Appendix One: Survey responses

Waste on the Front Line – Challenges and Innovations

The impacts of austerity across local authority waste, recycling and street cleansing services

Ricardo-AEA/R/ED60011
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Waste on the Front Line – Challenges and Innovations

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Executive Summary

The Chartered Institution of Wastes Management (CIWM) and Ricardo-AEA have worked together to document the impacts of austerity on municipal waste services by conducting a major survey of local authorities in the UK and the Republic of Ireland. The research provides a quantitative and qualitative insight, using an online survey and one-to-one interviews to understand current and future impacts of austerity measures on waste, recycling and street cleansing services, and to capture examples of innovation, improvement and delivery.

The response to the survey was overwhelmingly positive, with 183 local authorities participating and 226 individual council officers responding with their personal views. Where authorities had introduced specific measures to tackle austerity, one-to-one interviews were conducted to gather case studies. The aim of this was to be able to share novel, innovative and, most importantly, successful ideas. In addition to the views of local government, 105 representatives from organisations that supply goods and services to local authorities (including contractors and charities) completed a similar short survey on the supply-chain impacts felt through their business dealings with local authorities. This appendices to the main report provides the full survey results.

The research provides an authoritative and timely insight into the tough decisions that have been made to date, and those pending, to hit the savings targets required.

The scale of the impacts

Local authorities have been heavily impacted by austerity, with 69% of respondents stating that their department's budget have been affected by reductions in central Government funding in the five years up to 2015. The survey responses suggest that the cuts experienced to date have ranged from £100,000 per year for some of the smaller district and borough councils to in excess of £2 million per year for larger authorities. In some cases, the cuts have been defined as a percentage of total budgets (for example, between 4% and 10% of total waste and street cleansing services budget) or in others as a specific amount (for example, a saving of £1.4 million by 2016). This highlights the sheer scale of the challenge going forward, as local authorities are, from the analysis completed, only half way through the funding cuts. In addition, some authorities having chosen to delay significant budget cuts in the early years to give themselves time to assess what the best options would be locally.

The evidence shows that there have been some significant changes to waste, recycling and street cleansing services, and to internal resources – with widespread departmental restructuring and reductions in staff numbers. Short-termism has also been evident in some of the decisions made. Examples cited include postponing infrastructure development in favour of short-term contracts and the removal of communications budget lines. Other respondents have warned against undertaking changes in a piecemeal way. This could have unintended and unwanted financial consequences down the line or undermine resident engagement and participation, thereby potentially compromising future performance. Balancing these issues and risks is a delicate task; change is essential to meet current financial pressures, but must be considered in the light of longer term objectives and goals, such as meeting EU diversion and recycling targets, and developing a more sustainable and green economy in the long term.

However, there are a significant number of examples of true innovation in the way that services are being redesigned and delivered, with many authorities having taken a more strategic approach to their review of how to meet budget cuts.

The biggest savings delivered to date have resulted from major changes, such as re-letting contracts or making material changes to services, changing opening hours for household waste recycling centres (HWRCs) and charging for garden waste collections. Other savings have been identified through delivering efficiencies, benchmarking service performance, streamlining working practices, making better use of resources and buildings, buying services more effectively and maximising the benefits of new technology. Importantly, the most successful authorities are continuing to think about the 'opportunities' afforded by the challenge from austerity. Rather than focusing on cuts, they are considering what could be done to innovate their services, their management and their operations.

What does the future hold?

Learning lessons about what efficiency measures have been successful and what problems have been overcome will be crucial given that the majority of those surveyed believe that they will face further budget cuts for between three and five more years. This is particularly true for those authorities that may have so far deferred any significant changes or cutbacks. The key messages include:

- **Austerity is not uniformly bad for service provision.** As well as cost per unit reductions, there are examples of enhanced service provision, coverage and performance. In addition, enhanced relationships with partners and the public are evident. Moving forward, local authorities need to share their learning, and seek support and advice from relevant organisations. They should also identify solutions that are fit for purpose in the local situation – that means working with the whole supply chain and with service providers and partners.

- **Invest time in planning**. Where possible, any service changes should be considered early. Local authorities need to take a strategic view of the opportunities rather than implementing piecemeal or short-term measures to reach the required saving.

- **Deliver services that people want and are willing to prioritise and use.** Local authorities should be transparent about plans, consult and engage with residents, and take them on the difficult journey that the authority faces. Change is rarely welcome, especially to frontline services, but local authorities will need to be able to communicate the reality of the situation and ask for support from their residents.

Local authority waste, recycling and street cleansing services will never be the same again. Austerity has brought significant challenges. However, the research has identified many examples of authorities demonstrating resilience, rising to the challenge and innovating out of austerity. The next five years will see a continuing trend of cuts, but it is our hope that shared experience and partnership working will see authorities continuing to evolve their services efficiently, with the public at the heart of their design and delivery.

The full survey results can be found within this standalone appendix to the main report and, to support local authorities and their partners, we have created an 'Opportunities Checklist' that provides examples of measures and associated cost savings to assist in the decision-making process. Linked to these opportunities are examples of useful guidance and case studies that may be of interest. **The main report and Opportunities Checklist can be found on the CIWM and Ricardo-AEA websites.**

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Acknowledgement:

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CIWM RICARDO-AEA

1 Introduction

Cuts in funding and as such local budgets continue to impact upon local government. Anecdotal evidence suggests that local authorities are looking for cheaper solutions and implementing budget-saving measures, however, no-one knows the true extent of planned and implemented service changes, nor their impact on residents, local environmental quality and recyclate quality.

This study has investigated the impacts funding cuts have already had on local authority managed waste and local environmental quality services across the UK and Ireland and, most importantly, considers what the future expected impacts will be on service design, delivery and performance. The aim of this study has been to better understand how austerity, in response to the global economic crisis, is impacting local communities and the extent of any adverse elements relating to public health.

The study has identified examples of authorities which have responded to the budget challenge and seen it as an opportunity to successfully deliver significant savings through the introduction of innovative solutions such as integrated service contracts, local partnerships, or frequency changes to residual waste collections.

It has also identified where tough decisions have had to be made resulting in an ultimately more efficient services being provided, with better outcomes financially, environmentally, and socially.

Data has been gathered from a combination of online survey, with individuals responding not organisations, and subsequent individual interviews with stakeholders and key organisations and interested parties.

This appendix document provides the detailed results and data from the online survey conducted as part of the CIWM – Ricardo-AEA report *'Waste on the Front Line – Challenges and Innovations'*. **The main report and supporting 'Opportunities Checklist' can be found on the CIWM and Ricardo-AEA websites.**

1.1 Our Approach

The study began with a high level (online) survey, targeted at authorities from both the UK and Ireland. The survey asked a number of open and closed questions to understand current and future impacts of austerity measures on waste, recycling and street cleansing services and to capture examples of innovation, improvement and delivery.

This online survey was conducted between 10th September 2014 and the 8th November 2014 and was advertised through a number of on-line media, namely CIWM news on-line, Ricardo-AEA mailing list, plus direct member engagement through LARAC (Local Authority Recycling Advisory Committee, NAWDO (National Association of Waste Disposal Officers) and ALCO (Association of London Cleansing Officers). Responses were invited from both local authorities and organisations providing goods and services to local authorities (whether NGO, Charity or Private Contractor).

Once the survey period closed the survey responses were reviewed and cleansed. Any partially completed surveys where minimal content was provided were removed (e.g. when a respondent had started the survey but had then stopped after the first or second question).

More than one person from the same organisation could respond to the survey, reflecting the different service areas that respondents across local government officers work within (e.g. waste collection, street cleansing, waste disposal). As such the total number of responses can exceed the number of authorities represented for some questions.

1.2 Headline Engagement Rates

Post cleansing a total of 226 officer responses were received from 183 individual Local Authorities (39% of all Local Authorities across the UK and Ireland excluding Waste Partnerships), these included Waste Collection Authorities, Waste Disposal Authorities, Unitary Authorities (with responsibility for waste collection and disposal).Table 1 provides the breakdown of responses per Country and Council Type.

Table 1: Local Authority Survey Response by Country and Council Type (n=183)

Responses as a number and percentage of total authorities (x%)					
	Unitary authority	**Waste collection authority**	**Waste disposal authority**	**Total**	**Partnership***
England	45 (50%)	72 (31%)	18 (55%)	135 (38%)	2
Republic of Ireland	2 (6%)	N/A	N/A	2 (6%)	1
Scotland	23 (72%)	N/A	N/A	23 (72%)	0
Northern Ireland	12 (46%)	N/A	N/A	12 (46%)	0
Wales	11 (50%)	N/A	N/A	11 (50%)	0
Total	93 (46%)	72 (31%)	18 (55%)	183 (39%)	3

*Partnerships responding to the survey have not been included within the total number of local authorities figure to avoid duplication, however their commentary is included in the main report.

A total of 105 responses from other organisations were also received, which included commentary from waste management contractors, suppliers of goods to Local Authorities such as bin and vehicle manufacturers, academics, consultants and technical support services.

The following sections detail each of the questions posed in the survey, the options provided and the number and type of response, including any free text responses where appropriate (some of the free text we have re-classified into the existing options available where obvious to do so). Section 2 provides Local Authority responses to the survey and Section 3 provides responses from other organisations.

2 Survey Responses – Local Authorities

The following section provides survey responses from Local Authorities.

2.1 Partnerships

Respondents were asked whether they worked in partnership with any other local authorities. Where more than one response per local authority was received they were all evaluated for this question because it may be that for one service (e.g. waste collection) there is a partnership arrangement with another authority, but for another service (e.g. street cleansing) there isn't one in place.

Partnership working was not defined for respondents so the responses indicate both formal partnership agreements (e.g. a County Council working with its District and Borough Councils under a Memorandum of Understanding) and more informal joint working arrangements.

What is clear is that a large number of the authorities that responded to the survey are working in partnership with other authorities.

Table 2: Number of Local Authorities Working in Partnership with other Local Authorities (n=226)

	Do you work in partnership with any other local authorities?		
	Yes	No	Total
England	120	43	163
Republic of Ireland	3	0	3
Scotland	12	18	30
Northern Ireland	14	2	16
Wales	9	5	14
Total	158	68	226

2.2 The Scale of the Impact

The following questions were intended to determine the scale of the impact that Local Authorities had felt to date and what is expected in the future, with regards to austerity measures and budget cuts.

Respondents were first asked whether their department's budget had changed between 2010/11 and 2014/15 (Table 3). Respondents could select multiple options if and where appropriate. The majority of respondents (69%) stated that their department had received a budget cut directly related to austerity measures and were predicting a future cut (70%, Table 4).

Free text themes:

- Four respondents indicated that there would be a focus on trying to increase income (revenue)
- Three respondents indicated that they'd received funding for a specific project.

Table 3: Changes to Local Authority budgets between 2010/11 and 2014/15 the reasons for these changes (n=226)

	How has your department's budget been affected by reductions in government funding (2010/11-2014/15)?					
	Budget freeze	Budget cut directly related to austerity measures	Budget cut related to change in council priorities	No change	Increase in budget	Other (please state below)
England	26	115	46	15	2	20
Republic of Ireland	0	2	1	0	0	1
Scotland	4	22	10	2	2	3
Northern Ireland	5	5	5	5	2	0
Wales	2	13	2	0	1	0
Total	37	157	64	22	7	24
Percentage of total responses	16%	69%	28%	10%	3%	11%

Respondents were then asked about planned changes to their budget in the next five years Table 4. Respondents could select multiple options if and where appropriate.

Free text themes:

- Three respondents indicated that there would be a focus on trying to increase income (revenue)

Table 4: Changes to Local Authority budgets between 2015/16 and 2020/21 the reasons for these changes (n=226)

	How is your department's budget likely to be affected by austerity measures in the next five years?						
	Budget freeze	Budget cut directly related to austerity measures	Budget cut related to change in council priorities	No change	Increase in budget	Not sure	Other (please state below)
England	23	117	45	3	3	12	10
Republic of Ireland	1	2	1	0	0	1	1
Scotland	3	19	10	0	0	6	1
Northern Ireland	2	8	8	0	0	3	1
Wales	1	13	5	1	0	1	0
Total	30	159	69	4	3	23	13
Percentage of total responses	13%	70%	31%	2%	1%	10%	6%

2.3 Comparison of budget changes

2.3.1 Between 2010/11 and 2014/15

Respondents were asked to consider how the cuts within their own department compared to those within other departments in their authority.

The most common answer was that the environment/waste department received the same level of budget cuts when compared to other departments, however a large number of respondents also indicted that the cuts to their department were greater.

Free text themes:

- Two respondents indicated that as they were a single purpose authority, it would not be possible for them to compare.

Table 5: Comparison between departments of changes to Local Authority budget between 2010/11 and 2014/15 the reasons for these changes (n=226)

	How do changes in your budget compare to other department / service areas in your authority?				
	Greater cuts than others	Same level of cuts	Smaller cuts than others	Not sure	Other (please state below)
England	39	59	38	20	10
Republic of Ireland	1	0	1	1	0
Scotland	15	9	3	3	0
Northern Ireland	4	5	3	4	0
Wales	6	7	0	1	0
Total	65	80	45	29	10
Percentage of total responses	29%	35%	20%	13%	4%

2.3.2 Next five years

When considering changes within the next five years a greater amount of uncertainty was shown by respondents as the question necessitates predicting not only what will happen in the respondent's own department but the departments of others. However, the majority of respondents predicted the same or greater levels of cuts to their budgets when compared to other departments in the same authority.

Free text themes:

- Two respondents indicated that as they were a single purpose authority, it would not be possible for them to compare.

Table 6: Comparison between departments of changes to Local Authority budget between 2015/16 and 2020/21 the reasons for these changes (n=226)

	How will changes in your budget compare to other department / service areas in your authority in the next five years?				
	Greater cuts than others	Same level of cuts	Smaller cuts than others	Not sure	Other (please state below)
England	33	57	30	35	10
Republic of Ireland	1	0	0	2	0
Scotland	7	10	2	11	0
Northern Ireland	3	6	2	5	1
Wales	7	6	1	1	0
Total	51	79	35	54	11
Percentage of total responses	23%	35%	15%	24%	5%

2.4 Responses to changes in budget

Respondents were asked to consider how the budget cuts had impacted their department. Table 7 details the responses provided connected to staff and training; Table 8 details responses provided on service activities, with Figure 1 providing an overview of all the responses to these questions.

In terms of staff and training 66% of the respondents stated that their department had seen restructuring activity, with 68% commenting that vacant posts were not being filled. Pay freezes were also commonplace amongst the respondents with 61% commenting that they were in place. Over half of the respondents noted that there had been back office job cuts due to austerity measures with a lower percentage assigned to front line (52% compared to 37%). Investment in career professional development of staff has also been hit by austerity, with a third of respondents commenting that training had been reduced, 38% responding that trade magazine subscriptions had either been removed or reduced and 23% stating that payment of fees for memberships of professional institutes had been removed or reduced.

