



**PUBLICA**



# Environmental Services Innovation Programme (ESIP) 2021/22 - Year 1 Case Study

## Overview

Waste and recycling collection represents one of the most fundamental municipal services that local government offers, presenting councils with huge challenges and potential opportunities in terms of emerging agendas around the environment, climate emergency, and digital services.

The Environmental Services Innovation Programme (ESIP) is a partnership between Cotswold District Council (CDC), Forest of Dean District Council (FoDDC), West Oxfordshire District Council (WODC), Publica and Ubico to deliver shared innovation projects.

The ESIP programme focuses on 6 main priority areas:

- Increase service efficiency delivering reduced operating costs
- Reduce the carbon produced by environmental services
- Optimise and develop paid for products to increase income for shareholder councils
- Further innovation around systems, processes and structures building on Salesforce and In-cab technology
- Improve the customer experience

- Build on our use of business information to continue to make informed decisions

Key projects and benefits ESIP has delivered in 2021/22 include:

- Alloy in-cab systems at CDC and WODC
- Waste service review in FODDC
- Over £850k of combined efficiencies or additional income for CDC, WODC, and FoDDC

## Background

Working in partnership, officers from Publica and Ubico met with stakeholders to develop a 'long list' of potential opportunities, which could be introduced to meet one or more of the programme priority areas.

This 'long list' was then refined to identify the projects which could be delivered in 2021/22 and these were subsequently taken forward.

A total combined savings/additional income target of £400k was also agreed for the programme.

## What we did

Following data collection, review and modelling, individual business cases were produced setting out any investment required and the likely outcomes and benefits which could be achieved. Partner authorities were asked to consider the business cases and the programme was updated accordingly.

Any good practice realised in one area/district is shared in the other districts to support commonality of service and also improve team resilience.

## Results

The main projects which have been delivered during 2021/22 are:

- Agreement of refuse and garden waste collection increase fleet size to reduce hire costs (WODC)
- Introduction of in-cab system (CDC & WODC) delivering a £25,580 fuel saving (62 ton CO<sub>2</sub>) in WODC, and contributing to a 47% reduction in missed bins in CDC
- Providing bulk stocks of litter picking equipment to parish and town councils in support of the Clean & Green programme (CDC)
- Garden Waste licence fee increase delivering £513k of additional combined income (All)
- Waste and recycling container delivery charging (CDC) delivering £7,433 in income
- Grounds maintenance improvements to support biodiversity priority (WODC)
- Driver liaison post (CDC) delivering £14,959 fuel saving which equates to 36.6 tons of CO<sub>2</sub>
- Review of waste demand to inform follow on projects (All)
- Litter Bin Placement and Renewal Programme likely to deliver circa £70k of additional income in 2023 (WODC)
- Garden waste stickers implementation (FODDC) saving £6,500
- Removal of bring sites has led to the avoidance of up to £112k in additional cleansing work which was unbudgeted for (WODC)

- Garden waste reduced number of loaders delivering £67,486 (WODC)
- Supporting the Clean and Green Programme (CDC) in additional cleansing
- Vehicle maintenance - new ways of working (WODC) delivering a £34,000 saving
- DMR (Dry Mixed Recycling) new contract (WODC)
- Procurement of electric vehicles including a new sweeper at WODC

## Wider benefits

The programme has exceeded the additional income/reduced expenditure target of £400k, delivering over £850k of combined efficiencies or additional income for CDC, WODC, and FoDDC

The introduction of Alloy in-cab technology at CDC and WODC will assist with future collaboration across the Ubico partnership and present greater opportunities.

## Resources required to deliver

The Councils have made significant one-off investments in elements such as the Alloy in-cab system (CDC & WODC) and increased number of vehicles (WODC).

Ubico and Publica made a very significant resource investment to deliver the programme and the benefits, which have been achieved with no requirement for additional/external resources to deliver the projects.

## Next steps

Year one of ESIP was completed in March 2022 and was largely an 'enabling' phase where the relationship and trust between the councils, Ubico and Publica was further developed and technologies such as in-cab and improved digital services were delivered.

Year two will build on this platform with a focus on strategic service change such as cross boundary working for Cotswold District Council, Forest of Dean District Council, and West Oxfordshire District Council and service reviews in order to deliver larger benefits.

