Eco Innovation Forum: Doing more with less – how can the public sector meet the challenges of CSR11

Dr David Greenfield, IESE

25th November 2010

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The VISION of the IESE is:

“Accelerating Public Sector Transformation”

CSR10

- 26-28% cuts in local authority grants = effective 15% reduction in budget
- Capital spending cuts of 30%
- Ringfenced grants un-ringfenced (90 to 10)
- Total Place
- Health, Education, Adults & Children’s – safeguarded
- Waste will therefore have a bigger hit!

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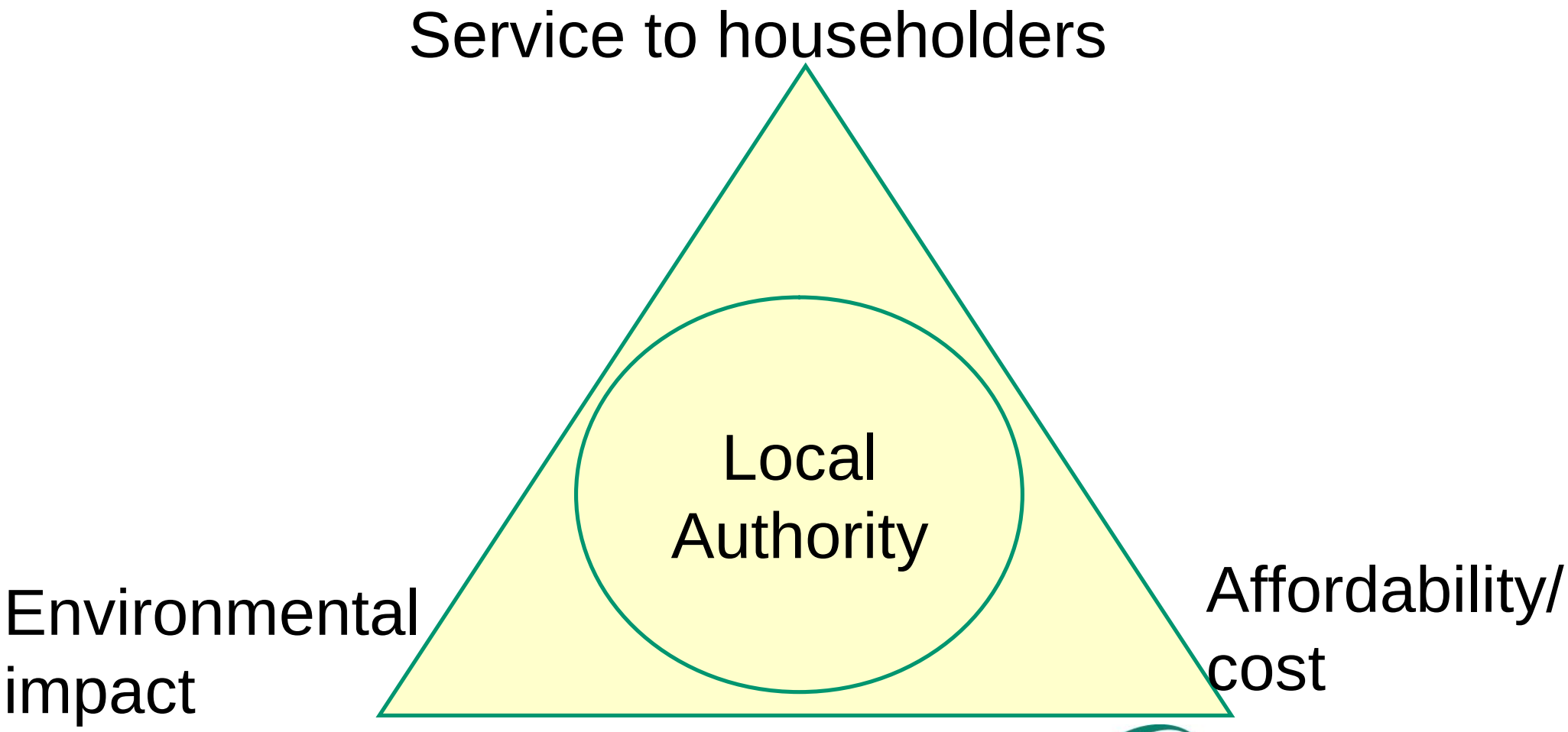
Household waste service delivery -‘the collection triangle’