Free text themes:

- Where respondents indicated that they were sharing job posts with other authorities, this most commonly took the form of a shared waste team or shared management. Shared statistical work and a shared working group were also mentioned.
- Where respondents indicated that there had been cuts to waste minimisation activities, this usually took the form of cuts to education and community engagement programmes.
- Where respondents indicated that there had been cuts to other non-operational changes, respondents mentioned Changes to administrative process, changes to pay and conditions, and the introduction of efficient working methods

Table 7: Responses to budget cuts related to austerity measures – staff and training (n=223)

	Where has your department made changes in response to changes in budget?										
	Not filling vacant posts	Back Office job cuts	Front-line job cuts	Pay freeze	Pay reduction	Reduction of flexi time / increased contract hours	Restructure of Env. Dept.	Sharing of job posts with other authorities	Reduction in training	Removal /reduced payment of employee fees for profession al Institutes	Removal/r educed payment of magazine subscriptio ns
England	105	90	52	98	21	9	114	22	46	35	67
Republic of Ireland	3	1	1	2	3	2	2	0	1	1	0
Scotland	24	14	18	15	2	3	15	2	13	7	9
Northern Ireland	10	2	2	12	0	2	6	0	5	2	4
Wales	10	10	9	8	4	3	10	0	8	6	5
Total	152	117	82	135	30	19	147	24	73	51	85
Percentage of total responses	68%	52%	37%	61%	13%	9%	66%	11%	33%	23%	38%

For service activities almost half of the respondents stated that there had been a reduction in their communications budget. Schools education programmes (39%), enforcement activities (24%) and waste minimisation activities (26%) have also suffered with respondents noting a reduction in activities. For waste minimisation activities respondents highlighted within the free text box that there had been service cuts to waste minimisation and education services and that the focus had shifted to being target driven rather than general awareness raising.

Authorities have been trying to automate systems to reduce resources and drive efficiencies, with 43% of respondents stating that their Authority had moved their customer contact services online and 38% highlighting automation of back office systems.

Table 8: Responses to budget cuts related to austerity measures – service activities (n=223)

	Where has your department made changes in response to changes in budget?							
	Automation /moving on-line of customer contact services	Automation of back-office systems	Reduction in communication budget	Reduction in schools education programmes	Reduction in enforcement activities	Reduction in waste minimisation activities (please give details below)	Other non-operational changes (please state below)	None
England	79	70	78	66	38	41	22	3
Republic of Ireland	1	1	1	1	1	1	0	0
Scotland	9	8	14	8	7	6	3	1
Northern Ireland	3	1	7	7	0	4	0	1
Wales	3	4	7	5	7	6	3	1
Total	95	84	107	87	53	58	28	6
Percentage of total responses	43%	38%	48%	39%	24%	26%	13%	3%

Where respondents commented that other non-operational changes had happened in response to budget cuts a number of responses were provided including reductions in service provision, changes to internal processes and changes to pay and conditions for employees.

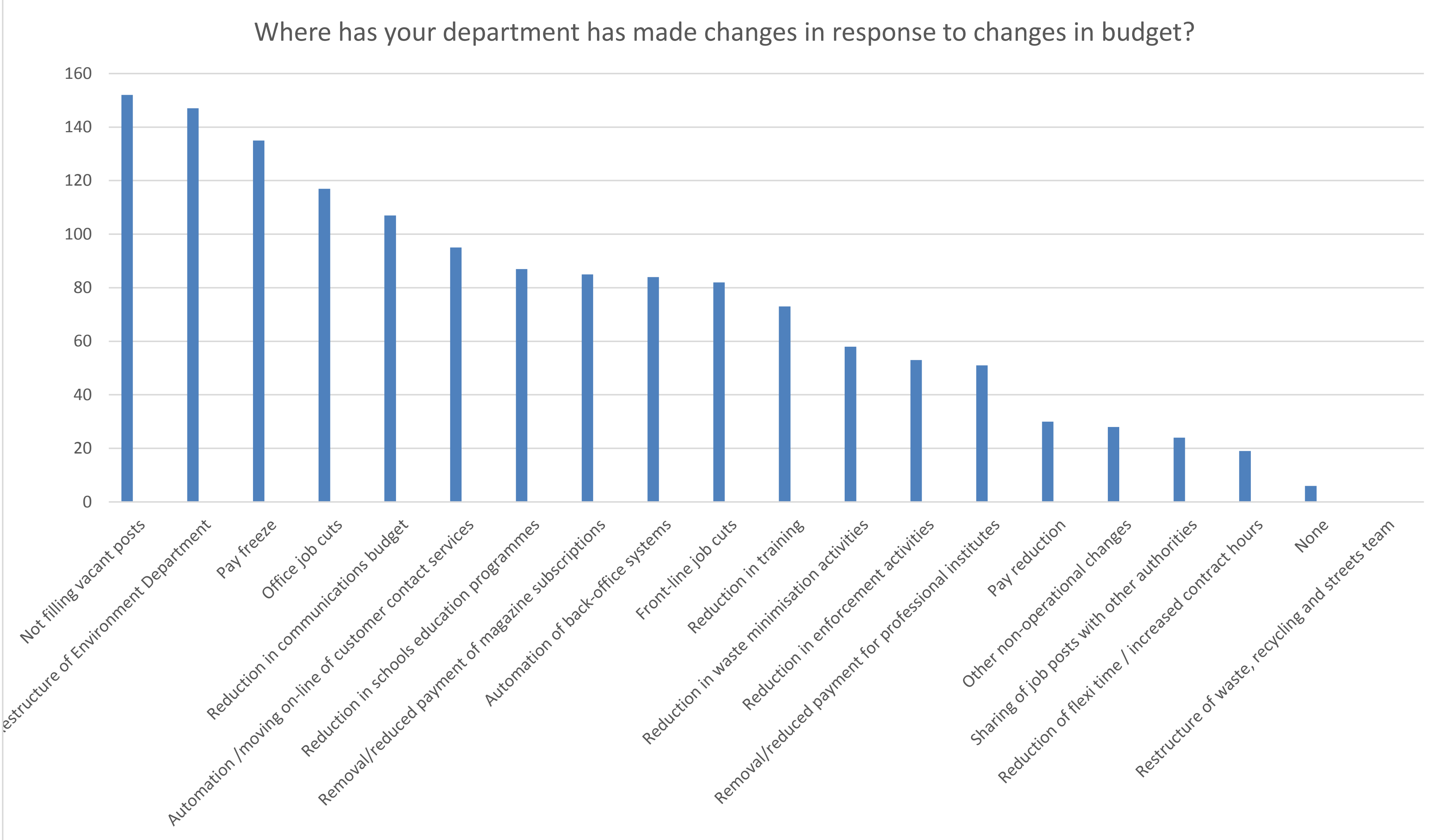

Figure 1 Where departments have made changes in response to austerity cuts (n=223)

2.5 Changes made to collection services

Local Authorities that provide waste and recycling collection services were asked to answer a series of questions on changes made and those planned to their collection services in response to austerity measures. Results are presented in Table 9 and Table 10. The most common response was that 58% were considering re-routing or rationalising collection rounds.

Table 9: Changes made to collection services by Country (I) (n=176)

	Where has your department made changes to collections?							
	Rationalise bring banks	Extend usage/life of equipment (e.g. vehicles)	Remove materials from kerbside recycling schemes	Reduce frequency of collection of any material stream	Re-routing / rationalising of collection rounds	4-day working	Double-shifting	Sold off commercial waste service
England	67	56	12	26	71	21	7	14
ROI	0	2	0	0	1	0	0	2
Scotland	3	14	4	8	15	3	3	1
NI	3	5	0	1	5	1	0	0
Wales	6	9	0	2	10	0	3	1
Total	79	86	16	37	102	25	13	18
Percentage of total responses	45%	49%	9%	21%	58%	14%	7%	10%

Table 10: Changes made to collection services by Country (II) (n=176)

	Where has your department made changes to collections?							
	Pricing of services to make them unattractive	Charge / increase charges for garden waste collections	Renegotiation of contracts	Bundling contracts	Joint working / sharing of service	Rationalisation of clinical waste services	Charging / increased charges for bulky waste collections	Withdrawal of non-statutory services
England	11	30	54	25	29	25	64	22
ROI	0	0	2	2	0	0	0	1
Scotland	1	1	10	5	6	0	10	7
NI	0	0	5	2	0	0	2	1
Wales	3	4	6	3	3	4	5	2
Total	15	35	77	37	38	29	81	33
Percentage of total responses	9%	20%	44%	21%	22%	16%	46%	19%

Respondents were also asked to detail what changes they were considering for the future. Table 11 displays changes made and planned for Waste Collection Authorities that are contracted out and directly managed (Direct Service Organisation (DSO).

A free text box was provided and 40 responses were gathered for the question “Are there any other actions you have taken relating to collection services?” The results in Table 12 indicate that a major theme of these responses was a partnership with nearby authority(s).

Table 11: Changes made and planned for collection services by Local Authorities with a contracted out service and a directly managed service (DSO) (n=176)

	Manage through a service provider (client manager)			Directly manage (DSO)			Total (count)
	Changes made	We're planning changes for the future	Total	Changes made	We're planning changes for the future	Total	Total
Rationalise bring banks	35	17	52	44	29	73	125
Extend usage/life of equipment (e.g. vehicles)	23	9	32	63	5	68	100
Remove materials from kerbside recycling schemes	8	1	9	8	7	15	24
Reduce frequency of collection of any material stream	12	10	22	25	14	39	61
Re-routing / rationalising of collection rounds	31	19	50	71	25	96	146
4-day working	5	6	11	20	19	39	50
Double-shifting	2	6	8	11	15	26	34
Sold off commercial waste service	12	5	17	6	6	12	29
Pricing of services to make them unattractive (e.g. commercial waste)	7	2	9	8	11	19	28
Charge / increase charges for garden waste collections	22	15	37	13	20	33	70

	Manage through a service provider (client manager)			Directly manage (DSO)			Total (count)
Renegotiation of contracts	35	15	50	42	18	60	110
Bundling contracts (combining a number of contracts together to achieve economies of scale, e.g. letting a public realm contract)	15	15	30	22	7	29	59
Joint working / sharing of service (please specify below)	13	14	27	25	13	38	65
Rationalisation of clinical waste services	16	9	25	13	22	35	60
Charging / increased charges for bulky waste collections	35	11	46	46	18	64	110
Withdrawal of non-statutory services	16	14	30	17	22	39	69

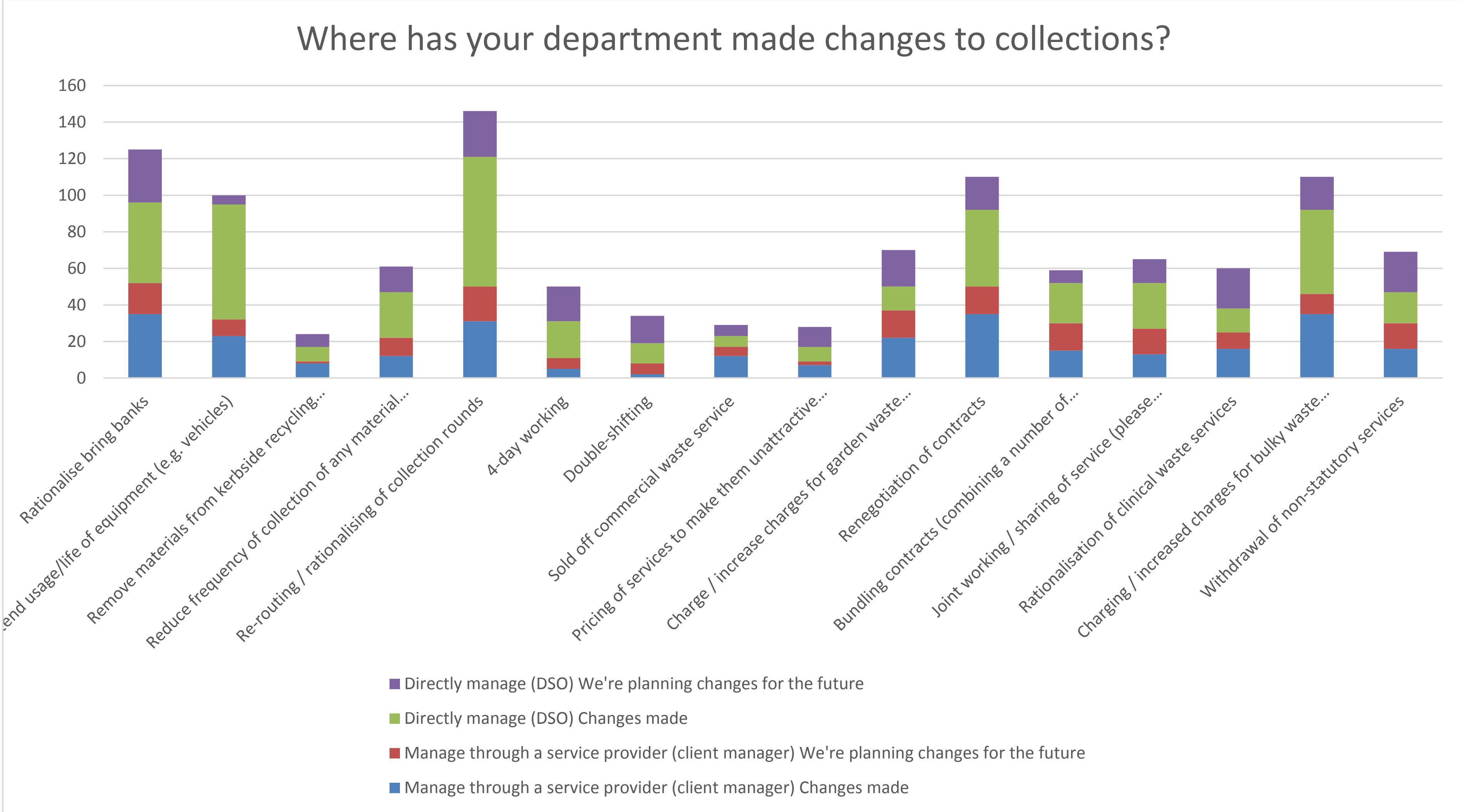

Figure 2: Changes made and planned for collection services by Local Authorities with a contracted out service and a directly managed service (DSO) (II) (n=176)

Table 12: Other actions relating to changes made to collection services (n=40)

Are there any other actions you have taken relating to collection services? Please describe these and add any further comments below	Yes - directly manage (DSO)	Yes - manage through a service provider (client manager)	Yes - combined	Percentage of collections respondents
Partnership with nearby authority(s)	12	2	14	3%
Reduced service	3	3	6	3%
Other	2	3	5	2%
Changes to working practices	2	2	4	2%
Reduced collection frequency	1	2	3	1%
Combined waste and recycling collection services	0	1	1	1%
Considering joint working	1	0	1	1%
Decreased bin size, increased collection frequency using grant money	1	0	1	1%
Increased range of materials taken	1	0	1	1%
Introduced free bulky waste service	0	1	1	1%
Reduce residual bin size, introduce garden and food waste collections	1	0	1	1%
Reduced residual bin size	0	1	1	1%
Sold domestic waste collection service	1	0	1	3%

2.6 Changes Made to Street Cleansing

Local Authorities that provide street cleansing services were asked to answer a series of questions on changes made and planned to their services influenced by austerity measures. Results are presented in Table 13. The majority of the responses were around a reduction of cleansing frequency with low priority areas being receiving the greatest number of responses followed by other areas and then high priority areas.

