountability. We need to employ a mechanism to ensure this will happen.

Figure 3: Workshop Output from Group 2 (Green)



4.1.3 Group 3 (Yellow)

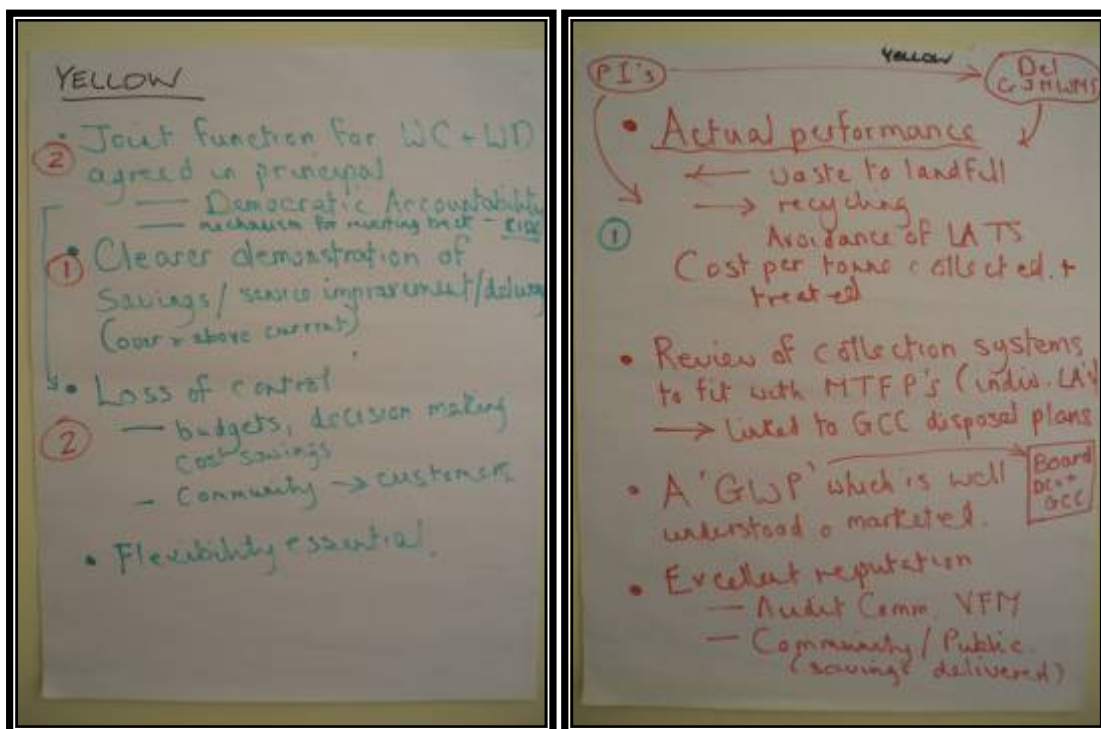
Issues needing to be addressed?

- A formal joint arrangement needs to be put in place.
- A clearer demonstration of the business case needs to improve understanding in order to allow informed decisions to be made. The savings need to be demonstrated by authority.

Measures of success?

- Decrease waste to landfill in order to avoid LATS.
- Take an integrated approach to costs through removal of the artificial division between waste collection and waste disposal authorities.

Figure 4: Workshop Output from Group 3 (Yellow)