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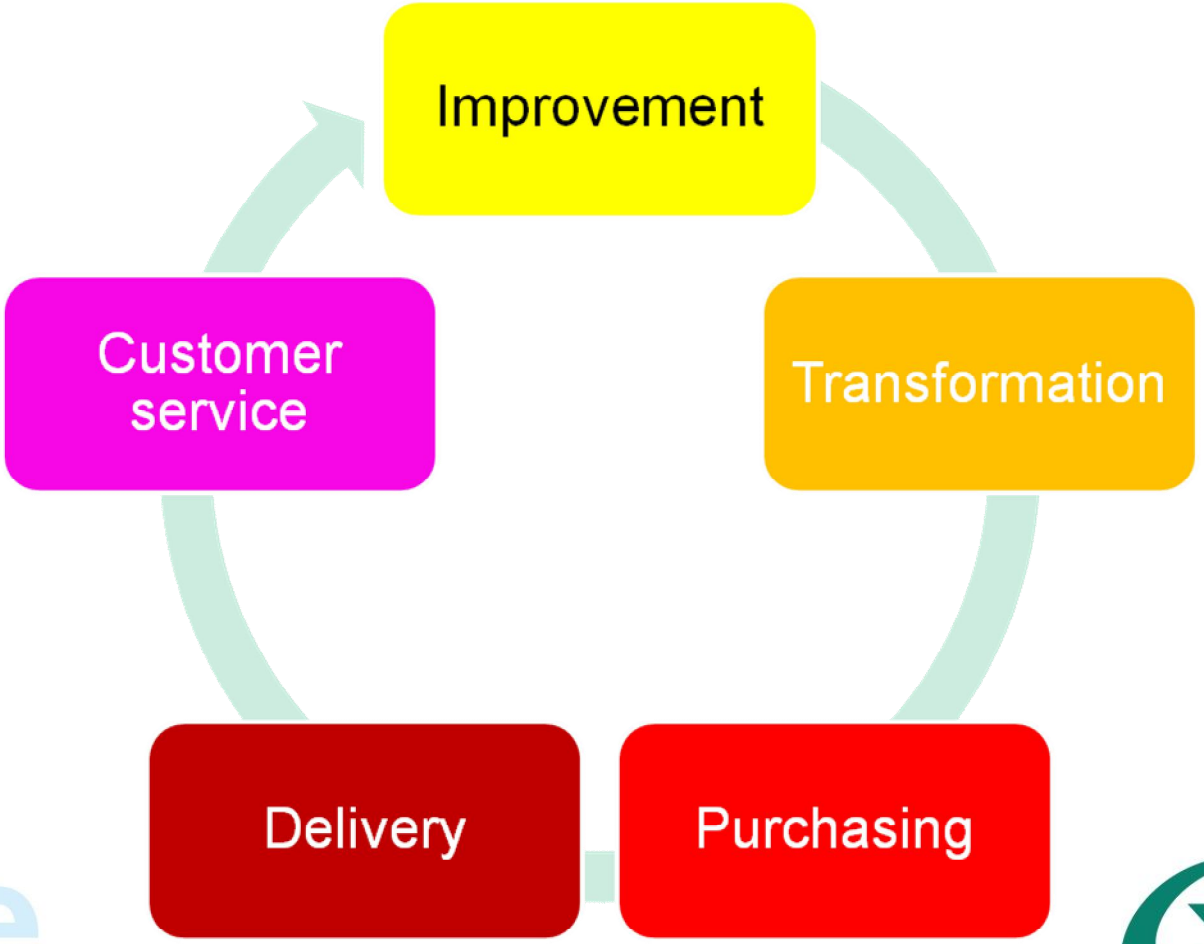
How to reduce costs and deliver a service?



