

## Overview

WasteConsulting has been providing specialist waste management financial, resourcing and procurement advice to the public sector since 1998. The company has a demonstrable track record of successful delivery of large-scale logistical reviews, waste strategy advice, contract/service procurement (including PFI and PPP, including those using the Competitive Dialogue Process), change management, organisational development and transformation and efficiency reviews for both in-house and externalised service providers.

WasteConsulting has worked successfully with Waste Collection and Disposal Authorities (Borough, District and Unitary Councils) as well as government departments and agencies on waste related projects. It also has experience of re-structuring/merging of DLO/DSOs and the re-integration of out-sourced services, both on the client and contractor/DLO/DSO side.

Its Partners and staff have significant operational, financial, procurement, strategic and technical waste experience and have worked with the following organisations:

<b>District/ Borough</b>	<b>County/Unitary Authority</b>	<b>Government/ Agency</b>
Arun	Brighton and Hove City	DEFRA
Ashford	Council	Environment Agency
Basingstoke and Dean	City of Edinburgh Council	iESE (previously Regional
Canterbury	East Sussex County	Centre of Excellence
Chichester	Council	South East)
Dartford	Hertfordshire County	LGA
Dover	Council	OGC
East Hampshire	Kent County Council	SEEDA
Eastbourne	London Borough of	SERA
Gravesham	Newham	WRAP
Hart	London Borough of	
Hastings	Southwark	
Havant	London Borough of Sutton	
Horsham	London Borough Waltham	
Lewes	Forest	
Maidstone	Luton Borough Council	
Sevenoaks	Nottinghamshire County	
Shepway	Council	
Stroud	Portsmouth City Council	
Test Valley	Reading Borough Council	
Thanet	Royal Borough of Windsor	
Tonbridge and Malling	& Maidenhead	
Tunbridge Wells	Somerset County Council	
Wealden	Southampton City Council	
West Wiltshire	Suffolk County Council	
Winchester	West Sussex County	
Worthing and Adur	Council	

### **Summary of the Waste Services Efficiency Review ('HealthChecks')**

The HealthCheck is designed to provide a high-level 'executive' style overview of the strategic, financial and operational performance of the waste operations (refuse and street cleansing) being run by an Authority, whether that is in-house through a DSO or an externalised, contracted-out service. The review will aim to clearly establish:

- *how services compare to the best performers;*
- *where cost savings, efficiencies and service quality improvements can be made;*
- *material risks to be addressed or mitigated; and*
- *proposals for short, medium and longer-term action.*

The four-part Review Process consists of:

- Stage 1 Data Review.* The first stage of the process involves a desk-based review of financial, operational and strategic information provided by the client. It includes, where data is available, assessment of collection round efficiency;
- Stage 2 On-Site Meetings.* These will be held with officers to gather further information and explore efficiency opportunities;
- Stage 3 Draft Report.* This will seek comment and feedback from managers; and
- Stage 4 Finalise Report.* Final agreed version will be delivered to the Council.

These tend to be requested either by Councils prior to re-tendering, to assess where efficiencies and/or service improvements can be made or by DSOs looking to benchmark their operation. Increasingly we are seeing authorities simply looking for support to identify cost-saving opportunities. While they are confidential, and no information is published without the express agreement of the client Council, a number of reviews have been commissioned over the last 18 months by iESE and it may be possible to obtain some information from their Officers.

Recent reviews undertaken have all identified efficiencies in excess of £0.5m per annum, with some producing figures of more than £1m. Although most have been focused on the Refuse and Recycling operations alone, some have examined Street Cleansing service and others Grounds Maintenance. A recent project with Havant Borough Council, in Hampshire, covered all 3 three areas and produced very significant efficiencies, the initial tranche of £400K has been saved from their 2011/12 budget following a 'service transformation' exercise (this was subject to a case study, which can be provided on request).

### **Route Optimisation and General Efficiency Support**

WasteConsulting has its own route optimisation software, which can be used for stand-alone routing exercises (example case studies can be provided on request) or as part of the detailed background analysis in support of a business case for joint working.

Partners have written, or contributed to a number of documents which are available on the 'WIN website', providing general efficiency advice. Examples of which are as follows:

- 'Saving Money in Waste'
- 'Benchmarking and Comparing Costs in Waste and Recycling Services'
- Case Study – 'East Kent Waste Partnership Joint Working' (£30m, 10 year savings).

**Municipal Waste Management Strategy**

We have provided support to many Councils as they review their strategies, either to comply with latest legislative changes or to incorporate revisions required through joint working arrangements.

**Interim Management Support**

WasteConsulting has provided operational and financial staff to undertake key roles during times of staff absence. It is able to offer solutions to meet interim needs ranging from short-term cover to longer-term assignments, from single staff to a full management team. Examples of where staff have been employed are available on request.

**Financial Support (Budgeting, contract re-negotiation, benchmarking & Year-end)**

Our financial consultants are fully qualified chartered accountants and are able to support budgeting and year-end processes. WasteConsulting is able to assist with benchmarking exercises, cost allocation, contract re-negotiation exercises, etc.

**Technical Advice**

WasteConsulting is able to provide Councils with technical advice on most aspects of waste management, whether one-off or as part of a project or full report.

**Business Case Development - Financial and Operational**

Our team of operational and financial consultants is able to support Councils develop full or outline business cases to support projects, as individuals or part of a partnership (examples of recent work is available on request).

**Contract/DSO Management Tool**

WasteConsulting has developed a web-based tool to aid the contract management team manage waste tasks (either contractual or operational), it allows for the upload of documentation in support of tasks (including H&S requirements) and enables staff to record whether tasks have been actioned etc.

**Waste Flow Modelling Tool**

We have developed a number of bespoke modelling tools for councils to use to project and monitor waste flows by material type.

**Street Cleansing & Grounds Maintenance Reviews**

WasteConsulting consider these two areas of Council's environmental responsibility can often be overlooked as services for efficiency reviews. Our consultants have successfully identified millions of pounds worth of savings in these services for many Councils in recent years (some have been subject to case studies which can be provided on request).