4.1.4 Group 4 (Orange)

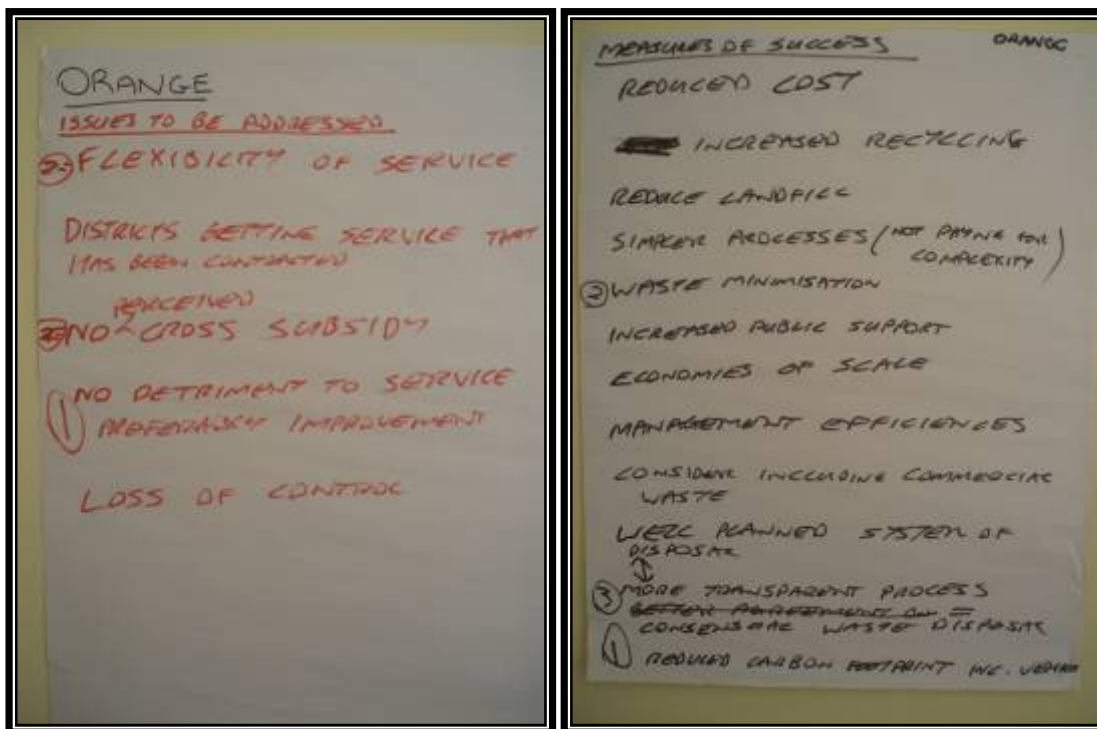
Issues needing to be addressed?

- No detriment to service for any authority must take place and at best case an improvement would be preferred. However, a potential problem could be that if a service improves in one authority but not in another how would this be perceived in other areas?

Measures of success?

- Carbon footprint the service to ensure best environmental performance

Figure 5: Workshop Output Group 4 (Orange)



4.1.5 Group 5 (Black)

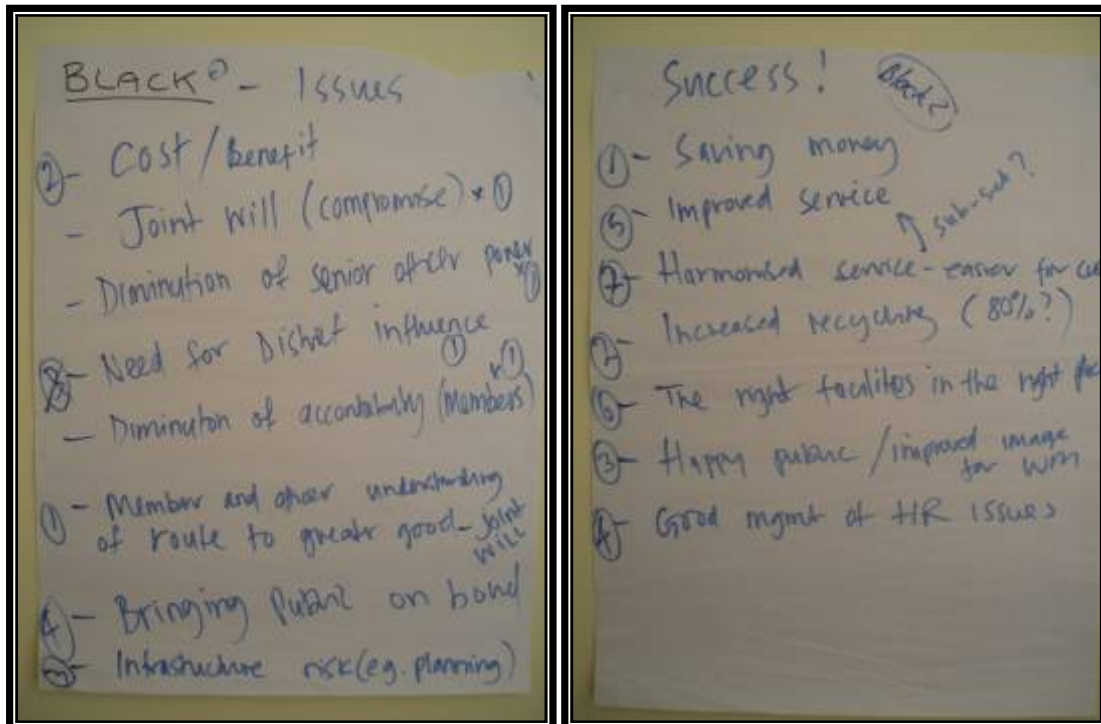
Issues needing to be addressed?