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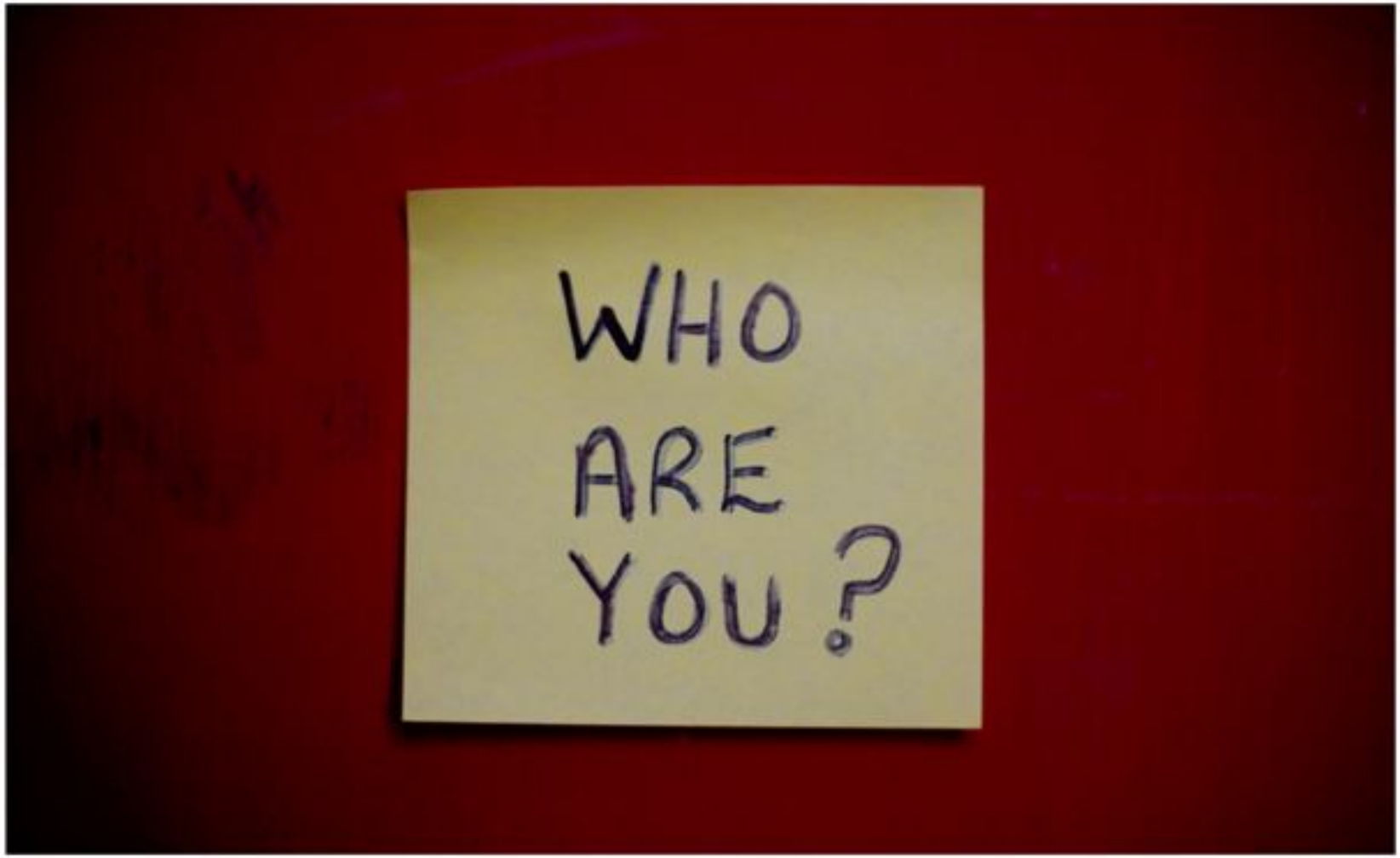

WHO ARE YOU?

