

Appendix 2: Resource London Report Summary

In parallel to the development of this strategy, the London Mayor's Officer (Resource London) commissioned a review of LBBD's waste and recycling services. The aim of the review is to make efficiency savings, reduce waste volumes and increase recycling. The recommendations made in this report will be considered going forward to support the objectives identified in this strategy.

Report Approach

A detailed, desk-top review of the council's household waste and recycling collection service was conducted. This comprised:

- A performance review examining tonnage trends over the last five years together with a benchmarking exercise comparing the council's performance to other London Nearest Neighbours;
- A review of waste policies that are likely to effect tonnage trends, such as policies for dealing with side-waste/excess waste, bin replacements etc.; and
- An operational review that examined the efficiency of the current collection rounds.

A review of the council's commercial waste collection service was undertaken, informed by a site visit to the council's depot in Dagenham. The potential of waste prevention activities to both reduce waste and CO2 emissions was also assessed using Eunomia's Waste Prevention Toolkit model.

Summary of Findings

The household waste service review identified a number of challenges. The borough's recycling rate continues to decline from a peak of 30% in 2011/12, with unaudited figures for 2015/16 at around 19.2%. Analysis and benchmarking highlighted that there is:

- High kerbside residual yields per household;
- Low kerbside recycling yields per household;
- Declining kerbside garden waste tonnages;
- High contamination levels in the recycling stream; and
- High bulky waste tonnages.

Better quality data is needed to provide further analysis on a number of ancillary services, such as collections from flats, bulky waste collections and commercial waste collections. Analysis suggests that the ability of waste prevention activities to reduce overall waste arising is limited. In our experience introducing restrictions on the amount of residual waste collected is the most effective way of reducing the amount of this waste collected and increasing recycling performance.

The report provides more details on these findings along with a number of recommendations aimed at informing the Council's review of waste management strategy and meeting the objectives of reducing waste, increasing recycling and decreasing costs. The recommendations within *Table 1* are split between short term and longer term actions. This is to acknowledge that a number of our recommendations, particularly those that require changes to the waste treatment and disposal services provided through ELWA, will require considerable further work by the

council and will be dependent on contractual negotiations between ELWA and its provider, Shanks.

Additionally in *Table 1* below, is LBBD's response to each recommendation and how this has been incorporated into the development of the Waste Strategy – Reduce, Reuse and Recycle 2016-2020.

Key Recommendations

Table 1 - Resource London Recommendations and LBB Future Actions

Service Area	Finding	Recommended Actions		LBB Future Actions
		Short Term (Within 6 Months)	Longer Term	
Household Waste Performance Review	High level of contamination of dry recycling collection system	<ul style="list-style-type: none"> Conduct resident's focus groups across different housing types to gauge understanding of the recycling service, current barriers and reasons for contamination. This will help identify areas for targeted interventions such as communication/education, enforcement action. Analyse the waste compositional analysis currently being completed by ELWA to better understand the composition of residual waste, current levels of capture and the nature of recycling contamination. In partnership with ELWA, conduct a review of the Jenkins Lane MRF to better understand materials sampling processes and the efficiency of the MRF sorting operation. 		<ul style="list-style-type: none"> Community Consultation utilized to engage residents. Additional focus groups will be established with respondents who wish to be engaged further. Educational and communications materials to be used to 'educate' and 'encourage' residents to 'reduce, reuse and recycle.' Conduct analysis of Waste Composition analysis. Conduct materials samplings of Jenkins Lane MRF in partnership with ELWA.
	Bulky waste tonnages are high	<ul style="list-style-type: none"> Address issues identified in this report re. The current method of reporting in order to improve the recycling rate. This could lead to a 1% increase in the recycling rate. Conduct further analysis to build up a better understanding of the number of times people are requesting the bulky waste collections/year and the type of items being collected. Promote local third sector reuse schemes wherever possible as a means of reducing bulky waste collected by the council and to provide social benefits. 	<ul style="list-style-type: none"> Consider increasing the level of charges and setting a lower ceiling on the number of items that will be collected. This would be expected to reduce tonnages and service costs. Consider removal of price inspections in order to reduce admin costs. 	<ul style="list-style-type: none"> Review current reporting method of bulky waste. Conduct analysis of bulky waste available data. Partner and promote third sector reuse schemes to 'educate' and 'encourage' residents to 'reduce, reuse and recycle.' Review of bulky waste pricing structure and pricing process.