Free text themes:

- The most commented change was around merging services. Partnership working was also featured as well as activities to rationalise services.

Table 13: Changes made to Street Cleansing services by Country (n=105)

	Where has your department made changes to street cleansing?						
	Reduced frequency of cleansing of high-priority areas	Reduced frequency of cleansing of low-priority areas	Reduced frequency of cleansing of other areas	Reduced frequency of cleansing of any area (combined)	Bundling contracts	Renegotiation of contracts	Joint working / sharing of service
England	16	30	29	75	8	17	6
ROI	0	0	0	0	0	0	0
Scotland	3	10	7	20	1	3	1
NI	1	1	1	3	0	1	0
Wales	4	4	5	13	0	0	0
Total	24	45	42	111	9	21	7
Percentage of total responses	23%	43%	40%	N/A	9%	20%	7%

Table 14 details the changes made and planned to street cleansing services by Local authorities. Again, a reduction in cleansing frequency features highly with respondents

Table 14: Changes made and planned to Street Cleansing services (n=105)

Response	Reduced frequency of cleansing of high-priority areas	Reduced frequency of cleansing of low-priority areas	Reduced frequency of cleansing of other areas	Reduced frequency of cleansing of any area (combined)	Bundling contracts	Renegotiation of contracts	Joint working / sharing of service (please specify what)
Changes made	24	45	42	111	9	21	7
Percentage of total responses	23%	43%	40%	N/A	9%	20%	7%
We're planning changes for the future	13	23	18	54	11	9	11
Percentage of total responses	12%	22%	17%	N/A	10%	9%	10%

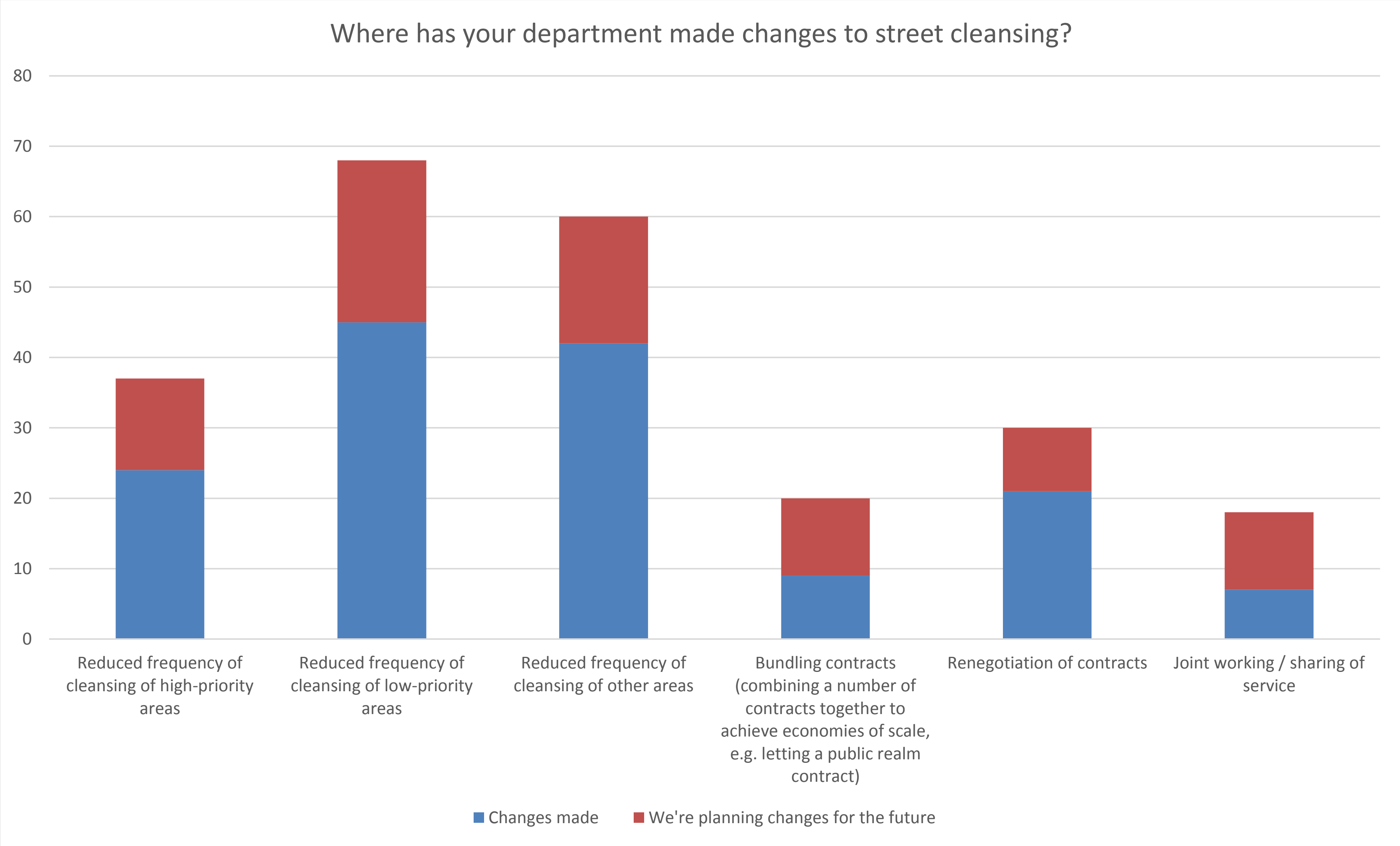

Figure 3: Changes made and planned to Street Cleansing services (n=105)

2.7 Changes Made to Household Waste Recycling Centres (HWRCs)

Local Authorities that provide Household Waste Recycling Centres (HWRCs) were asked to answer a series of questions on changes made and those planned to their services influenced by austerity measures. Results are presented in Table 15.

Free text themes:

- One of the major themes of the free text answers was charging for 'non-household' waste both in an attempt to clamp down on small traders using municipal facilities but also to deal with householders who legitimately need to dispose of bulky/ unusual items.

Table 15: Changes made to HWRC services by Country (n=129)

	How has your department made changes to Household Waste Recycling Centres?					
	Close HWRC(s)	Introduce permit systems (limiting the number of visits a householder can make)	Reduce opening times	Introduce re-use	Charge / increase charges for trade customers to use HWRC	Bundling contracts (combining a number of contracts together to achieve economies of scale)
England	11	23	33	36	16	15
ROI	0	0	0	0	1	1
Scotland	1	2	6	8	5	0
NI	2	0	6	9	1	3
Wales	4	4	5	5	3	2
Total	18	29	50	58	26	21
Percentage of total responses	14%	22%	39%	45%	20%	16%

A total of 63% of respondents reported either implementing or planning to implement re-use policies but almost the same number, 59%, reported reductions in or plans to reduce HWRC opening times, and almost 30% reported the closure or plans to close HWRCs entirely.

Table 16: Changes made and planned to HWRC services (n=129)

	Close HWRC(s)	Introduce permit systems (limiting the number of visits a householder can make)	Reduce opening times	Introduce re-use	Charge / increase charges for trade customers to use HWRC	Bundling contracts (combining a number of contracts together to achieve economies of scale)
Changes made	18	29	50	58	26	21
Percentage of total responses	14%	22%	39%	45%	20%	16%
We're planning changes for the future	19	30	26	23	31	21
Percentage of total responses	15%	23%	20%	18%	24%	16%

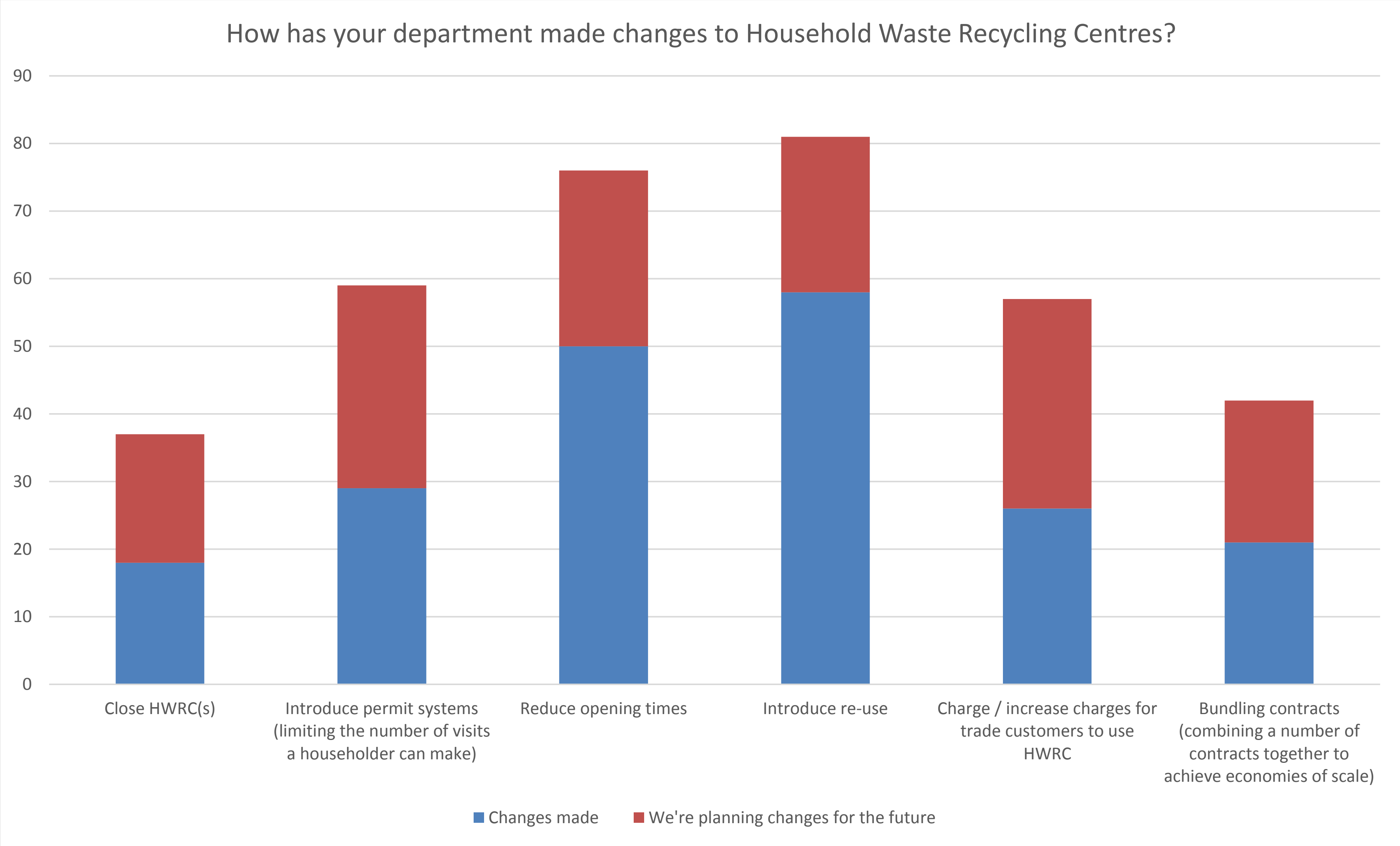

Figure 4: Changes made and planned to HWRC services (n=129)

2.8 Changes Made to Waste Transfer, Treatment and Processing

Local Authorities that provide Treatment services (including transfer and processing were asked to answer a series of questions on changes made and planned to their services influenced by austerity measures. Results are presented in Table 17.The most common responses for both made and planned changes were around renegotiation of contracts and diversion of organic waste from disposal.

Free text themes:

- The most commented changes were disaggregation of contracts, investigating new waste treatment technologies and stopping the payment of third party re-use credits.

Table 17: Changes made to Treatment services by Country (n=128)

	How has your department made changes to treatment services?						
	Treatment of organic waste (garden and food waste diverted from disposal)	Bundling contracts (combining a number of contracts together to achieve economies of scale)	Renegotiation of current contracts	Changes to recycling credit systems	Working with others to increase economies of scale for sale of materials	Seeking new markets for the sale of materials	Develop CHP from energy from waste plant
England	23	19	35	18	29	14	8
ROI	1	1	1	1	1	1	1
Scotland	10	5	7	0	7	11	2
NI	2	3	3	0	3	2	1
Wales	6	2	5	0	2	1	3
Total	42	30	51	19	42	29	15
Percentage of total responses	33%	23%	40%	15%	33%	23%	12%

Table 18: Changes made and planned to Treatment services (n=128)

Response	Treatment of organic waste (garden and food waste treated separately)	Bundling contracts (combining a number of contracts together to achieve economies of scale)	Renegotiation of current contracts	Changes to recycling credit systems	Working with others to increase economies of scale for sale of materials	Seeking new markets for the sale of materials	Develop CHP from energy from waste plant
Changes made	42	30	51	19	42	29	15
Percentage of total responses	33%	23%	40%	15%	33%	23%	12%
We're planning changes for the future	20	25	36	10	22	38	36
Percentage of total responses	16%	20%	28%	8%	17%	30%	28%