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Understand where you are - benchmarking

Waste Services Benchmark

Launched October 2009

To date, nearly 3,000 individual visitors since October 09

68 councils across England using the online benchmark

Mentoring service

Innovative approach to allocating DEFRA funding of £25,000

Pool of 20 mentors with 3 mentors used by authorities.

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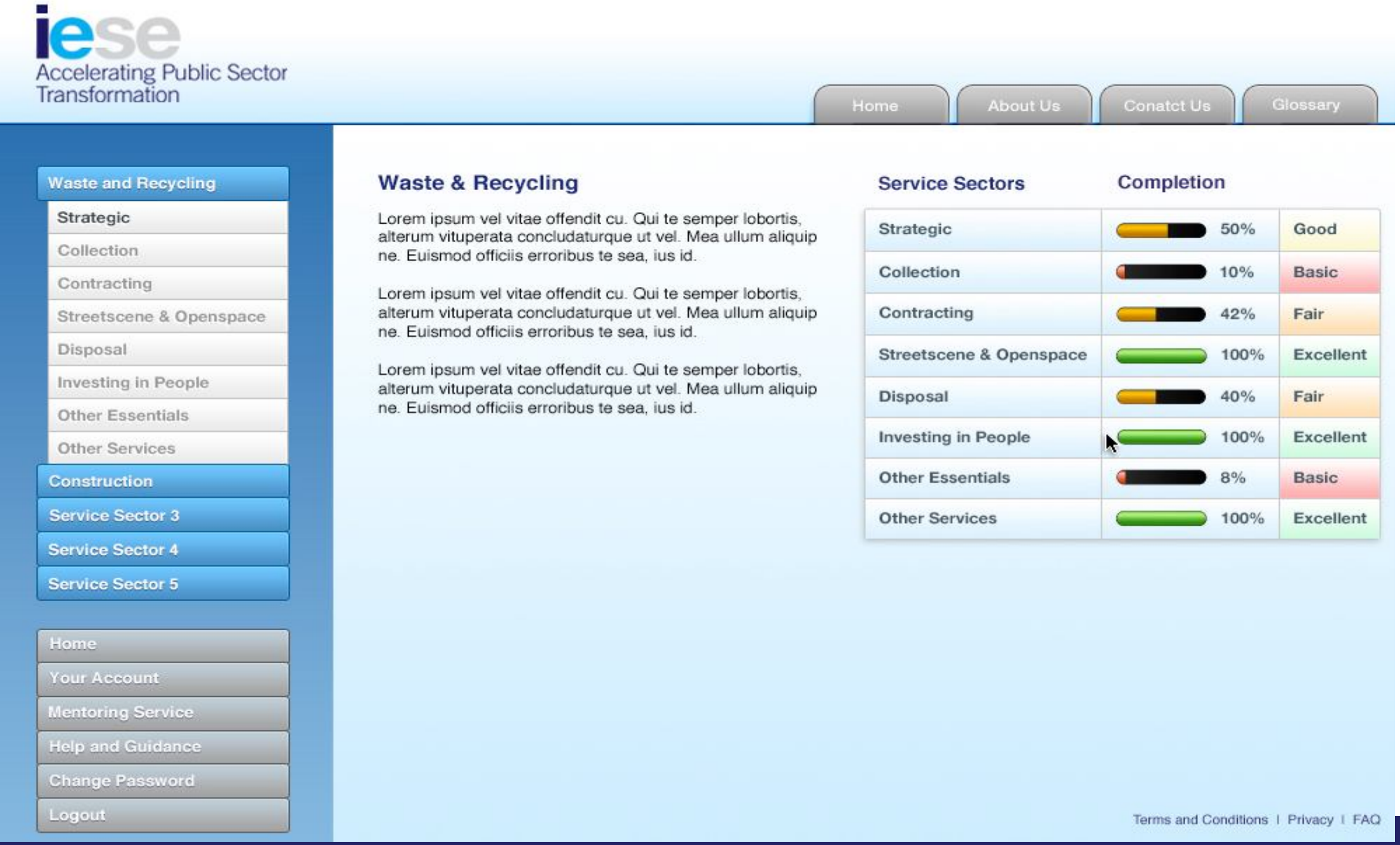
IESE's Self Assessment Benchmark



Understanding costs

How can we deliver cost reductions if we don't know what we are spending?

