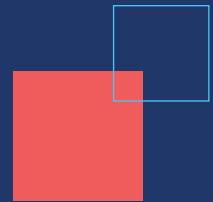


UK Market Analysis of 'Place' Based Services - Waste Collection, Treatment and Street Cleansing

JULY 2022





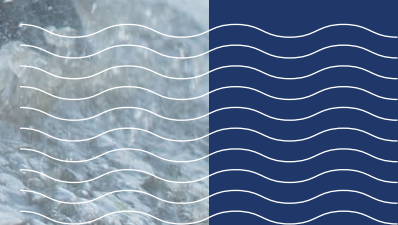
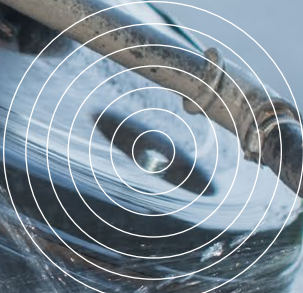
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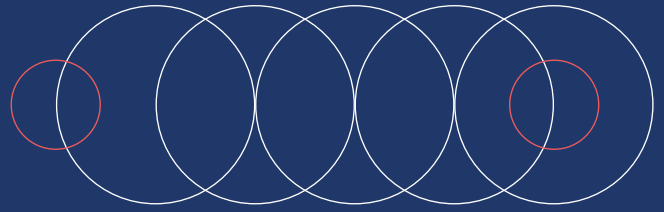
Enterprise Ireland supports innovation activities across all industries, and we invest in the most innovative Irish companies through all stages of their growth. Enterprise Ireland supports Irish companies to grow and scale in the UK from our offices in London and Manchester with market advisors who are sector experts across a wide array of sectors.

Enterprise Ireland co-ordinates a cluster of client companies who are working closely with UK local authorities and the public sector, delivering innovative solutions and value and supporting them to improve the lives of residents while addressing the challenges of councils. Enterprise Ireland client companies are trusted partners to UK local authorities and are market leaders in cutting edge innovation, digitization, quality, value and sustainability.

Our goal is to build successful, long-term relationships between UK local authorities and Irish partners who very often have a UK office and local team. We support Irish companies to work with UK local authorities and the wider public sector to support their respective and shared objectives. Enterprise Ireland is a trusted strategic partner for UK councils and can help leverage cutting edge innovation. Our client companies have demonstrated experience and expertise supporting councils to be efficient and cost-effective, in many areas including infrastructure, transport, roads and highways, smart cities, smart energy, housing, digital health, education & skills, waste & recycling, and digital transformation, providing the best outcomes for residents.

Enterprise Ireland run a number of important initiatives in the UK to help companies support the net zero and sustainability ambitions of local authorities, including our Social Value Programme and our UK Net Zero Campaign. Underpinning the importance of Social, Economic and Environmental goals of local authorities across the UK.





Contents

1	Purpose of the Report	1
2	Understanding UK Local Authorities and ‘Place’ Sector Business Development	2
2.1	Types of local authorities	2
2.2	Roles and responsibilities of elected Members and officers	3
2.3	How, when and where to engage with local authorities	4
2.4	An overview of funding for Place-based services	6
2.5	Understanding the decision-making process for procuring ‘Place based’ services	8
2.6	A strategic approach to access Local Authority decision makers and opportunities	10
2.7	How (and how not) to engage with politicians and officers to influence and drive opportunities	12
3	Local Authority Procurement Horizon for Place based services	14
3.1	Likely Planned Procurements – Waste Collection and Street Cleansing	14
3.2	Waste Collection Contractors	17
3.3	Likely Planned Procurements – Waste Disposal and Treatment	19
4	Overview of UK Legislation Likely to Impact on Place Services in the Near Future	22
5	Appendices	25
5.1	Appendix 1. List of Local Authorities who self-deliver waste collection services (either directly or through a TECKAL/arm’s length company)	25
5.2	Appendix 2. Local Authorities who self-deliver street cleansing services (either directly or through a TECKAL/arm’s length company)	32
5.3	Appendix 3. List of Local Authorities contracts provided by top waste contractors	39
5.4	Appendix 4. Selected waste related legislation additional detail	43
5.4.1	Environment Bill: Environment Act 2021	43
5.4.2	Waste and Resource Efficiency (Environmental Protection Act 2021 Part 3)	43
5.4.3	Extended Producer Responsibility (EPR)	43
5.4.4	Deposit Return Scheme (DRS)	44
5.4.5	Consistency in Collections	44
5.4.6	Other key aspects of the Act	45