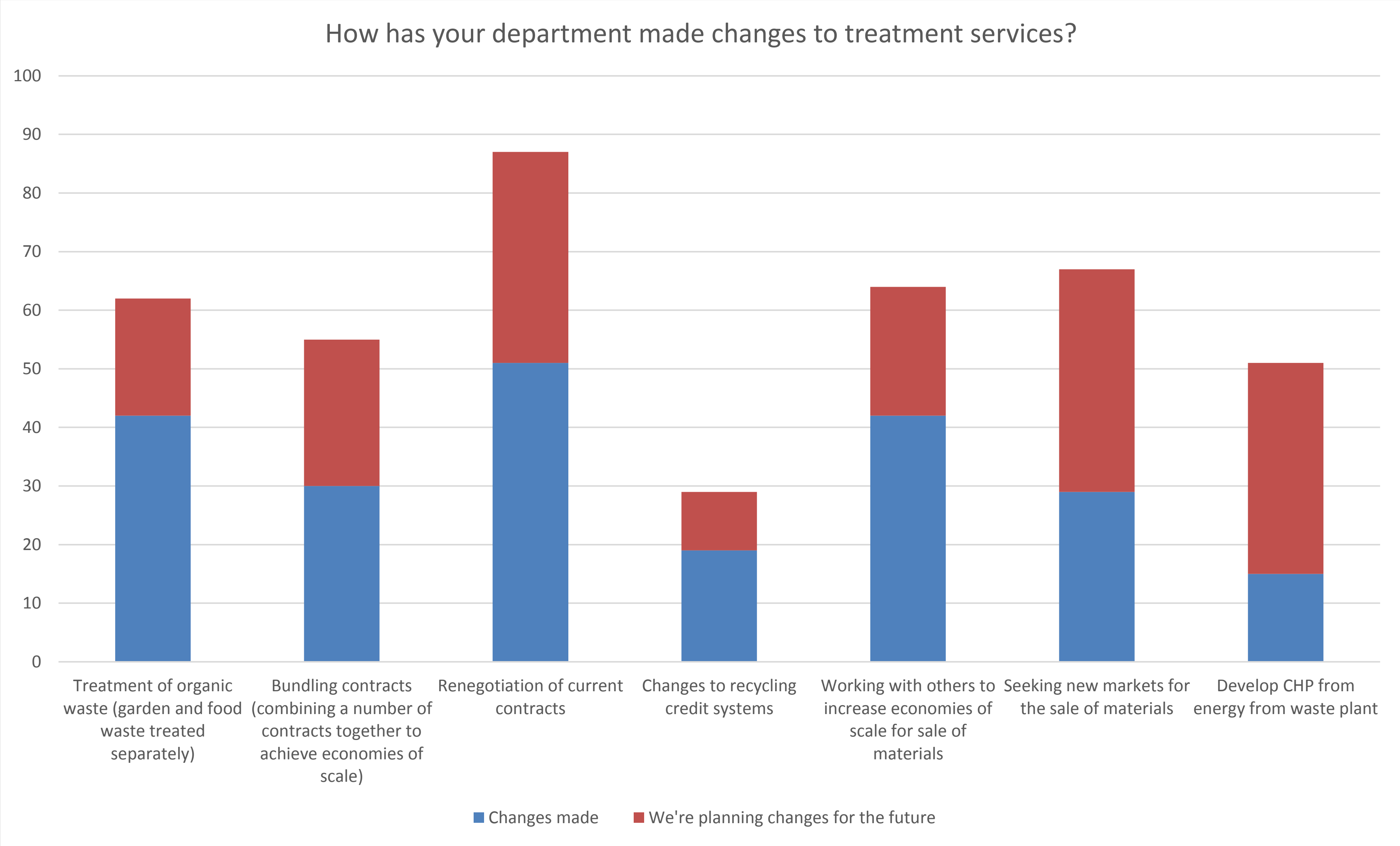

Figure 5: Changes made and planned to Treatment services (n=128)

2.9 Changes Made to Waste Disposal

Local Authorities that provide Waste Disposal services were asked to answer a series of questions on changes made and planned to their services where directly influenced by austerity measures. Results are presented in Table 19.

Free text themes:

- The most commented change was around moving from landfill to Energy from Waste (EfW) or Mechanical Biological Treatment (MBT).

Table 19: Changes made to Waste Disposal services by Country (n=119)

	How has your department made changes to waste disposal?						
	Sell spare capacity to third parties	Renegotiation of contracts	Working with others to increase economies of scale	Bundling contracts (combining a number of contracts together to achieve economies of scale)	Seeking short-term contracts for residual waste treatment e.g. export for RDF	Delaying / stopping of infrastructure procurement	Changes to recycling credit systems
England	12	31	23	16	18	8	11
ROI	1	1	1	1	1	1	1
Scotland	3	8	8	5	8	2	0
NI	1	7	5	5	6	4	0
Wales	2	6	4	3	5	3	0
Total	19	53	41	30	38	18	12
Percentage of total responses	16%	45%	34%	25%	32%	15%	10%

When considering changes made and planned to Waste Disposal services the most common response was around renegotiation of contracts (similar to many of the services), with 45% stating that changes had already been made and 22% stating they were planning to implement this in the future. Also featuring highly was partnership working to achieve economies of scale with 34% stating that they'd already implemented this and 24% with plans for the future (again a common theme for many of the questions). Also; 32% of authorities responding stated that they'd sought and 14% were planning short term contracts for residual waste treatment, for example Refuse Derived Fuel (RDF) for export.

Table 20: Changes made and planned to Waste Disposal services (n=119)

	Sell spare capacity to third parties	Renegotiation of contracts	Working with others to increase economies of scale	Bundling contracts (combining a number of contracts together to achieve economies of scale)	Seeking short-term contracts for residual waste treatment e.g. export for RDF	Delaying / stopping of infrastructure procurement	Changes to recycling credit systems
Changes made	19	53	41	30	38	18	12
Percentage of total responses	16%	45%	34%	25%	32%	15%	10%
We're planning changes for the future	15	26	29	14	17	5	9
Percentage of total responses	13%	22%	24%	12%	14%	4%	8%

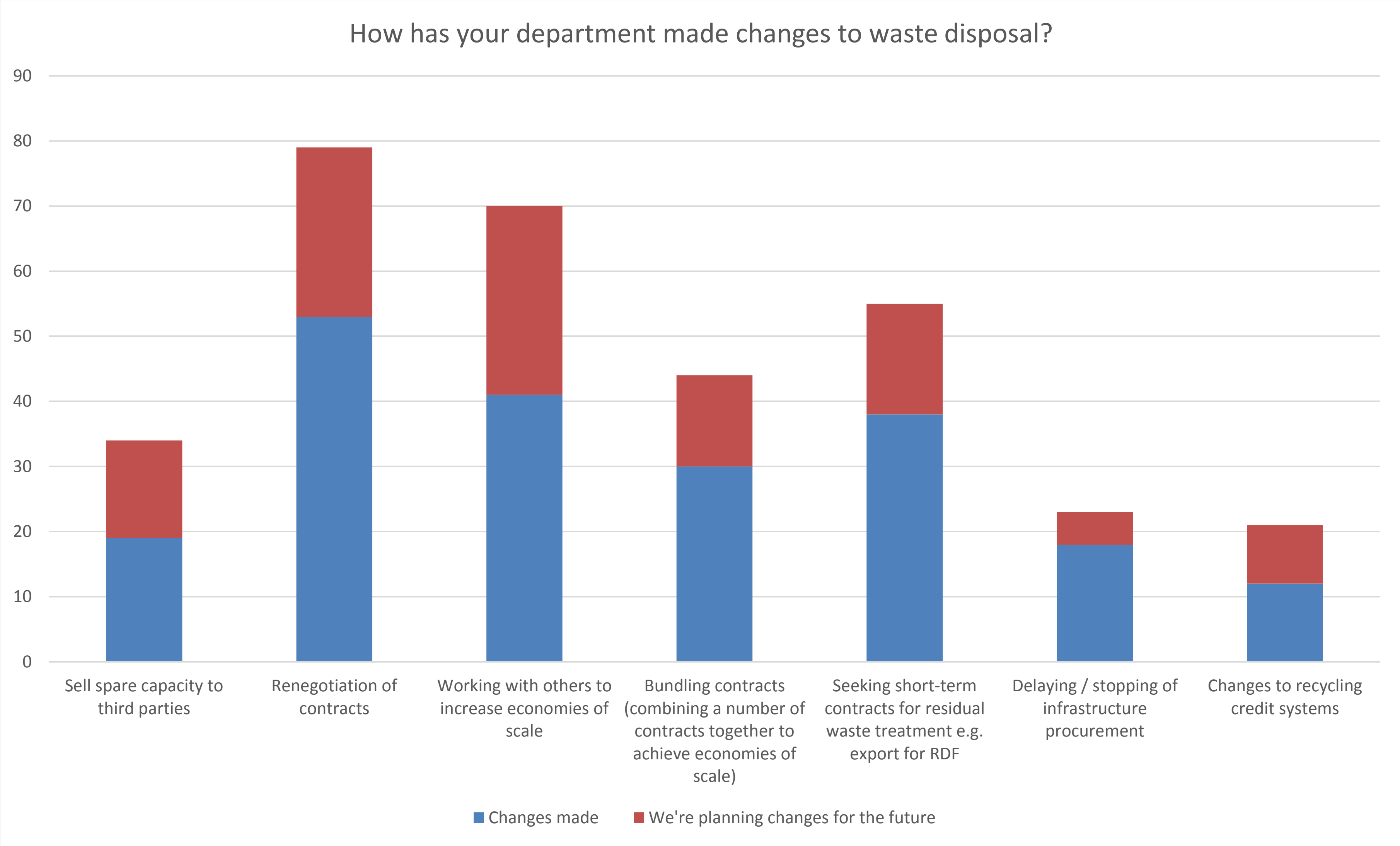

Figure 6: Changes made and planned to Waste Disposal services (n=119)

2.10 Impacts

Respondents were asked a series of questions about whether they felt that the austerity measures had impacted a number of areas and whether changes had meant a decrease, increase or whether it had stayed the same. A summary of the responses can be found in Table 21, with each area then detailed by country within the section below. There are many factors that could influence changes in these areas and the responses provided should be interpreted as austerity impacts being one of the factors involved.

Table 21: Summary of perceived impacts due to austerity measures (n=197)

	Decreased	Same	Increased	Not sure	N/A
Recycling rate	30%	37%	22%	6%	5%
Contamination of recycling due to refuse being collected less frequently	2%	45%	16%	10%	27%
Reduction in quality of recyclate	9%	54%	20%	9%	9%
Fly-tipping	2%	53%	25%	13%	7%
Litter	1%	51%	28%	11%	10%
Number of RIDDOR incidents	6%	60%	1%	20%	14%
Community interest in the environment	19%	49%	22%	7%	3%
Residents' use of HWRCs	8%	34%	30%	13%	15%
Trade abuse of HWRCs	9%	24%	28%	20%	19%
Illegal trade waste due to increased price of trade waste collections	0%	28%	25%	28%	19%
Use of garden waste collection as result of introducing a charge	13%	18%	5%	7%	58%
Reduced payment of subscription fees (e.g. to employees' membership of chartered institutions, magazines, etc.)	18%	29%	20%	8%	26%
Morale of operative staff	61%	27%	2%	9%	2%
Morale of office staff	66%	25%	3%	4%	2%
Partnership working with Third Sector	18%	44%	21%	8%	9%
Public satisfaction of waste collection services	25%	51%	8%	8%	8%
Public satisfaction of street cleansing services	28%	34%	5%	20%	13%
Number of complaints re. cleanliness	7%	41%	23%	19%	11%
Number of complaints re. health issues regarding waste, litter, etc.	4%	45%	22%	19%	11%

For recycling rate the majority of respondents stated that recycling rates had stayed the same, this reflects some of the national trends particularly in England where the recycling rate has stagnated. 59 respondents stated that recycling rates had decreased, which could link to the reduction in investment for communications.

Table 22: Recycling rate - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	46	58	27	9	6	146
ROI	1	1	1	0	0	3
Scotland	5	5	11	0	1	22
NI	5	3	4	1	2	15
Wales	2	6	1	2	0	11
Total	59	73	44	12	9	197

The majority of respondents to this question (88) thought that the contamination of recycling due to refuse being collected less frequently had stayed the same.

Table 23: Contamination of recycling due to refuse being collected less frequently - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	4	64	20	12	46	146
ROI	0	2	1	0	0	3
Scotland	0	10	4	4	4	22
NI	0	8	3	2	2	15
Wales	0	4	4	2	1	11
Total	4	88	32	20	53	197

Although the majority of respondents considered that the quality of recyclate had stayed the same 39 respondents stated there had been an increase in reduced quality (i.e. a decrease in quality) of recyclate. This could again be linked to reductions in communications budget, with householders not being clear about what/how to recycle, resulting in increased contamination.

Table 24: Reduction in quality of recyclate - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	12	83	29	10	12	146
ROI	0	2	1	0	0	3
Scotland	4	8	4	3	3	22
NI	0	7	4	2	2	15
Wales	1	6	1	2	1	11
Total	17	106	39	17	18	197

For Fly Tipping the majority of respondents noted that there hadn't been a change in Fly Tipping occurrences due to austerity measures, however only three respondents stated that it had decreased and 50 stated that they had perceived an increase. This could be due to wider economic impacts encouraging fly tipping rather than organisations paying for disposal/recycling

Table 25: Fly-tipping - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	3	85	31	17	10	146
ROI	0	0	3	0	0	3
Scotland	0	10	7	3	2	22
NI	0	7	4	2	2	15
Wales	0	2	5	4	0	11
Total	3	104	50	26	14	197

The response spread for litter is very similar to the responses for fly tipping, with the majority of respondents (100) stating there'd been no perceived change in litter, but over a quarter of the respondents reporting an increase in litter. This could be linked with the responses noted earlier of authorities reduced cleansing frequencies.

Table 26: Litter - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	2	77	36	15	16	146
ROI	0	1	2	0	0	3
Scotland	0	12	6	2	2	22
NI	0	10	3	1	1	15
Wales	0	0	8	3	0	11
Total	2	100	55	21	19	197

It's reassuring to note that respondents felt that the number of RIDDOR incidents had either stayed the same (118) or reduced (11), with only one respondent recording a perceived impact due to austerity measures.

Table 27: Number of Riddor incidents - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	6	89	0	28	23	146
ROI	0	0	0	1	2	3
Scotland	3	14	1	3	1	22
NI	2	9	0	3	1	15
Wales	0	6	0	4	1	11
Total	11	118	1	39	28	197

The spread of results for community interest in the environment represents a mix of opinion, with 96 respondents indicating that it had stayed the same, 38 indicating a decrease and 44 indicating an increase.

Table 28: Community interest in the environment - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	32	74	27	9	4	146
ROI	0	1	2	0	0	3
Scotland	2	8	9	1	2	22
NI	1	8	5	1	0	15
Wales	3	5	1	2	0	11
Total	38	96	44	13	6	197

Respondents noting whether residents use of HWRCs as a perceived impact due to austerity measures highlighted an increase, with 67 indicating they'd stayed the same and 60 stating an increase. There could be a number of reasons for this, including perceived residual waste restrictions at the kerbside, or potentially increased trade waste abuse, which links to the following question.

Table 29: Residents' use of HWRCs perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	13	50	34	22	27	146
ROI	0	0	2	0	1	3
Scotland	1	6	13	0	2	22
NI	1	9	4	1	0	15
Wales	0	2	7	2	0	11
Total	15	67	60	25	30	197

Comments on trade abuse of HWRCs highlight also highlight an increase (55), with 48 respondents noting that it had stayed the same and 18 noting a decrease. This increase echo's some of the previous questions around authorities' plans for HWRCs and also the following question around illegal trade waste.

Table 30: Trade abuse of HWRCs - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	15	32	35	31	33	146
ROI	0	0	0	2	1	3
Scotland	1	6	10	2	3	22
NI	0	9	4	2	0	15
Wales	2	1	6	2	0	11
Total	18	48	55	39	37	197

Illegal trade waste has increased (50) or stayed the same (55) but no respondents have noted a decrease. This may highlight the increased pressures that businesses have to cut costs, combined with a reduction in enforcement activities. Where authorities operate a clear all policy without sufficient enforcement any waste left on the street is collected, putting an increased burden on the authority.