People	Vehicles	Overheads
Contracts	Utilisation Rates	"Super" Depots / Joint Working
Agency Staff	Pass Rates	Shared Management Information
Sickness/Absence	Methodologies / Best Practice	Shared Management Expertise
Task/Finish Contracts	Maintenance	Specification Changes
Productivity Benchmarking	Spare Fleet	Cash Flow/accounting
	Fuel	Performance Monitoring
	Containers	Cost Avoidance
	route optimisation	Borrowing opportunities

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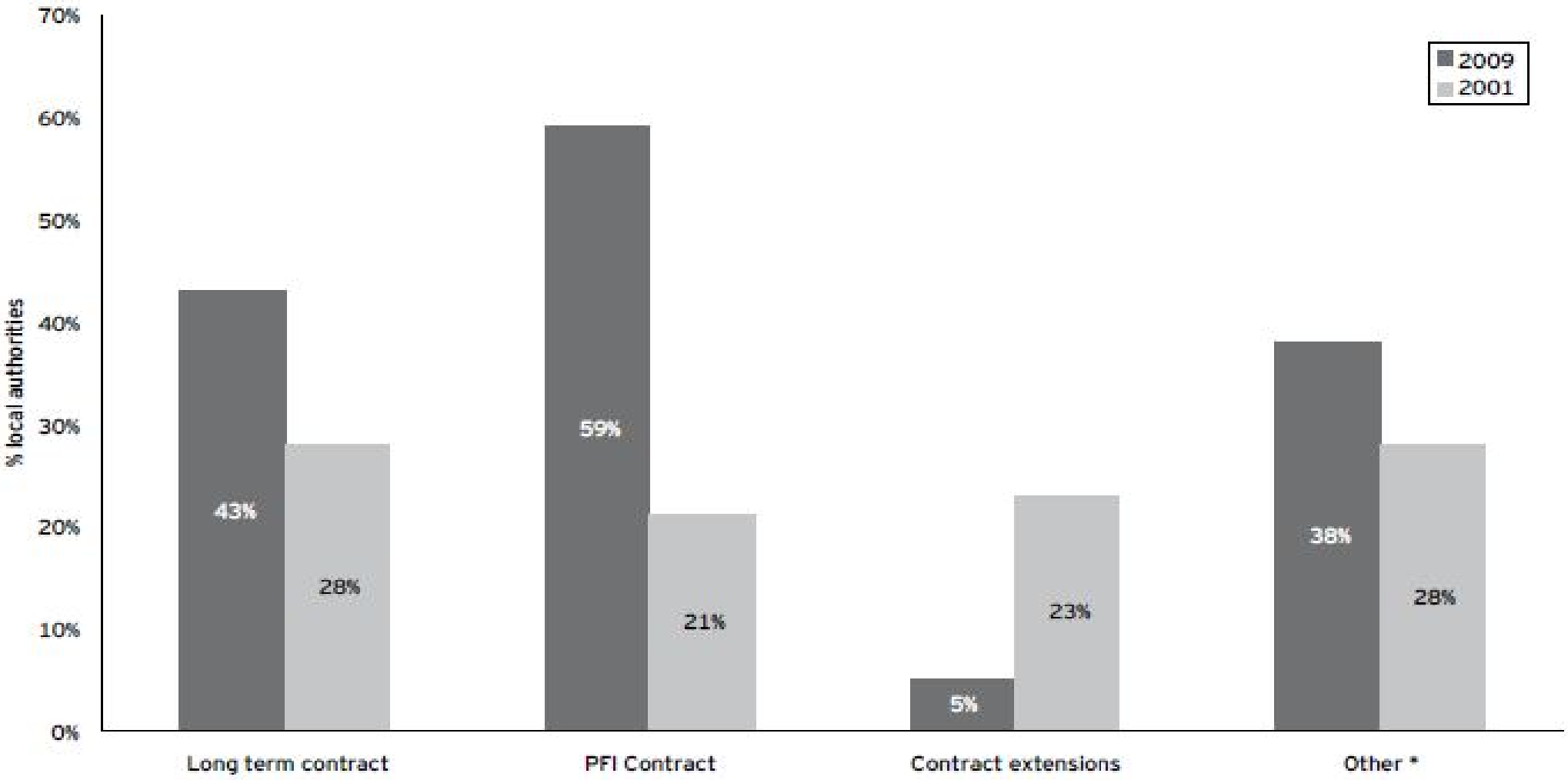
Understanding the delivery mechanisms