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R

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1 Purpose of the Report

The UK has over 300 local authorities made up of 5 different types of council (county councils, district councils, unitary authorities, metropolitan districts and London boroughs) working in a single or tier structure with varying responsibilities for 'place' based services.

OPS Ltd was commissioned by Enterprise Ireland to prepare this report to allow a greater understanding of UK municipal 'place' based services, specifically waste collection, treatment and street cleansing services. This report provides details of how local authorities work and where Enterprise Ireland's client companies should focus efforts to win work and develop a sustainable profitable foothold in the UK.

The report focuses on two specific areas:

- Understanding the UK local authority landscape, including the types of local authorities, the roles and responsibilities of elected Members and officers and how they fit in with the decision-making process of procuring the type of 'place based' services offered by Enterprise Ireland client companies.
- Undertaking market analysis to identify the local authority procurement horizon/ pipeline for 'place' based services, focussing on waste collection, treatment and street cleansing services.



2 Understanding UK Local Authorities and 'Place' Sector Business Development

2.1 Types of local authorities

There is no single widely applied definition of Place Service across UK local government. However, as a general rule, they tend to cover a breadth of services including local highways, street services, grounds maintenance, facilities management, refuse collection, waste and recycling and other environmental and physical infrastructure activities. In some instances, they can also include Planning and Building Control (though these can equally be found under a Regulatory Services heading).

Place Services are typically distinct from People Services (focusing typically of Social Services, Education and Social Housing) and Corporate Services (sometimes called Corporate Resources) with a focus on Finance, Legal, HR and IT.

The types of local authorities are important in understanding structures and access routes:

- **Unitary (single tier) authorities/councils** cover the entire portfolio of local authority services in a given area¹.

In England, there are 126 **unitary authorities**, comprising 32 single-tier '**London Boroughs**', 36 '**metropolitan borough/district councils**' (different to 2nd Tier District Councils) which together cover the six large urban areas of Greater Manchester, Merseyside, South Yorkshire, Tyne and Wear, West Midlands, and West Yorkshire) and a further 58 **unitary councils** in other areas. Unitary authorities can be found in cities, urban areas, larger towns and can encompass whole shire counties.

All 22 of Welsh local authorities and all 32 of Scotland's local authorities are unitary authorities. All 11 of Northern Ireland's local authorities are also unitary authorities, though with a narrower set of responsibilities² than elsewhere in the UK (i.e. some activities are governed and managed by Northern Ireland wide agencies).

In other areas of England, a two-tier structure of counties and districts/boroughs remains.

- **English County Councils** are often referred to as the upper tier of the remaining two-tier structure. There are 24 'counties' in England, with responsibility primarily for Planning and Economic Development, Education, Social Services, Highways and Transport, and Waste Disposal.
- **English District and Borough Councils**² (different from metropolitan Borough Councils above) form the other tier of English local government, in areas where Counties endure rather than unitary authorities. In 2-tier areas, each county council area is subdivided into districts or boroughs, for which an independent council is elected. There are 181 district councils.

Unitary Authorities – including those in Northern Ireland - will often cluster Place Services in a single department as set out above. That is not an option for two tier authorities. County councils will often group Highways and Transport but have less option to have a wide portfolio of Place Services due to their more limited span of services. While some districts and boroughs group their Place Services together in a single department, others continue to operate separate (but aligned) services in waste collection, grounds maintenance, street cleansing and facilities management.