Table 31: Illegal trade waste due to increased price of trade waste collections - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	0	39	34	42	31	146
ROI	0	1	1	1	0	3
Scotland	0	6	6	6	4	22
NI	0	6	4	4	1	15
Wales	0	3	5	2	1	11
Total	0	55	50	55	37	197

For the majority of respondents to this question the subject matter (introducing a charged for garden waste service) was not applicable. Of the small number that responded 25 noted a decrease, which could highlight residents stopping the service to save money.

Table 32: Use of garden waste collection as a result of introducing a charge - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	23	24	7	5	87	146
ROI	0	0	1	1	1	3
Scotland	2	5	0	1	14	22
NI	0	5	1	3	6	15
Wales	0	1	0	4	6	11
Total	25	35	9	14	114	197

The range of responses to whether subscription fees had been reduced due to austerity measures was spread, with almost equal responses recording an increase compared to a decrease.

Table 33: Reduced payment of subscription fees (e.g. to employees' membership of chartered institutions, magazines, etc . - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	26	41	31	7	41	146
ROI	1	1	1	0	0	3
Scotland	5	5	3	3	6	22
NI	0	7	3	2	3	15
Wales	3	3	1	3	1	11
Total	35	57	39	15	51	197

Of the two questions asked on morale, the responses were overwhelmingly clear. Morale of operatives and (back) office staff has decreased due to the impact of austerity measures. There could be a number of factors at play here, with the early survey responses noting restructuring, not filling vacant posts and job losses, all putting increased pressure on staff to do more with less.

Table 34: Morale of operative staff - - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	84	44	2	13	3	146
ROI	3	0	0	0	0	3
Scotland	15	5	1	1	0	22
NI	9	3	1	2	0	15
Wales	9	1	0	1	0	11
Total	120	53	4	17	3	197

Table 35: Morale of office staff - - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	97	39	3	4	3	146
ROI	3	0	0	0	0	3
Scotland	13	7	1	1	0	22
NI	8	4	1	2	0	15
Wales	10	0	0	1	0	11
Total	131	50	5	8	3	197

On partnership working with the third sector the spread of results tells a different story for different authorities, with the majority of respondents indicating that it had stayed the same (87).

Table 36: Partnership working with the Third Sector - - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	31	63	31	7	14	146
ROI	1	1	0	1	0	3
Scotland	4	11	4	1	2	22
NI	0	6	5	3	1	15
Wales	0	6	1	3	1	11
Total	36	87	41	15	18	197

When asked about public satisfaction of waste collection services the responses become increasingly spread, with 66 recording no change but 50 recording a decrease and 45 recording an increase.

Table 37: Public satisfaction of waste collection services - - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	36	46	29	27	0	146
ROI	1	0	2	1	0	3
Scotland	6	8	5	6	0	22
NI	2	10	2	1	1	15
Wales	5	2	7	2	0	11
Total	50	66	45	37	1	197

When looking at public satisfaction for street cleansing services and general cleanliness there are a greater number of respondents noting a decrease in satisfaction (50) and an increase in complaints (45), this could link with some of the changes made by authorities reducing the frequency of cleansing, together with increases in illegal trade waste, litter and fly tipping.

Table 38: Public satisfaction of street cleansing services - - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	36	72	13	12	13	146
ROI	1	1	0	1	0	3
Scotland	6	11	1	2	2	22
NI	2	13	0	0	0	15
Wales	5	4	1	1	0	11
Total	50	101	15	16	15	197

Table 39: Number of complaints re. cleanliness - - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	12	57	29	27	21	146
ROI	0	1	2	0	0	3
Scotland	1	10	5	5	1	22
NI	0	10	2	3	0	15
Wales	0	2	7	2	0	11
Total	13	80	45	37	22	197

When asked about complaints relating to health issues 89 respondents noted not change but 43 noted an increase in complaints, which could also be linked to decreases in services (particularly cleansing services).

Table 40: Number of complaints re. health issues regarding waste, litter, etc. - - perceived impacts due to austerity measures

	Decreased	Same	Increased	Not sure	N/A	Total respondents
England	7	65	28	27	19	146
ROI	0	1	1	1	0	3
Scotland	0	11	4	6	1	22
NI	0	10	4	1	0	15
Wales	0	2	6	2	1	11
Total	7	89	43	37	21	197

2.11 Open questions

A series of open questions were asked, to allow respondents to provide an increased amount of detail for specific themes.

2.11.1 Savings required.

Respondents were asked how much their authority was required to save (within their waste and street cleansing service) and by when, for example £5M by 2015 and a further £2M by 2019. Respondents were also asked to comments on how many years they were expecting to face cuts and also how much had been saved to date by their department.

Table 41: Savings required of waste and street cleansing services

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
England	Waste collection authority	Saving was 200k per year.	5+ years.	Savings started in 2010 and go until 2017 so 1.4m.
England	Waste collection authority	No amount set. But the Council is looking for £2m.	No cuts have been made. The next service contract (2017) will include a range of services which the participating authorities can opt into or not. This may be driven by cost.	Savings of around £1m p.a. based on a tender in 2009 (not cuts).
England	Waste collection authority	£170,000 in 2014/15. At least as much the following year.	5 years.	£150,000 per year.
England	Waste disposal authority	£4m by 2015 and £5m by 2018.	Next round of budget cuts is to 2017/18 and likely beyond.	Overall the County Council has saved £250million since 2008. The actual breakdown for this service stream is not known.
England	Waste collection authority	I have not been advised.	The expectancy nationally is for this climate to continue for at least another 5 years.	In excess of £200K in the past 2 years.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
England	Waste collection authority	£100 000 in 2014/15.	N/A	N/A
Republic of Ireland	Partnership	Our Regional Office is not directly involved in these aspects - controlled by each individual local authority.	With the economy beginning to recover, one would expect only one or two more years' cuts / restrictions.	Our Regional Office is not directly involved in these aspects - controlled by each individual local authority.
England	Unitary authority	N/A	Up to 2018.	Saved £1.65m in 2011 and £400k in 2012 from re-tendering contracts.
England	Waste collection authority	£350K - 2015/2016.	5 years.	£100k - 2014/2015.
England	Waste collection authority	No decision made.	The next three years at least.	Over half a million pounds.
England	Waste disposal authority	We're a WDA so don't include collection or street cleaning. We have to identify as many savings as possible.	At least until 2017/18.	We have saved at least £5million on our disposal budget as a result of constructing a new energy from waste facility, commissioned in 2013/14.
Scotland	Unitary authority	£300,000 by October 2015.	Indefinitely	Circa £1m since 2011.
England	Unitary authority	A further £1.1m by 2016/17.	Unsure.	Waste has saved £0.9m since 2013/14.
England	Waste disposal authority	N/A	5 years.	N/A
England	Waste disposal authority	Circa £2m by 2017.	Five years minimum.	£4-5m per annum.
England	Unitary authority	Figures not yet agreed. Will be subject to announcement on grant from central government in December.	Planning for next four years.	There has been investment in services but this has not kept pace with rising costs. There have been savings within the picture of overall investment.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
England	Waste collection authority	Not sure as only just starting process but not aware of anything at present.	5 years	£2m mainly due to Joint Working
England	Unitary authority	Not sure	I am led to believe that the cuts will continue in order to deliver efficiency savings	I believe in the region of £3m.
England	Unitary authority	£1.4m p.a. By 2017	2 years	0.25m in 2014/15
England	Waste collection authority	No specific amount	Not really about cuts, more about how we can help increase income	17% over five years
England	Unitary authority	£1.7m by 2016/16	3-5 years	£2m over 3 years
England	Waste collection authority	£1m from April 2018, approximately a third of our current budget.	Long term	£1.3m through contract negotiation over 5 years
England	Waste collection authority	No specific service target has been set.	On-going drive for service efficiency and opportunities for income generation	
England	Unitary authority	£900,000 by 2015 and a further £800,000 by 2019	Planning for next 4 years until 2019	£2.1m over 7 years.
England	Waste collection authority	Up to 4% of budget.	Not sure.	Increase in recycling sales income has deferred cuts to base budget until now.
England	Unitary authority	Budget not yet decided	5 years	N/A
England	Waste collection authority	Not addressed yet	Until 2020.	£300,000 over 3 years.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
England	Waste collection authority	Approximately 20% by 2019.	At least 5 more.	Approximately £250k pa from 2013.
England	Unitary authority	£363m 2013/14 to 2016/17.	Up to 2017 and probably through to 2020.	£250m from 2012 to date.
England	Waste collection authority	£22m 2015/16.	Don't know.	2m in the last 3 years.
England	Waste collection authority	10% of budget for next 2 years.	2 years.	Approximately £0.75 million over past 4 years.
England	Unitary authority	The Council's Medium Term Financial Strategy (March 2014) identified a funding gap of £36.7 million over the period 2015/2016 to 2019/2020. Specifically for 2015/2016 the funding gap was forecast at £9.926 million. Savings of £8.321 million had previously been approved leaving a residual saving requirement of £1.605 million. Whilst this is the council whole picture the waste collection, disposal and Street Cleansing is a large part of the overall budget, specific savings have not been fully identified at this stage.	N/A	£1.5 million annually over the last two years.
England	Waste collection authority	Has not been specified.	Unsure.	£250,000 over last 4 years.
England	Unitary authority	Not certain. 2015/16 is predicted to be a big cut year.	To at least 2018 but possibly 2020.	N/A
England	Waste collection authority	N/A	5 years	N/A

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
England	Waste collection authority	The council has a saving target of £70m in the coming year. Proposals for savings from street cleansing have been submitted. Members are yet to make decisions on how the overall saving will be delivered.	Unknown	£700k in the past year from negotiated contract savings
England	Waste collection authority	£3m BY 2016/17.	5 years.	£2m since June 2014.
England	Waste disposal authority	£2m year on year.	5 years.	Increased landfill tax has eradicated all savings made. Operational savings have been realised to the value of £1.5m annually.
England	Waste collection authority	£1.5m by 2015/16 plus £2m by 2016/17.	Until 2018 at least.	£0.5m in 2013/14.
Wales	Unitary authority	Not announced yet.	5-6 years.	N/A
England	Unitary authority	£2.73m by 2019	5 years	£1.1m in 2014-15.
England	Unitary authority	N/A savings have already been made.	Cuts will last until before 2020 depending on our recycling rate and the need to hit 50%.	Difficult to say, residual waste has increased almost negating all other cuts.
England	Unitary authority	Not sure	5 years.	Not sure.
Scotland	Unitary authority	£800k by 2017.	Ongoing.	£1.3m since 2010.
England	Waste collection authority	A proportion of £70 million, as yet unspecified.	N/A	Significant proportion of £93 million.
Wales	Unitary authority	Circa £2m by end of 2016/17.	5 years	Circa £1m over last couple of years.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
England	Waste collection authority	This has not yet been determined, as the plans for cuts in our region have not yet been communicated. This is in itself problematic for employees as we are not clear on the direction of the authority.	Not sure	£400,000 was saved in 2013 through reduction in recycling collection frequency, and further efficiencies are being found through rationalisation of rounds. However, it could be argued these have been offset by the growth in the budget in 2012 to accommodate the opening of a major new development, which required new cleansing and waste collection rounds to be introduced.
Northern Ireland	Unitary authority	5%.	5 years.	This is year 1 - but previously saved 8% off cleaning budget.
England	Unitary authority	N/A	Not sure.	N/A
Northern Ireland	Unitary authority	Nothing has been clearly defined as yet £2m by 2015 and a further £5m by 2019 is a fair expectation.	At least five years.	We've delivered savings in the order of £2.3M since 2012.
England	Unitary authority	Waste must save £250,000 (only for collections not flytipping or litter/cleansing).	At least 4.	The joint procurement for a new disposal facility will not be realised until next year, likely to be around £750,000 per annum. Then further £250,000 expected for collections.
England	Unitary authority	Council in general is £100m over 3 years.	3 years.	£2m over 2 years.
England	Unitary authority	£6m by 2017.	Long term.	Last 10 years the Authority has saved£5m.
Wales	Unitary authority	N/A	At least 2.	N/A
England	Waste collection authority	£420k over 2 years (2015/16 and 2016/17).	Not sure	£625k over 2012/13.
Wales	Unitary authority	Probably £1.5m by 2015 and perhaps another £2.5m by 2019.	3-5 years.	Up to £1m over past 2 years.
Northern Ireland	Unitary authority	N/A	Unknown.	Costs broadly stable.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
Northern Ireland	Unitary authority	Not clear due to Local Government Reform.	3 - 4 years.	Estimated £1 - £1.5 million over last 4 years, mainly through efficiency savings and waste diversion from landfill.
Wales	Unitary authority	£8m in 4 years	N/A	£6m over 3 years
Wales	Unitary authority	Unknown for2015.	3 years.	£180,000 in 2014.
Wales	Unitary authority	30% reduction of existing budget.	3 to 5 years.	Unknown.
Northern Ireland	Unitary authority	Unsure.	Over next 5 years following impact of Review of Public Administration.	Unsure.
Wales	Unitary authority	Council needs to save £15m. Waste management budget is only £11m and majority of this is grant and income leaving actual council budget of £1.5m and expectation of at least 15% saving.	Long term.	In waste reduction and recycling terms the Council saved approximately £3.5m last year compared to the waste being landfilled in 2004. The actual reduction in rounds alternate weekly collections (AWC) saved £500k per annum since introduction in 2005. Street cleansing savings were forecast at £500kpa but services were reintroduced because of high levels of customer complaints so full savings were not realised.
England	Waste collection authority	£300k pa by 2016.	Five years.	£100k.
England	Waste collection authority	We don’t operate in such a basic fashion savings are looked at as a whole in the Council not service by service as frankly some are more important than others. We have a long term financial strategy and need to save over a million as a whole Council.	At least 5 probably more.	£635K from 2010/11.
England	Waste collection authority	No service specific figure set.	5 years.	Approximately £0.5m since 2011-12.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
Scotland	Unitary authority	£0.25m by 2015. Unknown thereafter, just about to undertake cross service reviews to determine future savings.	4 years.	Around £2m / year.
Scotland	Unitary authority	Do not tend to look at this service as an individual.	5 to 10 years.	N/A
England	Waste collection authority	N/A	I believe that this will be a constant process of refining systems and methods of delivery and the potential outsourcing of more and more council services in a falsely perceived attempt to save money.	We have just re-negotiated our contract for waste, recycling and street cleansing, but I do not have the figures to hand with regards to the exact savings offered. Many staff were also TUPE'd to the contractor which offered staff savings as well as contract efficiency savings.
Scotland	Unitary authority	£0.6 million by 2015 and a further £1.5 million by 2018.	10 years.	£7.5 million over the last three years.
Northern Ireland	Unitary authority	Budgets currently being calculated.	To 2017-18 at least.	Savings may well be negated by for example trade abuse of HWRCs, dealing with increased complaints re. waste/litter.
Northern Ireland	Unitary authority	Not known.	The next 10 years.	Not applicable.
England	Unitary authority	£1m by 2015/16.	Until 2017/18.	Annual saving since 2011 £1.2m/yr. on collection and street cleansing- disposal -£50,000.
England	Unitary authority	£200k by 2015, £100k in 2016.	Ongoing.	Over £500k since 2010/11 (CSR).
England	Waste disposal authority	£2m by 2015/16.	Until 2020	It's very hard to say as the cuts have taken effect over a long period of time. In total I would estimate we have cut around £500k from waste disposal costs since 2009/10.
England	Unitary authority	A proportion of £3 million to be delivered in 2014-15 as a directorate target which also includes other services including energy, catering, cleaning, grounds maintenance, car parks and	For at least the next 5 years - albeit our strategy is pro-growth to support statutory services through increased commercialism.	Approximately 35% savings over 5 years on a net budget of what is now approx. £6 million.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
		other front line services which are capable of income generation.		
England	Waste disposal authority	N/A	More contracted services	Not sure
England	Unitary authority	No specific savings outlined. As the Council has a 25 year PFI contract, we effectively spend against a 25 year spending profile, but there is an increasing focus on seeking negotiated savings within the contract.	Not known.	N/A
England	Unitary authority	£4m by 2018.	3 more years.	N/A
England	Waste disposal authority	£3.6m by 2016.	At least the next 5 years.	£10million over last 4 years.
England	Waste collection authority	No specific targets set at this time	No projected growth over the medium term (5 years)	Changes introduced in 2011 achieved a saving of £1 million per annum compared with costs of the service from 2010
England	Unitary authority	No future targets currently agreed	At least until 2019/20	c£3-4m over the last 3 years
Scotland	Unitary authority	Not confirmed	3 years	Not confirmed
Scotland	Unitary authority	NA	NA	£300,000
Scotland	Unitary authority	Unable to answer.	Until 2025.	Savings been made through landfill diversion rather than austerity.
England	Waste collection authority	£2 million 2015.	Continual.	£2 million over 3 years.
Scotland	Unitary authority	N/A	5 years	N/A