Source CIWM



* Other: 2009 - Short term contracts (27%), medium term contracts (9%)
2001 - Not decided, recently let long term contract, medium term contract (7 years) alongside PFI/PPP contracts

IESE UK waste procurement analysis

WCA contract term remaining	number of English councils	resdidual contract value remaining	IESE Support
0-2 years	23	£43 million	existing partnership and procurement support
2-5 years	63	£ 598 million	IESE Waste Collection Framework Contract
5+ years	53	Over £1billion	Commercial Relationship Programme
In-house	111	£264 million per year	All of the above
No contract data	116	£245 million per year	Collect Data

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Purchasing

Frameworks

Composting - expected to save councils around £450k per year

Plastic Sacks

Vehicles

Waste Management Services

Wheeled Bins

Fuel

Innovative procurement methods and products

Competitive Dialogue and the benefits of e-tendering

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Contract Management

Managing the contract

Managing the relationship

Managing performance

Managing the benefits

Managing risks

Managing stakeholders

Managing service continuity

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Transformation

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Transformation

- Nationally, all partnerships have been ‘mapped’ and assessed to understand their status and support needs –39 single authorities
- IESE manage the National Waste Partnership Forum (*next meeting 22nd June 2010 - London*)
- National Joint Waste Authority and Advanced Partnership (JWAAP) programme
- IESE are using experience from working with partnerships to develop waste partnership toolkit which will be available through WIN
- Across the south-east, partnership working has achieved £2 million worth of efficiency savings to date which will reach £4 million by 2013

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Waste Partnerships in England

Region	Number of Partnerships	Number of members
South West	6	48
South East	13	76
East of England	7	53
West Midlands	5	31
East Midlands	5	43
Yorkshire & Humberside	4	16
North East	2	8
North west	4	37
London	5	25
Total	**51**	**337**

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Partnerships work in England

In development

Buckinghamshire – 4 councils joint waste collection contract

RE3 (Bracknell, Reading and Wokingham)