For completeness, there are also more than 10,000 **town, parish or community councils** across the UK. Their status and mandate vary between different parts of the UK. They operate at a level below district councils and unitary authorities. They do not generally have statutory functions, although town and parish councils in England are often responsible for smaller local services such as allotments, parks and community centres. They may on occasion provide other services, such as street cleansing, with the agreement of the unitary, county or district council.

¹ Source (for England): <https://www.gov.uk/guidance/local-government-structure-and-elections#metropolitan-districts> 2021

² they have no responsibility for education, roadbuilding or housing



2.2 Roles and responsibilities of elected Members and officers

Elected members (often referred to as ‘members’ or ‘councillors’) are elected to represent people in a defined geographical area for a fixed term of four years, unless elected at a by-election in which case the time will be shorter.

The Council will be controlled by the party which has most candidates elected. Where one party has a majority of elected members then it is in ‘overall control’ of the Council. They are typically referred to as ‘**the Administration**’. Where no one party has a majority a ‘hung council’ is governed by a coalition of elected members from different parties. Hung councils are far more common in Scotland and Northern Ireland due to the ‘proportional representation’ electoral system.

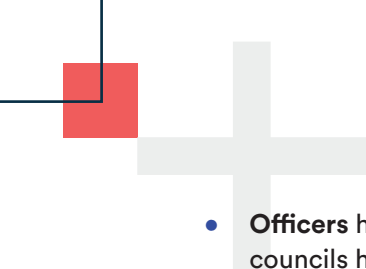
Councillors must follow a code of conduct and have to balance the needs and interests of residents, voters, their political parties and the councils themselves. They are required to behave in the best interests of the council at all times.

Councillors decide on the overall direction of policy, whereas council officers then implement these policy initiatives and are responsible for delivering services on a daily basis. Councillors input through a number of channels:

- **Full Council** - The full council is made up of *all* elected councillors (irrespective of party allegiance). The full council debates and decides upon policy based on reports from the committees. In Unitary / Met Councils, full Council is chaired by the Civic Mayor and this rotates between political parties.
- **Cabinet** - the cabinet comprises the senior elected members appointed by their party colleagues in the Administration to run the different policy and service portfolios in the council. It is the only group which is allowed to make decisions on certain areas of policy and budget without the approval of the full council and these powers are set out in each Council’s constitution. Each Cabinet member has responsibility for a specific portfolio, e.g. Place, environment, highways, housing, culture, etc.. ‘Scrutiny Panels’ – comprising elected members from other parties – take an overview of decisions in each of these areas to ensure that these fall within the council’s powers and duties.
- **Committees** – Not every council adopts a cabinet model (although the vast majority do). Using a committee model involves groups of elected members (weighted in favour of the Administration) meeting to discuss and review policy themes (rather than this resting with the Cabinet Member). Councillors on committees monitor and review the council’s performance and decision-making process in order to ensure it is accountable to the public. Information is provided to the committees by council officers.
- **Leader or Elected Mayor** - The political leader of a council is responsible for the overall performance of the council - as well as its strategic direction and its relationship with central government. The Council Leader is elected by the ruling Group / Party. In a Cabinet system, the Leader then appoints the cabinet members (sometimes these roles are elected by the full ruling Group).

Elected mayors perform a similar role to Leaders in only around c15 English councils, but they hold more of the Executive powers which are normally held by the CEO. They are directly elected by the residents, rather than other councillors. (NB Elected mayors are different to unelected or lord mayors or civic mayors, whose jobs are largely ceremonial and don’t hold any powers other than chairing full council meetings in Unitary / Met Councils).

- **Cabinet Members/Portfolio Holders** are of most political significance in shaping direction, strategy and tactics of each major area of policy or service. The Cabinet Member with responsibility for Place Services will be of particular significance in determining the strategy and delivery arrangements in these areas.
- Most elected members – whether they belong to the party in power (the Administration) or one of the opposition parties will be **backbench members**, sometime referred to as ‘ward councillors’. They do not hold decision-making roles and have primary responsibilities to look after the interest of the individuals living in the electoral wards who elected them.