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
Scotland	Unitary authority	Unknown, to be decided.	Up to 5 years approximately - but unknown.	20% reduction overall on waste collection, disposal and cleansing budgets.
Scotland	Unitary authority	Not sure at this time.	Unknown but anticipate up to 5 years.	Over the period the service was expected to save 20% of its budget.
Scotland	Unitary authority	£1.5m 2015/16	On going	£500,000 over 2 years
England	Partnershi p	N/A	N/A	The partnership’s activities are projected to deliver gross avoided costs of £67 million over 10 years (up to 2021). By the time an upfront investment in new bins is made (37 million) a net avoided cost of £60 m is projected on these two projects alone.
Scotland	Unitary authority	£250K this year and £200K next year.	10 years.	Already saved £700K in last 3 years.
Scotland	Unitary authority	About 10% of current budget.	5 years.	Waste c£600k.
England	Waste collection authority	N/A	3 years.	£1.5m from £6M per year, but saved incrementally over 5 years.
England	Waste collection authority	N/A	Not sure at this time.	Made ~£250,000 savings from contract re-procurement.
England	Unitary authority	£300k 2014/15, £350k 2015/16, £500k 2016/17, At least a further £200k each year ongoing.	Four at least.	£3 million since 2009/10.
England	Unitary authority	To be confirmed.	Long term.	Not sure.
England	Waste collection authority	Waste £100,000 by 2015/16, Cleansing £350,000 by 2016/17.	4 years.	£350,000 over 3 years.
England	Unitary authority	£200K by 16/17	Ongoing - another 3 at least. Completely depends on the	2010 to 2014-15, savings = £1.44M.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
			council funding from government	
England	Waste collection authority	£250k by 2016.	3 years including 2014-15.	Unsure in total but over £250k.
England	Waste collection authority	£750,000.	4 years at least.	£400,000 over 2 years.
England	Waste collection authority	£0.4 million by 2015, £0.8 million on-going.	5 to 10 years.	£0.5 million since 2012.
England	Waste collection authority	Not sure.	5 years.	100k estimate.
England	Waste collection authority	Don't know.	For the foreseeable future.	Budget reduced from £27.14m in 2011/12 to £25.87m for 2014/15.
England	Waste collection authority	No target.	Continually.	Over £300,000 since 2008.
England	Waste disposal authority	Not clear cut - likely to be another £1m by 2015.	Until 2020.	£5m over the previous 4 years mostly due to contract retendering, charging at HWRC and reduction in waste growth.
England	Waste collection authority	Not sure yet.	5 years.	£1.5 million per annum for the Joint Waste Service.
England	Waste disposal authority	£1.5m by 2018.	Each year up to April 2018.	£3m over 2011 to 2014.
England	Unitary authority	£750,000 by 2015/16 - waste management.	Our Council savings target is £64 million by 2018/19 so I would	£1 million annual saving since 2012. This represents roughly 25% of the waste collection budget.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
			expect our service cuts to be experienced until then.	
Scotland	Unitary authority	To be confirmed.	3 years.	N/A
Wales	Unitary authority	Not sure.	5 years.	Not sure.
England	Waste collection authority	£100k in 2015.	2 years.	£500k in last 4 years.
England	Waste collection authority	£500,000 by 2016.	N/A	£300,000 over past 3 years.
England	Waste collection authority	Savings required by 2017, figure to be confirmed.	Major savings in 2017 at contract renewal.	£200,000 anticipated for 2014/15
England	Waste collection authority	Not known at this stage.	Possibly 10 years.	£150K over last three years.
England	Unitary authority	To be agreed	Currently planning next five years	Waste Management Budget difference 13/14 to 14/15 £1.46m.Difficult for street cleansing as integrated with grounds maintenance.
England	Waste collection authority	Only Council-wide target currently available.	As long as the Council still exists. Expected to merge with other councils to remain solvent.	Approximately £200,000 over last 4 years.
England	Waste collection authority	Don’t know yet.	Ongoing.	Not sure.
Scotland	Unitary authority	Unknown but predicting 8%.	5-10 years.	Circa £1m.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
England	Waste collection authority	£5.9m by 2020.	Ongoing.	Not known at present.
England	Waste collection authority	£1.4m by 2015.	I foresee no further cuts, just more efficient ways of working.	Unknown.
England	Waste disposal authority	£3m.	Current programme to 2020.	>£2m.
England	Waste collection authority	£200,000 for 2014/15.	3 or 4 years.	£500,000.
England	Waste collection authority	£1,000,000 by 2015.	2 years.	Not sure.
England	Waste collection authority	N/A	At least another 2-5 years.	N/A
England	Waste collection authority	No idea yet.	3 years	Nothing yet, first year of contract.
England	Waste collection authority	Waste collection service to save £300,000 per year from a £3M annual budget until 2015; and same or increased thereafter.	3-5 years	Approximately £750,000 over 3 years.
England	Waste disposal authority	£3m annually by 2016	We're in year 4 of 8, so until March 2019 then levelling out.	Difficult to say as landfill taxes have increased disproportionally, but we have outsourced to a PFI and gone from 26 staff to 3.
Wales	Unitary authority	£9m by 2018.	3 years	£6m three years.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
England	Unitary authority	Waste service needs to reduce the contract price by £4m by 2016/17 and the overall revenue budget by £5m in the same period.	It will be an on-going situation.	This is dependent on whether the contractor meets its targets for recycling and diversion to achieve a bonus. On average gross saving around £750k due to increased recycling, diversion and waste prevention.
Northern Ireland	Unitary authority	Currently topic of discussion.	N/A	N/A
England	Waste disposal authority	£1.8m by 2018/19.	5 years.	£3m.
England	Waste collection authority	£8.6m by 2017 and a further sum of £1-3m by 2019	Up to 2019 for definite, not sure beyond that, it will depend on whether other departments make their targets and changes in the political landscape.	I'm not sure, we've been saving money for so long. At least £5m since 2011
England	Unitary authority	Unknown	Several years.	Street Scene saving £1.4 million 2012/13 to 2016/17 (includes waste, grounds maintenance and highways), Contract savings, change to strategies (size of bins, charging for garden waste, HWRC re-build and re-organisation) saving £2.6 million 2012/13 - 2016/17.
England	Waste collection authority	Undecided as yet.	N/A	£85k over the last year.
England	Unitary authority	N/A	3 years.	N/A
England	Waste collection authority	£2.4m by next year, further similar amount each year for next 2 years after that.	Next 3 years.	Not sure in total.
England	Waste collection authority	£278k for 2015 and £300k for 2016.	Continual.	Saved £724k on revised collection service in 2013.

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
Northern Ireland	Unitary authority	N/A	3-4 years.	N/A
England	Unitary authority	Not sure how much specifically for waste and streets but the authority has to save £64.5 million over 3 years.	3 years.	Not sure. £650K planned this year from staffing cuts.
England	Waste collection authority	No savings requested as yet.	No front line service cut as yet.	£600,000 over last 3 financial years. Combination of renegotiating recyclate contract and introducing garden waste charging.
England	Unitary authority	£5.4 over the next 3 years.	Depends on the political environment / election results.	N/A
Republic of Ireland	Unitary authority	Unknown.	5 years (stagnation).	Unknown.
England	Unitary authority	£1.1m in 15/16.	Up to 2018	£477k savings from 12/13 to 13/14.
England	Unitary authority	£1m per year.	5 years.	£1m per year since the introduction of 4 day week/fortnightly collection in 2013.
England	Waste collection authority	Not specified for Waste service but overall £5m in next 4 years - small authority.	5 years.	Don't know but approximately £800,000 from 2011 - now.
England	Waste collection authority	£350k by 2016-17.	5 years.	£400k savings delivered up to September 2014.
England	Unitary authority	Waste treatment and collection £100,000 by 2015/16.	5 years.	Major savings (£800,000) have already been made from changes to the garden waste service (chargeable service), £300,000 on street cleansing and grounds made in 2014/15.
England	Unitary authority	Currently working on it.	Constantly under pressure and review and will be the case for many years to come.	£0.5million in 2014-15.
England	Waste disposal authority	£1.8million by 2015 as it stands at the moment BUT this is likely to increase significantly.	5 years.	N/A

Country	Type of authority	How much does your council's Waste and Street Cleansing service need to save and by when? E.g. £5M by 2015 and a further £2M by 2019	Over how many more years do you expect cuts to be experienced (within waste, recycling and street cleansing)?	How much has your council's waste, recycling and street cleansing service already saved and over what period?
England	Waste disposal authority	£350k from HWRC budget by 2017/18.	At least 5 years.	£1m since 2011.
England	Waste collection authority	Depends on future grant settlement figures.	5 years.	Costs reduced by about 40% since 2009/10.
England	Unitary authority	c. £800k by 2017.	Ongoing.	c. £800k since 2010.
England	Waste disposal authority	£3m by 2019.	5 years.	N/A
England	Waste collection authority	£0.8m by 2016.	Members not wanting to impose any further cuts to front line services but rather look at other services.	£1.3m since 2010.
England	Waste disposal authority	We are a WDA.	Savings will always be sought.	We are a WDA.
England	Partnership	£1.9m by 2016/17.	5-10 years.	N/A
England	Unitary authority	£1.2m by 2017/18.	5 years	N/A
England	Unitary authority	£3m by 2017.	5 years.	£8m over last 2 years.

2.11.2 New Approaches or innovative solutions

Respondents were asked to provide examples of new approaches or innovative solutions that they've used to implemented to drive savings. The following table details the responses provided and shows the full range of different initiatives being considered.

Table 42: Examples of Innovation

Country	Type of authority	As a result of the cuts, have you considered new approaches or innovative solutions?	
England	Waste collection authority	Yes	Sourced external funding to launch textile and small electrical collections.
England	Waste collection authority	Yes	Using our in-house MRF to process recycling from neighbouring local authorities. Expanding commercial recycling collections to include commingled recycling.
England	Waste collection authority	Yes	But we have not been able to act on them because of internal organisational issues.
England	Waste disposal authority	Yes	- Investigating RDF opportunities - investing in waste prevention activities in order to deliver savings in the long term - public consultation into changes at HWRCs, allowing the council to use this feedback to shape the future service - procuring the new HWRC management contract through a competitive dialogue process - relatively new process to the organisation - renegotiating contracts.
England	Waste collection authority	Yes	Nothing has been discounted and all options have or are being considered.
England	Waste collection authority	Yes	Joint county-wide contract for glass collection to include rebate on material value. Joint working with 3rd sector to provide items for reuse.
Republic of Ireland	Partnership	Yes	As the public is now more cost-aware, we bear this in mind when implementing environmental awareness programmes - we stress the cost savings to be made through resource efficiency and through waste prevention, for example food waste prevention. This is a good way of convincing people to reduce waste, so it's a win-win situation.
Republic of Ireland	Unitary authority	Yes	Solid waste collection service. Rationalising days and hours of operation of HWRC`s - currently going through union negotiations etc. Increased work with community groups trying to get them to clean up their area rather than LA staff.
England	Unitary authority	Yes	CCTV and Automatic Number Plate Recognition (ANPR) on HWRC sites. In-cab cameras for Refuse Collection Vehicles (RCVs) (spring 2015). CCTV on RCVs (date not yet confirmed).

Country	Type of authority	As a result of the cuts, have you considered new approaches or innovative solutions?	
England	Waste collection authority	Yes	To look at getting more value out of the recycling we collect.
England	Waste disposal authority	Yes	Review of indexation provisions in new contracts, with no indexation where possible, or only available on contract extension. Limiting indexation to only part of service costs. Capital contribution to new infrastructure. Carefully considering risk transfer. Maximising benefit of any Authority assets offered for services through income sharing on third party waste.
England	Unitary authority	Yes	Disaggregating services to invite tenders from a wider market to try to achieve savings.
England	Waste collection authority	Yes	Looking at smaller bins, garden waste ban and banning recycling in the residual waste stream.
England	Unitary authority	Yes	We review our services regularly to see if the services we deliver are having the correct impact. Then realign them to suit but this only happens with the town centre as the resources out of the town centre are just spread too thinly.
England	Unitary authority	Yes	In-cab technology, 4-day collections working, scaleable street cleansing operational structure to future proof, streets shift patterns for plain time weekends, review of statutory/ chargeable services, growth plan for trade waste.
England	Waste collection authority	Yes	4-weekly dry recycling, chargeable garden waste.
England	Unitary authority	Yes	Charging for 2nd wheeled bins, charging for garden waste collections, looking at 3-weekly collections.
England	Waste collection authority	Yes	Looking at three weekly refuse collection as an option and a nappy waste collection service.
England	Waste collection authority	Yes	Increase joint working between street cleansing and grounds maintenance. Bringing basic / general maintenance in-house.
England	Waste collection authority	Yes	Joint working options.
England	Unitary authority	Yes	Joint procurement exercises, invest to save projects, invested in tracking systems for vehicles etc.