Gloucestershire – all authorities EOI

Dorset – all authorities EOI

Surrey –

Hampshire – two clusters of councils procuring waste collection contracts

Delivered

Vale of White Horse & South Oxfordshire = £300,000 pa savings

East Kent – Dover and Shepway procuring a single waste collection contract

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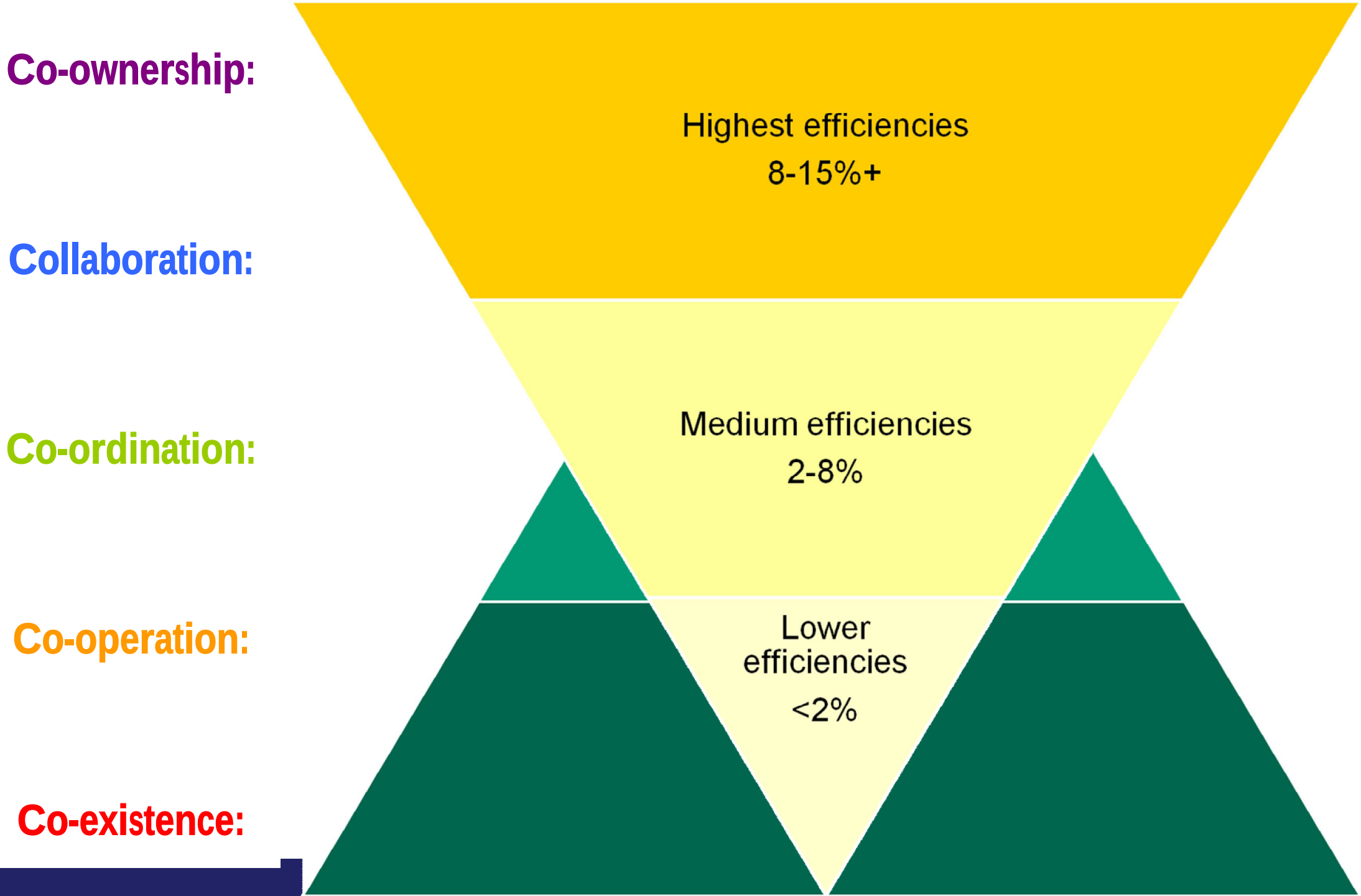
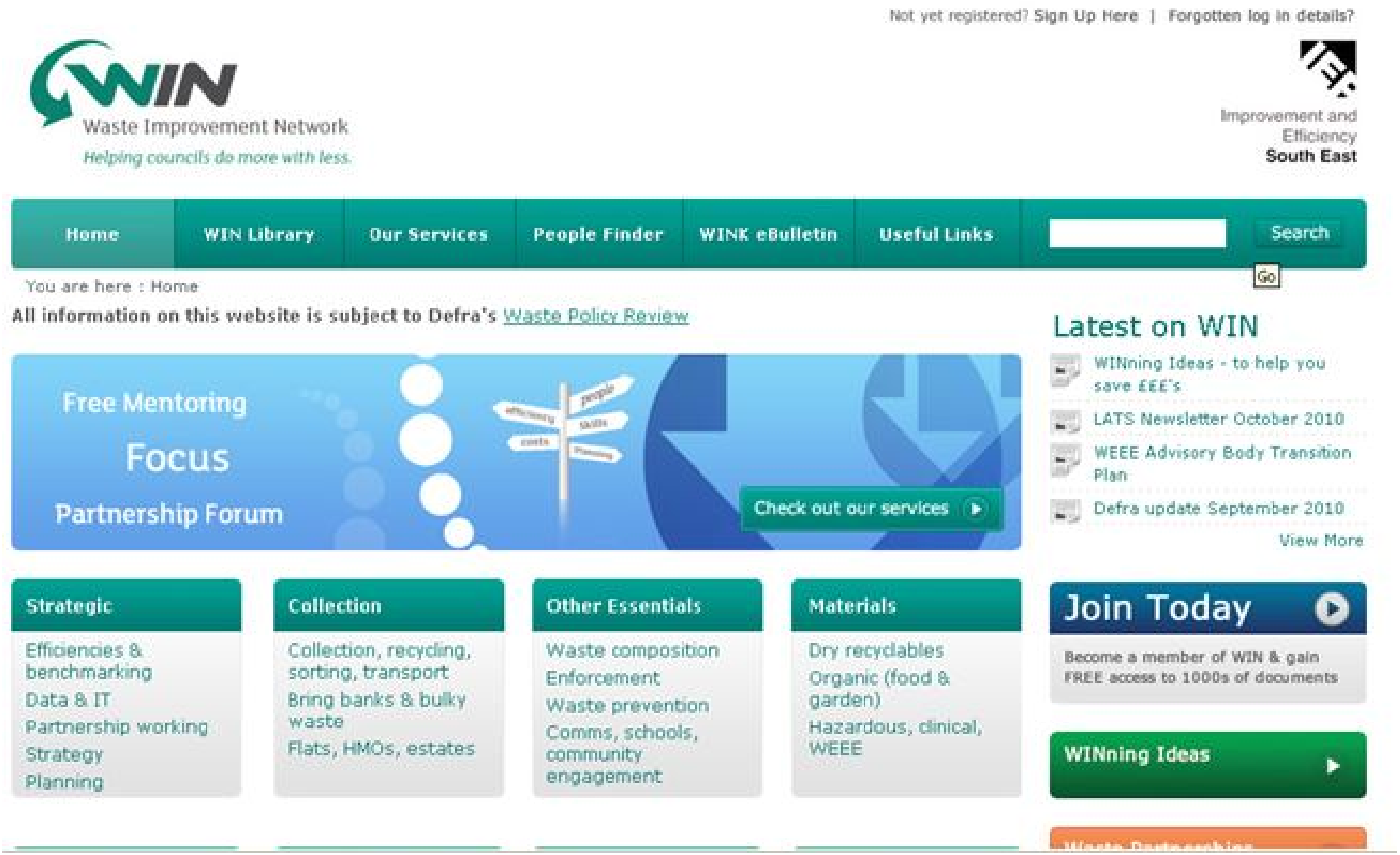
IESE Transformation Pyramid



Waste Improvement Network (WIN)



Solutions on WIN

1. A range of procurement Frameworks on www.win.org.uk
2. Examples of Joint procurement of collection contracts and next month a Partnership Route map
3. A new service “Ask WIN” to be launched soon
4. The IESE Self Assessment Benchmark
5. WINning Ideas – are a collection of great ideas that really can help you improve your waste services and save you money.

   WIN’s FOCUS documents – WIN has a great range of focus documents which concentrate on specific areas of interest to councils, including:

   Subscription based services: Garden Waste

6. WIN’s guide to saving money in waste & recycling services –
7. WIN’s Case study library – holds all the case studies we have written on achievements made by authorities.

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Thank you for your Time

Please visit www.win.org.uk

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