- 
- **Officers** have responsibility for implementing council policy. They are permanent paid staff. Most councils have a Chief Executive, who oversees the management of the council. Underneath the Chief Executive, there will usually be a number of directorates or departments, e.g. Corporate Services, Education, Social Services, Place Services, etc.

As these portfolios have widened, they are increasingly being led by Strategic or Executive Directors who work hand in glove with their relevant portfolio holder. Below them, Assistant Directors will manage groupings of relevant services, and/or Heads of Service or Service Managers will look after individual Service Areas.

So in a unitary authority for example, the Executive Director of Place (officer) might work closely with the Place Portfolio holder (elected member) to shape direction, then delegate delivery responsibility to Assistant Directors with responsibility for Waste & Environmental Services and Highways & Transport, who in turn will delegate responsibilities to a Head of Waste Management or a Head of Highways. In counties and districts, the spread of control may be narrower, but the principle endures. This makes the Executive Directors, Assistant Directors and Heads of Service particularly important influencers and decision-makers for those wishing to work with councils in any service area.

2.3 How, when and where to engage with local authorities

Many private sector organisations will categorise opportunities into suspects, prospects and live opportunities (Figure 1).

- **Suspects** are potential opportunities where councils will be exploring their direction of travel, potential options and structures and different delivery routes. At this stage the opportunity has yet to crystallise, and no firm proposals are on the table. Engagement approaches will vary depending on the stage in the process.
- **Prospects** emerge from suspects. They are clearly defined opportunities, setting out explicitly what will come to market and when, in what form, and for how long.
- **Live opportunities** are immediate/current bidding opportunities where interested parties are developing their solutions and pricing in competition with other providers.

In terms of individual council engagement, the best approach is to engage early (at suspect stage) as procurement rules formalise the engagement process once the opportunity has been published. This does not rule out pursuit of the opportunity, but scope to shape the opportunity and solutions will typically be more limited once the tender has been launched. However, care must be taken at this stage of engagement so as not to be excluded from the formal tender process.

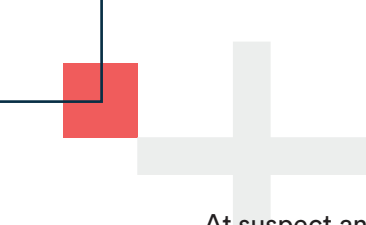


Stage	Approach/tactics	Benefits
Suspect	<ul style="list-style-type: none"> • General presence at key networking events • Professional body engagement • Event sponsorship • Trade press advertising • Informal engagement with target authorities • Sharing of collateral regarding credibility, expertise and capacity 	<ul style="list-style-type: none"> • Understanding the landscape and competition • Shaping the emerging solution • Planning innovation and USPs • Awareness and brand raising • Mutual understanding • Confidence building • Honing of tactics • Bespoking local engagement (suppliers and stakeholders) • Learning and repositioning prior to bidding • Building relationships
Prospect	<ul style="list-style-type: none"> • Declaring an interest • Attending key sessions • Being seen by key decision-makers • Raising local profile • Honing messaging to fit with the opportunity 	<ul style="list-style-type: none"> • Aligning with the opportunity • Further raising of profile and confidence building • Shaping the right partnerships • Further engaging local suppliers and stakeholders • Further learning and repositioning
Live opportunity	<ul style="list-style-type: none"> • Preparing the bid • Demonstrating enthusiasm • Illustrating local understanding • Delivering local benefits • Asking the right clarifications • Minimising the mark ups • Complying with the commercial framework • Answering the questions 	<ul style="list-style-type: none"> • Building the delivery relationships • Understanding expectations • Avoiding over/under commitment • Securing the deal • Expanding the relationship • Building referenceability

Figure 1. Engagement opportunities

In England in particular, many Place Services have been outsourced since the late 1980s and there is a long tradition of councils working through formal contractual relationships with the private sector. This is less the case in other parts of the UK with a greater tendency towards direct/in-house delivery. Where services have been tendered previously, there is forward visibility of anticipated contract end dates, providing interested parties with notice of when they can reasonably conduct any pre-procurement engagement. This engagement may be simply around profile raising, with new market entrants highlighting their credentials and seeking to better understand council priorities and service needs. It may also be about shaping the scope of services in the next contracts, highlighting opportunities to the council for alternative configurations that may provide better value (clearly ones that sit with the provider's competitive strengths).