Country	Type of authority	As a result of the cuts, have you considered new approaches or innovative solutions?	
England	Waste collection authority	Yes	Changing the methodology of collecting materials and which materials could be co-mingled versus kept separate based on potential income.
England	Waste collection authority	Yes	Letting of vehicle supply and maintenance contract.
England	Unitary authority	Yes	Alternate weekly collections (AWC).
England	Waste collection authority	Yes	4-day week, renegotiating contracts.
England	Waste collection authority	Yes	Multi-disciplinary area-based streets/neighbourhood officers - duties include highways inspection, waste and street cleansing contract monitoring and enforcement. This was a new approach prompted by re-structuring for savings. Its effectiveness is still under review.
Wales	Unitary authority	Yes	Partnership working, alternative methods of providing services etc.
England	Unitary authority	Yes	Greater use of technology, more web-based systems, greater use of the third sector. Complex financial arrangements with contractors.
Scotland	Unitary authority	Yes	Extended residual waste frequency – 3-weekly.
England	Waste collection authority	Yes	Community engagement at forefront, tidy ups etc. - Education & Enforcement at forefront to reduce enviro-crime.
Wales	Unitary authority	Yes	Use of routing software, running our own bulk haul fleet.
England	Waste collection authority	Yes	The Council Services to Small Business programme is being run by a central team within the organisation, and covers whole or parts of various services that the political leader believes could be run more cost-effectively if split away as external business units or outsourced to small businesses. This was explored but discounted for bulky waste, and is now being done for a quadrant of the borough's street cleansing and estates services.
Northern Ireland	Unitary authority	Yes	Working with umbrella group and new Review of Public Administration structure.
Northern Ireland	Unitary authority	Yes	We've (i) changed our communications campaign to directly engage with householders and cease above-the-line spend (ii) we've targeted poor performing areas and difficult to reach groups to increase recycling (iii) we've been more proactive in sourcing external funding (iv) we've standardised collection schemes and (v) we've rolled out new recycling initiatives to capture more materials.

Country	Type of authority	As a result of the cuts, have you considered new approaches or innovative solutions?	
England	Unitary authority	Yes	New disposal facility, re-organisation of collections.
England	Unitary authority	Yes	Automation and self-servicing.
Wales	Unitary authority	Yes	Double-shifting mechanical sweepers, joint procurement for residual waste treatment facility, route optimisation has facilitated reduction in collection rounds (and reduction in costs). We are considering reduction in CA Site provision and reduction in cleansing provision.
Wales	Unitary authority	Yes	Meet and Greet operative at HWRC, composting offsite, charging for permits.
Wales	Unitary authority	Yes	Whilst in contract for waste collection and recycling we are considering alternatives for renewal of contract i.e. 3 week black bag collection, reduction in number of bags, re-use.
Wales	Unitary authority	Yes	Changes to working practices and collaboration with other Local Authorities. Exact nature unknown as they have not been agreed or implemented yet.
England	Waste collection authority	Yes	Will consider split shifts and also sharing with others and possible formation of Teckal company.
England	Waste collection authority	Yes	We are now implementing a charge for garden waste from April 2015, but will be using the money raised from this to increase our alternate weekly recycling collection to a weekly collections, whilst maintaining residual on alternate weekly. Hopefully this will encourage residents to recycle more.
Scotland	Unitary authority	Yes	Alternative working patterns, Seasonal recruitment for garden collections, Long term Waste Treatment facility.
Northern Ireland	Unitary authority	Yes	Reduce residual bin sizes (from 240litre to 120litre), clear bags only accepted at HWRCs, community paint and furniture reuse scheme increased kerbside, review of kerbside trade collections - refocus on resources rather than residual.
England	Unitary authority	Yes	Third Sector in recycling collection rounds and bulky waste. Re-use shop at our HWRC generated additional income. Electrical workshop to refurbish WEEE.
England	Waste disposal authority	Yes	Yes, we are considering use of new technology for different treatment so that we can reduce treatment costs, increase EfW capacity in our facilities and sell this to the commercial sector. We are interested in trying to re-negotiate parts of our contract with our contractor, but not a whole-scale contract renegotiation.
England	Unitary authority	Yes	Commercialism, heat sales, energy monitors, invest to save schemes, in-sourcing services.
England	Unitary authority	Yes	Promotion of re-use, considering minimisation initiatives.
England	Unitary authority	Yes	We are looking at setting up a trading company to produce a revenue stream for the Council.

Country	Type of authority	As a result of the cuts, have you considered new approaches or innovative solutions?	
England	Waste disposal authority	Yes	Contract guarantees 75% diversion from landfill. Joint plans with the contractor to increase to 90% and generate significant savings through landfill avoidance.
England	Unitary authority	Yes	80% commodity value risk on HWRC and MRF contracts compared to 0 risk previously.
Scotland	Unitary authority	Yes	Service review, amalgamation of materials in collection service, additional bins, etc.
Scotland	Unitary authority	Yes	Continuous efforts made to make change without reduction in quality.
England	Waste collection authority	Yes	Use of workshop for outside companies. 4-day week for refuse/recycling collections.
Scotland	Unitary authority	Yes	Energy from Waste
Scotland	Unitary authority	Yes	Considered and implemented AWC; and changed HWRC hours; Revised working practices; Purchased new equipment.
Scotland	Unitary authority	Yes	3-weekly collection of residual waste.
England	Partnership	Yes	I've answered 'yes' as, on balance it's more appropriate than 'no'. This needs to be qualified that the partnership's agenda prior to the 2008 economic crash was to focus the following decade on securing financial and performance benefits by means of joint working across a number of nearby councils. So, whilst the partnership's agenda is definitely helping the nearby councils to address reduced funding from Government and elsewhere, such 'cuts' were not the original reason why the partnership embarked on the agenda.
Scotland	Unitary authority	Yes	Introduction of shift working, increased seasonality of operation and staff profile.
Scotland	Unitary authority	Yes	3-weekly residual collections.
England	Unitary authority	Yes	All the time. Prudential borrowing for vehicles ANPR to reduce commercial waste at HWRC Splitting garden and food waste.
England	Waste collection authority	Yes	Alliance working has increased, rounds were re-routed in 2012.
England	Waste collection authority	Yes	Partnership working.

Country	Type of authority	As a result of the cuts, have you considered new approaches or innovative solutions?	
England	Waste collection authority	Yes	Review of recycling containment to capture more materials.
England	Waste disposal authority	Yes	Charging for non-household waste at HWRC. Renegotiating contracts to manage waste further up the waste hierarchy and cheaper - e.g. composting of street sweepings.
England	Waste collection authority	Yes	Removal of food waste from organic waste stream - significant reduction in disposal cost.
England	Waste disposal authority	Yes	We worked on a pilot scheme with one community organisation to run and generate income from one large reuse shop and 4 small ones on our HWRC's in return for them providing the staff labour to run two sites free of charge. Since then we have gone out to tender for this scheme and now also receive income to the council and still have free labour to run sites. We have also tender out our street sweeping for recycling and included several nearby councils and making savings between us of £10m.
England	Unitary authority	Yes	Double shifting. In-cab module. Charging for garden waste.
Scotland	Unitary authority	Yes	3-weekly residual collections.
Wales	Unitary authority	Yes	We're always faced with too much red tape to deliver the new approaches and innovative solutions that we have considered.
England	Waste collection authority	Yes	Service change to co-mingled from kerbside sort. Further changes in discussion for 2017.
England	Unitary authority	Yes	Large changes to waste collection scheme. Set up formal partnership.
England	Waste collection authority	Yes	Kerbside battery and WEEE collections.
England	Unitary authority	Yes	Wider integration of operational service management. Joint procurement with a neighbouring authority delivering economies of scale.
England	Waste collection authority	Yes	Bidding for grant funding & deciding which activities can be stopped.
Scotland	Unitary authority	Yes	Strategy changes, partnership working.

Country	Type of authority	As a result of the cuts, have you considered new approaches or innovative solutions?	
England	Waste collection authority	Yes	In-cab technology. Redesigned routes, integrated both commercial and domestic collections in 2015.
England	Waste disposal authority	Yes	Use of framework contracts. Setting up Teckal company.
Scotland	Unitary authority	Yes	Changes in work patterns considered.
England	Waste collection authority	Yes	Right Stuff Right Bin campaign Innovation award winner at Recycling and Waste Management (RWM) exhibition.
England	Waste collection authority	Yes	New approaches have been considered but as the money is not available to fund in the first place they cannot be moved forward.
England	Waste collection authority	Yes	Considering charging for garden waste and reducing recycling collections from fortnightly to monthly.
England	Waste disposal authority	Yes	Collaboration with neighbouring authorities, good start developing relationships but nothing delivered yet.
Wales	Unitary authority	Yes	Neighbourhood shared services
England	Unitary authority	Yes	Most of these were rejected on the grounds that they were politically unpalatable.
Northern Ireland	Unitary authority	Yes	Street Sweeps, RDF short term contracts - no Infrastructure in region.
England	Waste disposal authority	Yes	Changes under consideration to management and contracting of HWRCs; removed recycling credit payments to WCAs by letting MDR contracts.
England	Waste collection authority	Yes	Our cleansing service is being radically altered, with a huge community incentive scheme and hopefully replacement of all manual cleansing in medium intensity areas with technology; huge savings in our clinical waste service widely touted in the region as best practice; reconfiguration of fleet allowing authority-wide food and green weekly service with no increase in contract costs and significant disposal savings; early renegotiation of contract saving several million pounds over remaining period.

Country	Type of authority	As a result of the cuts, have you considered new approaches or innovative solutions?	
England	Unitary authority	Yes	Charging for garden waste, charging for non-household items at HWRC, introducing commercial waste tipping facility, reduced grass cutting, targeted street cleansing, risk sharing introduced into contracts, double shifting of various services i.e garden waste service done on second shift.
England	Waste collection authority	Yes	Changed to AWC to save money. Trying to consider how we can work more smartly with other council services (i.e. area based options on the table). Working with other Local Authorities where we can do so.
England	Unitary authority	Yes	Looking to try and generate more income from trade waste. Seeking to increase working with the 3rd sector and local communities (i.e. community composting).
England	Waste collection authority	Yes	Garden waste charges.
England	Unitary authority	Yes	Contract procurement strategy following soft market testing. Innovative approach to contract and risk sharing and competitive tension.
Republic of Ireland	Unitary authority	Yes	Exploration of bio-filters for low calorific gas from landfill site. Exploration of alternative natural treatment systems for leachate treatment.
England	Unitary authority	Yes	We have introduced a recycling incentive scheme for our kerbside dry recycling.
England	Waste collection authority	Yes	Efficiencies from bring scheme i.e. collecting co-mingled instead of segregated. Will be doing more of this every year.
England	Waste collection authority	Yes	Monthly winter green waste collections. Annualised hours for crews. Round optimisation. Single, shared waste service with nearby Local Authority now agreed.
England	Unitary authority	Yes	Reducing collection frequencies, stopping services, charging wherever possible.
England	Waste disposal authority	Yes	Van and trailer permitting - then an electronic version of the system, HWRC operations, review of WCA financial incentives.
England	Waste collection authority	Yes	Variable hours contracts for refuse team on a summer / winter annualised hours basis.
England	Unitary authority	Yes	Mostly changes to frequency of collections and better utilisation of vehicles.
England	Unitary authority	Yes	Started a skip hire service started a mobile recycling service called 'Rover'. Waste amnesties.

Country	Type of authority	As a result of the cuts, have you considered new approaches or innovative solutions?	
England	Waste collection authority	Yes	Single waste service. Sharing of premises. Integrated vehicle maintenance.
England	Waste disposal authority	Yes	Through our main contractor we have displaced commercial waste from our EfW for MSW and we have tendered for rail-transfer based treatment (landfill or non-landfill) to achieve savings. With the repeal of section1 of the Registered Designs Act, most resource recovery centres within our area have transferred to the WDA and the service's costs have come down whilst recycling rates have gone up.
England	Partnership	Yes	Trialling 3 weekly residual collections and additional kerbside recyclables.
England	Unitary authority	Yes	AWC introduced.

3 Survey Responses – Other Organisations

For non-Local Authority respondents a series of separate questions were provided that examined how changes due to austerity measures were being passed downstream to suppliers of goods and services.

A total of 104 other organisations responded to the survey, with those organisations operating across the five survey countries.

3.1 What type of organisation do you work for?

Respondents were asked to state the type of organisation they worked for and a number of categories were provided for this.

Table 43: Respondents organisations (n=104)

What type of organisation do you work for?	Number of responses
Waste management contractor	25
Supplier of services (e.g. training, consultancy)	21
Regulator	12
Governmental delivery body	6
Third sector organisation	8
Supplier of goods (e.g. bins, vehicles)	3
Trade organisation / association	1
Other (please state below)	28
Total	104

Of those that stated ‘other’ in their response. These organisations are listed in Table 44

Table 44: Respondents organisation type where ‘other’ was stated (n=28)

What type of organisation do you work for?	Number of responses
Consultancy	6
Academia	4
Public Sector (other)	3
Education	2
Contractor	2
Engineer	2
Supplier of services (e.g. training, consultancy)	2
Aircraft Recycling	1
Chemical distributor with refrigerant gas recycling	1
Infrastructure development	1
Job seeker	1
Lawyer	1
Manufacturing	1
Outsourcing Services	1

3.2 Local Authority Impacts

Respondents were asked whether the Local Authorities they worked with had their waste services (all waste services) impacted by austerity measures to date. A total of 42% responded that they had seen impacts, with 26% stating that they had but only some of them were affected. 27% of respondents stated that they didn’t know and less than 5% stated that they hadn’t seen any impacts.

Table 45: Have waste service impacts been observed? (n=104)

Have the local authorities that you work with had their waste services impacted by the cuts to date?	Number of responses	Percentage
Yes, all of them	44	42%
Don't know	28	27%
Yes, but only some of them	27	26%

Have the local authorities that you work with had their waste services impacted by the cuts to date?	Number of responses	Percentage
No	5	4.8%
Total respondents	104	

Respondents were also able to provide comments.

Table 46: Austerity impacts noted

Job Title	Comment on LA austerity impacts
Director	Segregated food waste collection abandoned.
Environmental Planning Specialist - Waste	It is clear from conversations with senior figures from Local Authorities that they are having to contend with ever reducing budgets. I've also seen a number of senior local waste contacts be made redundant over recent years.
Managing Director	A slow-down in some of the more advanced recycling such as food waste recycling.
MD & parish councillor	Removal of recycling opportunities, particularly amenity sites.
Technical Projects Manager	There are moves by the councils to reduce the number of HWRCs and by the EA to reduce what the HWRC can take. The reduction in source segregated recycling will result in the increase in consumer recyclate being returned to the bin and subsequent disposal.
Managing Director	There is a cost to move away from landfill to waste treatment under the hierarchy and this has not been factored in when the cuts are announced so there is a cost for building the infrastructure whilst at the same time paying the landfill tax and previous costs of engineering a landfill site.
Project Administrator	We have noticed a reduction by Local Authorities of the number of HWRC and other recycling facilities they are using. There is now also a mentality in most new tenders for value (the cheapest the better) over quality of service.
Consultant	Limited number of procurements, no more strategy work.
Consultant	Improving efficiency would greatly assist, most probably by outsourcing.
Environment and waste professional	Front line council staff state that they have to do more work with less resources.
Information Officer	e.g. PFI funding withdrawals
Renewable business development manager	Although they have seen cuts, I do not believe that has impacted on the quality of their services.