- Ensure that Members and Officers are working together. Joint working is a challenging concept and as such everyone needs to be pushing in the same direction.

Measures of success?

- Financial savings

Figure 6: Workshop Output Group 5 (Black)



4.1.6 Group 6 (Gold)

Issues needing to be addressed?

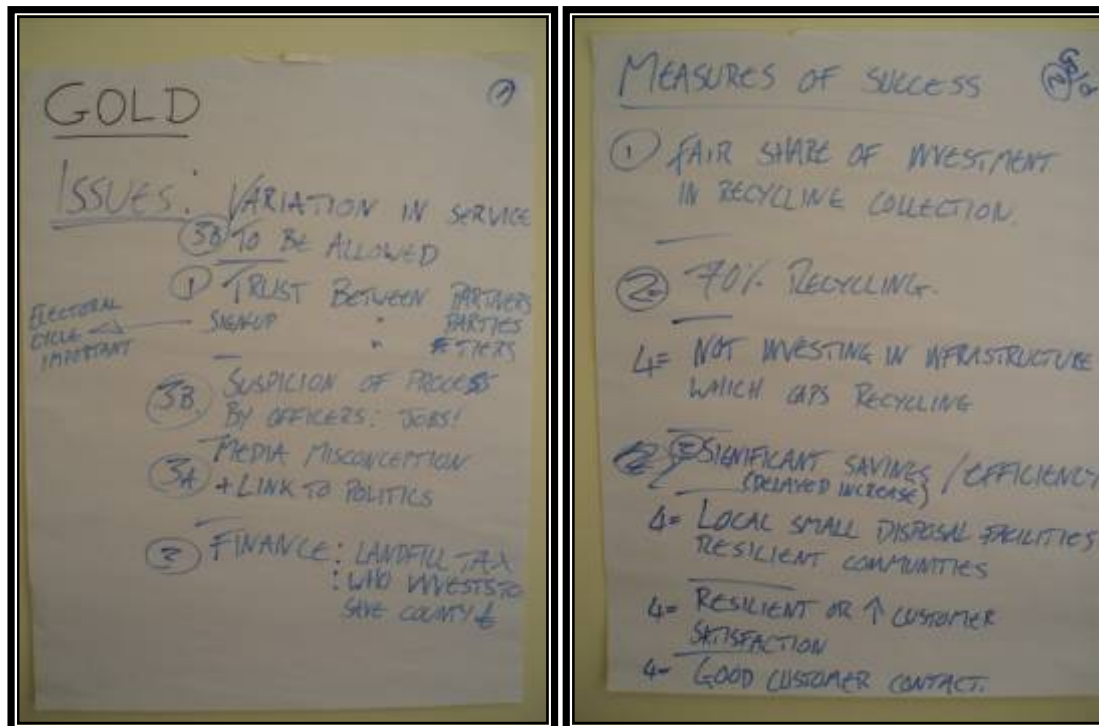
- Trust – between partners and authorities
- Trust – between political parties
- Trust - between functional tiers

It is thought that there is currently a lack of trust in some respects.