Service Area	Finding	Recommended Actions		LBB Future Actions
		Short Term (Within 6 Months)	Longer Term	
	Residual waste arising is high and recycling rates are dropping.	<ul style="list-style-type: none"> Complete actions from bin rationalisation project and visit residents with multiple/bigger residual bins to ensure they are eligible for a larger bin and to encourage them to reduce the capacity. Ensure continued, consistent implementation of the council's 140 litre bin size policy Once updated waste compositional analysis data is available, consider conducting a benchmarking and collection options appraisal exercise to provide detailed estimates of the likely cost savings and performance improvements resulting from potential collection service changes (including those identified in next column). 	<ul style="list-style-type: none"> Expand the range of dry recyclables collected. Action would include a cost/benefit analysis of changes required at the Jenkins Lane MRF to accept glass or of securing alternative an MRF facility, which would determine affordability. Introduce separate food waste collections. This is best considered in tandem with reduced residual waste frequency. It also requires negotiation with ELWA. Reduce residual waste collection frequency to fortnightly. 	<ul style="list-style-type: none"> Conduct a bin rationalisation exercise to ensure correct number of bins per household. Investigate the possibility of Jenkins Lane MRF accepting glass. Investigate the possibility of introducing a food waste collection service. 'Educate' and 'encourage' residents to dispose of food waste in alternate methods, such as composting. Fortnightly waste collections not to be discussed until 2018.
	Sample weighbridge data suggests under utilisation of afternoon collection rounds.	<ul style="list-style-type: none"> Complete further analysis of annual data to determine whether the sample is typical of the full-year position. 	<ul style="list-style-type: none"> Consider whether further rounds rebalancing work can be conducted in order to increase afternoon utilisation. Seek to boost recycling participation and capture rates through communications and enforcement activities in order to fully utilise available capacity on recycling rounds. 	<ul style="list-style-type: none"> Conduct round data analysis to ensure optimal utilisation. 'Educate' and 'encourage' residents to recycling more through educational and communication materials to optimise capacity of recycling collection rounds.
	Limited data available on the flats collection service.	<ul style="list-style-type: none"> Complete asset review fieldwork to gain a full understanding of current bin provision and the split between recycling and residual containment in order to promote recycling. 		<ul style="list-style-type: none"> Undertake data analysis and fieldwork in order to complete bin rationalisation exercise and 'educate' and 'encourage' correct number of bins per household.
Commercial Waste Review	There is a lack of evidence of duty of care compliance, which places the council and its	<ul style="list-style-type: none"> The council should check if contracts and WTNs are in place for existing customers and should introduce procedures for the regular review of these arrangements. It is understood that this issue is now being 	<ul style="list-style-type: none"> Use edoc (https://www.edoconline.co.uk/) to manage Waste Transfer Notes. 	<ul style="list-style-type: none"> Ensure all commercial waste customers are contractually compliant. Investigate the use of technology to manage waste

Service Area	Finding	Recommended Actions		LBBD Future Actions
		Short Term (Within 6 Months)	Longer Term	
	customers at risk of prosecution.	progressed by the council.		transfer notes.
	The commercial waste service prices are fixed and appear high.	[Hatched]	<ul style="list-style-type: none"> Consider the introduction of more flexible charging that better reflects the costs of serving each customer. Delegate authority to the Waste Services Manager to be able to discount prices where it may be commercially attractive to do so (taking in to account variables such as likely bin weight, the value of the contract and the location of the customer). It is understood that this is now being progressed by the council. 	<ul style="list-style-type: none"> Review pricing structure of commercial waste service.
	A new commercial waste recycling service has recently been launched and there is a need to build up its customer base.	<ul style="list-style-type: none"> Develop a Sales and Marketing plan for both the commercial waste and recycling service that sets out: <ul style="list-style-type: none"> Clear objectives; Desired market positioning; Sales tactics; Resources; Links to enforcement practices. Consider whether there may be advantages to joining the LBW&R system 	[Hatched]	<ul style="list-style-type: none"> Introduce new Commercial Business Development Manager position to drive growth of the business.
	The council does not currently provide a food waste service	[Hatched]	<ul style="list-style-type: none"> Consider the introduction of a food waste service, either directly or through a sub-contracted basis in order to provide a further income stream and reduce the weight of residual waste bins. 	<ul style="list-style-type: none"> Investigate the possibility of introducing a food waste collection service. 'Educate' and 'encourage' residents to dispose of food waste in alternate methods, such as composting.