Job Title	Comment on LA austerity impacts
Customers and Engagement Specialist	The move to fortnightly refuse collections has resulted in more odorous municipal waste being accepted by waste transfer stations and landfill. This has led to an increased number of odour complaints from the public living around these facilities.
Integrated Environmental Planner	Only the WDA's have passed on cuts to the public inconvenience by reducing days and times CA sites are open.
Consultant	We have seen a shift in our projects with fewer coming from LA's and more with private companies.
Owner	Reduction in frequency, level and quality of service and reduction or decrease in staff training.
Contracts Manager	Waste collection services have been protected for this financial year, Going forward a budget saving of £250,000 is required by an English client council which will impact on the level and quality of service delivered to the customer.
Environment and waste professional	Council operatives who work on street-scene activities such as litter collection are being asked to do more work with less time.
Principal Consultant	Some authorities are seeking service efficiencies to offset budget restraint this includes looking at partnership working.
Consultant	Changing from segregated recycling to mixed wastes.
Organics Recycling Group - Scotland Manager	Yes, cutting green waste collections.
Technical Director	No obvious changes as a consumer but the new Waste Regulations haven't been implemented for small businesses in Glasgow. I was expecting to be able to purchase recycling bags as well as the normal residual waste bags but this has not happened yet.
Recycling & Collections Advisor	Yes, all are considering more efficient ways of working e.g. rerouting/alternative working patterns.
Chartered Waste Manager	In Scotland some of the 'cuts' have been consequential on waste services having a lower priority in unitary authorities than in the previous District authorities which nearly all had a professionally qualified waste manager in the top 2 tiers of senior management. This has been lost and there is no one at the top table making the case against the 'big' ex Regional boys of Education, Social Work and Roads.
Principal Commercial Manager	Some of the LA's have notified us of their need to reduce others have remained quiet as to whether they are having to review and cut costs.
Operations Manager	In the case of a Welsh client council, it has to find £20m cut this financial year, a further £20m next and a further £50m in following years to the end of the decade. The current fiscal year's overall annual spend is £248m.

Job Title	Comment on LA austerity impacts
Senior Advisor (Waste)	Not entirely sure of the exact picture across Wales, but am aware of a number of authorities that have had to institute service changes to cut costs despite Welsh Government Sustainable Waste Management Grant issued to all Local Authorities. But even this finance has reduced over recent years.
Manager	Still waiting to see what's next.

3.3 Changes to goods and services

Respondents were asked to reflect on the goods, services and support they provide to Local Authorities and whether these had been changed by the cuts. A total of 25% of respondents recorded no change, but 24% recorded a decrease in goods/services/support delivered and 20% recorded an overall reduction in contract value. An increase in support delivered was noted by 18% of respondents.

Table 47 Have changes to the goods and services organisations provide been observed? (n=104)

How have the goods, services and support your organisation provides been changed by the cuts (please tick all that apply)?	Number of respondents	Percentage of total
No change	26	25%
Increase in goods/services/support delivered	8	8%
Decrease in goods/services/support delivered	35	34%
Changes to existing contracts - overall increase in value	5	5%
Changes to existing contracts - overall reduction in value	21	20%
Increase in support delivered to local authorities to deliver cost savings	19	18%
Other (please state below)	14	13%
Total respondents	104	100%

Free text responses were also provided for this question.

Table 48: Changes to goods and services noted

Job Title	Comment
Resource and Recovery Executive	Increased pressure to deliver cost savings.
Environment and waste professional	Councils are becoming more discerning in how much they spend.
Information Officer	Reduction in ability to invest in new infrastructure.

Job Title	Comment
Development Officer	Price pressures - Some LAs weigh cost far greater than quality of service delivered. This should not be case, they both should be held on the same value but with so many budget cuts it's no longer the case.
Director of Risk Management and Compliance	Generally the demand is to carry on doing the same... or even more, but to charge less.
Integrated Environmental Planner	Increase in fly tipping (backed up by hard evidence on Fly Capture).
Consultant	There has been a decrease in the services we provide to LA's but an increase in the amount of services we provide for private companies.
Director	Tenders are not worth bidding for due to risks built into the price.
Contracts Manager	Year on year service cuts have been applied by an English client council which has impacted on the level and quality of services. There has also been an increase in environmental crime (fly tipping) being reported.
Managing Director	The cuts have made our services more valuable as they are aimed at reducing the cost of communication between local authorities and council tax payers.
Principal Consultant	Various degrees of support have been sought, ranging from a review of contractual arrangements to service modelling (using tools such as KAT).
Chartered Waste Manager	The need for 3rd sector involvement in the delivery of core services has increased as a result of default by the primary / statutory provider.
Operations Manager	Service level agreement terminated for providing kerbside food waste collection service and in-county food waste processing serving through In-Vessel Composting. Reduction in waste awareness campaign i.e. taken in-house by local authority.
Head of Waste Strategy	We fund a collaborative working programme which aims to help Local Authorities achieve targets and deliver a more sustainable and efficient service.
Senior Advisor (Waste)	As a regulatory body we are having to do more work with less resources, this generally ends up as having to priorities what facilities are inspected etc and may result on non-compliance issues not being picked up early.
Manager	Still waiting for the cuts.

3.4 Changes that councils have requested from their suppliers in response to austerity cuts

When asked what changes Local Authorities had requested from the respondents a number a number of areas were highlighted, including changes to services to deliver efficiencies (38%), changes to hours of operation (37%) and requests for support/advice on cost savings.

Table 49 Have councils requested changes from their suppliers in response to austerity cuts? (n=104)

Below is a list of changes that some councils have requested from their suppliers of goods, services and support in response to austerity cuts. Please tick all those you have experienced.	Number of responses	Percentage of responses
Changes to contract terms	28	27%
Changes to hours of operation (facility or service)	38	37%
Changes to service to deliver efficiencies	40	38%
Reduction in contract value	28	27%
Reduction of service standards	16	15%
Reduction of discrete / non-statutory services	15	14%
Reduction of day works or other payments	7	7%
Purchase of cheaper, lower quality items	10	10%
Purchase of more durable items that last longer	6	6%
Request for support /advice on cost savings	31	30%
Request for support / advice on innovative business models	16	15%
Request for support / advice on methods of generating revenue	16	15%
Other	23	22%
Total respondents	104	100%

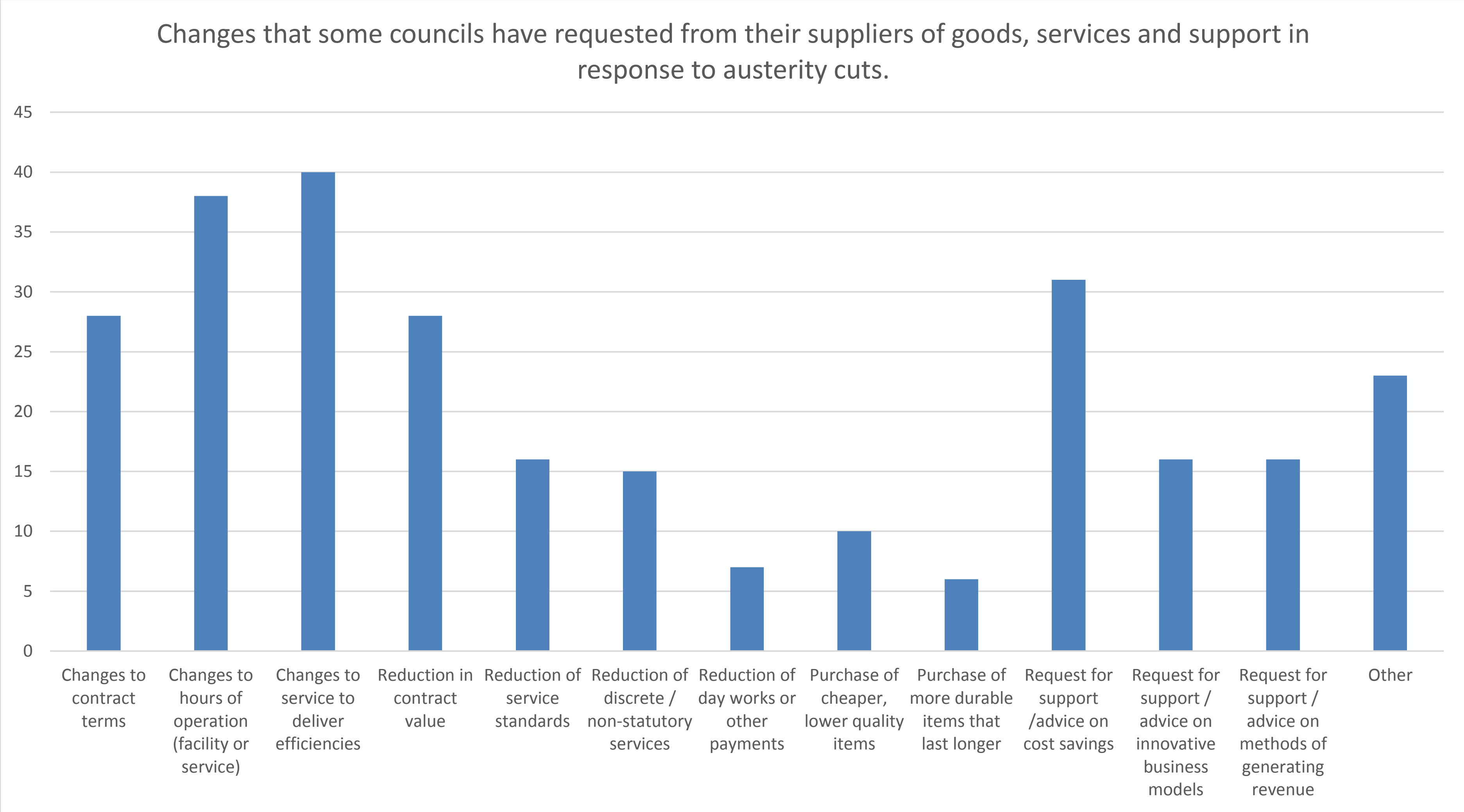

Figure 7 Have councils requested changes from their suppliers in response to austerity cuts? (n=104)

Free text responses were also noted for this question

Table 50: Changes requested from suppliers of goods, services and support in response to austerity cuts

Job Title	Comment
Director	We believe the right approaches can deliver better recycling at reduced or acceptable costs.
Managing Director	Free on rates for duration of contraction, no RPI indexation to be applied.
PPC / RSR Officer 1	Almost entire cessation of street cleaning services.
Renewable business development manager	I have found that councils are more aware of waste and value for money and therefore spend less time on upgrading services or procedures that do not need changing.
Integrated Environmental Planner	Increase in fly tipping (backed up by hard evidence on Fly Capture). Costs of clear up probably exceed 'savings' made from cuts to CA opening times /days.
Director	Desire to get more for less without understanding what prevents service cost being reduced (because terms required list is too risky).Council's fear of risk and requirement for a fixed price.
Owner	Reduction or in-house move to staff training and development.
Contracts Manager	Forced to make redundancies, impact on local street scene is starting to show across local area.
Director	Reduced collection services, less frequent for householders.
Waste Reduction Officer	Increase in request for support in regards to communication to residents.
Principal Consultant	As a consultancy we have been involved in investigating items in the list but not otherwise directly affected.
Scotland Manager	LAs no longer choosing to be a member of trade association due to budget constraints.
Chartered Waste Manager	LA seeking greater 'cooperation and assistance' from voluntary 3rd sector to deliver core services.
Waste and Recycling Manager	A proportion of local authorities have increased expectations of cost savings or income generation. Sometimes these are unrealistic or short term, which is detrimental to our relationship with them, on other occasions it allows us to get involved in a more joined up way.

3.5 Innovative approaches

The majority of the respondents (55%) stated that they had not been asked by Local Authorities to implement or advise on innovative approaches in order to reduce costs, with 10% stated that they'd worked independently to do this.

A free text box was provided to capture comments on innovation.

Table 51: Comments on whether respodents had been asked to implement or advise on any innovative approaches for cost reduction

Job Title	Response	Comment
Director	Yes	Working on a Community Anaerobic Digestion Energy project with lowered gate fees.
Divisional Manager	Yes	We are investigating the provision of gully waste recycling to reduce the cost of disposal.
Director	Yes	We research best practice to network to Local Authorities.
Managing Director	Yes	Alternative methods of organising food waste collections/storage of materials prior to treatment.
Project Administrator	Yes	We have had a number of contracts where the number of disposal facilities was reduced but the level of service and increased revenue benefits to the Local Authority were increased by using Third Sector Re-Use Shops and other profitable off takers.
Consultant	Yes	Increased levels of efficiency sought in procurement.
Information Officer	Yes	Provision of information relating to alternative waste management techniques.
Director of Risk Management and Compliance	Yes	The request from LA's is always to innovate, but to retain the existing collection days, collection methodology, opening times, recyclate mix.... etc Occasionally it has been possible to find an new solution that changes nothing, more often than not the potential to innovate is stifled by unwillingness to change in even the most minor of ways.
Director	Yes	We have offered suggestions to modify tenders and how to make it easier to get a more accurate price, however it is difficult to offer such advice when procurement is such a difficult process.
Director	Yes	Maximising revenue from landfill gas from closed landfills.
Senior permitting officer	Yes	Do more with less.
Contracts Manager	Yes	To look at delivering a waste and recycling service to deliver year on year savings, the risk against contract obligations in relation to service standard and Government targets is to remain with contractor.
Managing Director	Yes	We have been asked to advise on customer contact between local authorities and end users on recycling by the Welsh Government.
Network Coordinator	No, but have independently taken the initiative and implemented change	Indirectly though working with businesses in the supply chain.
Project manager	Yes	Yes, always within the consultancy advice that we offer to LA’s.

Job Title	Response	Comment
Chartered Waste Manager	No, but have independently taken the initiative and implemented change	We have developed a network of volunteers to tackle day-to-day street cleansing issues within communities.
Head of Waste Strategy	Yes	The Collaborative Change Programme helps local authorities look at innovative approaches.
Manager	Yes	We are always looking at new ways to recycle and save money but many are quite far from current standard practice so would have difficulty being accepted.

-END-

To support local authorities and their partners, we have created an 'Opportunities Checklist' that provides examples of measures and associated cost savings to assist in the decision-making process. Linked to these opportunities are examples of useful guidance and case studies that may be of interest. **The main report (which this appendix supports) and Opportunities Checklist can be found on the CIWM and Ricardo-AEA websites.**

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