When suspects become prospects and live opportunities, all UK public bodies are bound by current European Union guidance on public procurement which sets out how and when opportunities – whether prospects or live deals – must be brought to the market when above a certain threshold value. We say more about this in due course. In the pre-procurement stage, it is important to remember that informal opportunities to engage will cease as soon as the opportunity to bid has been advertised. Formal engagement routes will be communicated by each council and should be firmly observed.



At suspect and prospect stage, all proactive structured engagement with the council should be via the officers rather than elected members. There may be an opportunity to engage with elected members thereafter, but it will be important to ensure that officers are aware of that engagement. In some instances, members may approach providers at events or following publications. Once again, any subsequent engagement should involve officers.

Once the procurement has commenced, all engagement should be through the formal channels communicated by the council. Any attempts to circumvent these may lead to exclusion from the procurement process.

2.4 An overview of funding for Place-based services

Throughout the UK, local authorities have four main sources of revenue³:

- **government grants** – revenue grant from central government to support local services (this is calculated based on what is called ‘The Barnett Formula’ and this amount has been decreasing year on year since 2012). Other funds can be specific and ‘as of right’ to support ongoing service delivery or dedicated and time-limited – and sometimes accessed on a competitive basis - in support of particular projects and initiatives.
- **council tax** – a property tax levied on residential properties
- **business rates** – a property tax levied on business premises
- **fees and charges** – income from rental properties, burials, leisure centres, special uplifts, and services provided to external customers (e.g. commercial waste, FM services to other customers, top up payments for social care).

In 2019/20, local authorities in England received 23% of their funding from government grants, 50% from council tax, and 27% from retained business rates – revenue from business rates that they do not send to the Treasury.

Unlike central government, local authorities cannot borrow to finance day-to-day spending, and by law they must run balanced budgets or draw down reserves – money built up by underspending in earlier years – to ensure that their annual spending does not exceed their annual revenue.


Councils can borrow to access money for capital projects (eg new property development or infrastructure upgrades) or the capital elements of ongoing spending (eg purchase of fleet/plant). Referred to as Prudential Borrowing (or sometimes referred to as PWLB – Public Works Loan Board borrowing), repayments are made from available revenue budgets (with the availability of revenue budget essentially ‘capping’ the level of borrowing at any one time).

When services are outsourced, the common model is for the successful contractor bringing key service assets (such as fleet, plant and other equipment) with them as part of the package, rather than relying on the council to provide these as part of the contract. Capital project funding (such as that required for infrastructure enhancement) is more likely to come from the council’s capital receipts – i.e., funding received through the sale of assets.

Place Services funding is accessed through each council’s general revenue funding. Some Highways and Waste Services have a statutory underpinning, meaning that councils are obliged to spend money in support of their ‘statutory duties’ to deliver a defined level of service. In other instances, services and associated funding are more ‘discretionary’, meaning that the council has the power to set a level of service but is not statutorily obliged to do so.

Irrespective of their statutory or discretionary status, Place Services need to compete with other council services for (both revenue and capital) funding. Some grants are ringfenced to Education and Social Services, reducing councils’ discretion to spend on Place Services. Indeed, Place Services (as a whole) can often find themselves operating at less than 10% of the over council revenue budget in unitary and county councils.

³ Source: <https://www.instituteforgovernment.org.uk/explainers/local-government-funding-england>



Overall pressure on council budgets arising from below-inflation grant settlements and an increasing cost base means that councils are typically looking for innovation and efficiency in their contractual relationships. TUPE rules protect transferring staff on service contracts (often the single largest element of cost) so technology and process changes are sought from contractors to phase cost reductions over the life of the contract as the employment base evolves through natural progression.