Measures of success?

- Fair share of investment in recycling collection

Figure 7: Workshop Output Group 6 (Gold)



4.1.7 Group 7 (Blue)

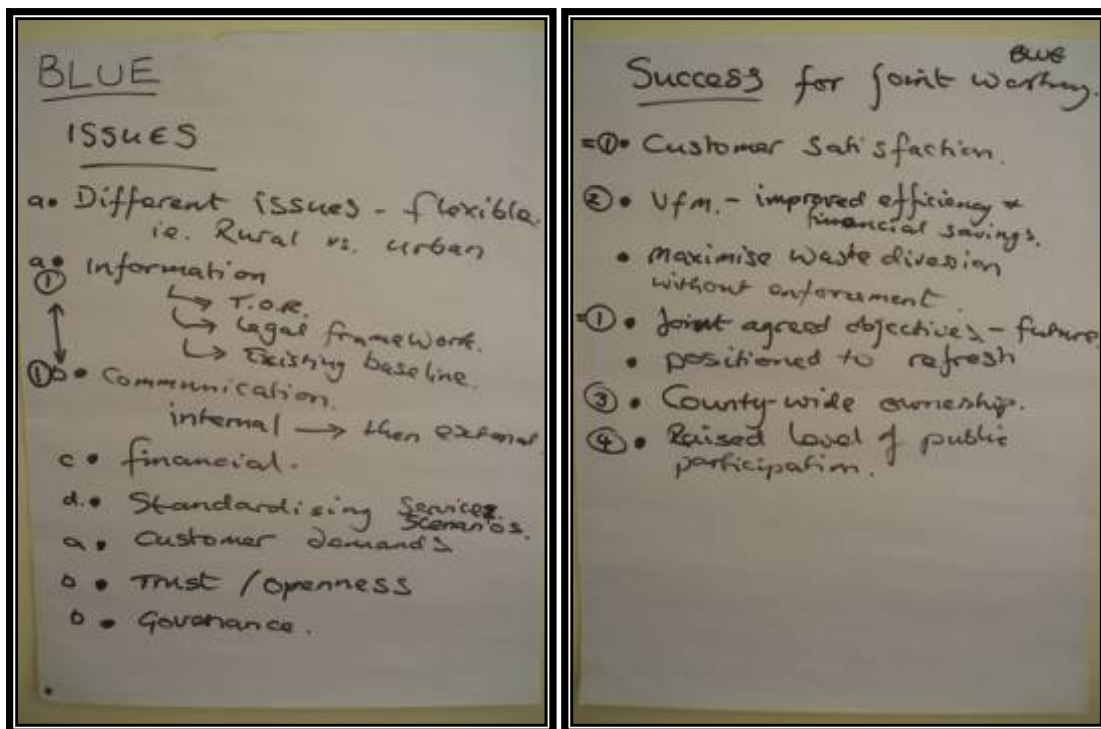
Issues needing to be addressed?

- Internal communications need to improve. This will encourage a greater understanding and focus on the issues and ultimately enable more effective communication with others.

Measures of success?

- Increased levels of customer satisfaction in a measurable format
- Setting goals for achievement

Figure 8: Workshop Output from Group 7 (Blue)



5.0 Conclusions

The event was well attended and both Members and Officers showed a good level of interest in joint waste working. During final summation, the group was asked whether there was consensus that joint working should be pursued. It was agreed that there was consensus.

The Group Chair thanked the presenters and facilitators and brought the meeting to a close.