As regards technology specifically, innovation typically falls under three headings: technology that helps deliver the service, technology that helps to plan and manage the service, and communications technology that helps provide insight to customers (and often elected members as stakeholders) as to how to access the service (or provide information about how it is being provided). Under the delivery heading, new collection or processing innovation is the most obvious example where technology can support more effective service delivery or reduced processing costs, such as improved material sorting systems. In terms of planning and management, new operational/resource management systems, telematics and remote scheduling all improve opportunities to allocate resources efficiently and effectively (giving service and cost benefits). Finally, customer self-service technologies (web-based or via mobile devices) that allow booking and/or payment processing and ‘push’ messaging around service delivery slots or current levels of performance are increasingly common.

To complicate matters further, national and local government expectations in terms of Social Value and Community Benefits being delivered through public sector contracts, places additional pressure on contractors to invest in communities, local supply chains and workforces as part of their contractual obligations (at the same time as supporting the councils with their cost saving requirements).

In England and Wales, the Public Services (Social Value) Act 2012 obliges all public bodies procuring services to seek bidders’ proposals as to how their approach(es) enhance the social, economic or environmental wellbeing of the areas covered by the contract. Any steps that providers can take to create or sustain employment, support economic growth, engage hard to reach groups or deliver positive environmental benefits are formally assessed in bids (often using quantitative measures) and then built into contract expectations. Similar expectations have recently been mandated in Northern Ireland (from June 2022) with Social Value accounting for 10% of the total award criteria. A ‘community benefit’ equivalent expectation has less statutory basis in Scotland but is commonly seen in public contracts procurement.

The environmental element of Social Value/community benefit has often been given particular emphasis in recent years, with many local authorities declaring climate emergencies, and seeking to be carbon neutral by 2030 or 2035 (typically with a heavy expectation on service provider contributions in Place service contracts in particular through their fleet and plant solutions).

Further information regarding expectations is available from www.gov.uk, www.nidirect.gov.uk and www.gov.scot.



2.5 Understanding the decision-making process for procuring ‘Place based’ services

Place Services opportunities typically come in one of four forms:

- service contracts to provide a particular service (or – less commonly – a breadth of services) for a given period (with the duration often informed by the time taken to repay any major fleet/plant costs)
- project based contracts aimed at delivering new infrastructure or a change to existing infrastructure
- framework agreements aimed at accessing specialist technical or additional top-up capacity and products (such as design services, carbon modelling, vehicles or additional labour) from a list of pre-qualified preferred suppliers
- specific opportunities to sell/supply *products* rather than services.

In most instances, the value of individual opportunities is above the EU thresholds for public procurement⁴ (see www.ojec.com), meaning that standard EU⁵ procurement rules and processes apply. Details of these are available from other sources. This paper focuses in on how they are typically applied in a local authority environment.

For service contracts, the delivery route (direct delivery or outsourcing) will be determined by the council’s political Administration in close liaison with senior officers in each service area. England has a long history of outsourcing Place Services; it is much less prevalent in other parts of the UK. Once that decision has been made, elected members will have little role in the procurement process other than overall governance and scrutiny of the process. They may inform the preferred evaluation criteria for assessing bids (e.g. the cost:quality balance or the emphasis on customer service and social value within the quality scores) but will have no involvement in evaluating bids or determining who has won. Many councils now have their own Social Value policy, which may stipulate the balance or weighting to be applied for social value in a procurement process. These can be viewed on each council’s website, typically in the sections on ‘supplying to the council’.

While the scope and specification of services (what’s included in the contract and what isn’t, how long will the contract last, who will supply fleet and plant, what depots will be available, etc) will be driven by service managers in Place Services, the procurement itself will typically be led by the council’s Procurement Team (typically based with Legal and Finance colleagues in the council’s Corporate Services). They will ensure rigour and consistency in the procurement process, ensuring that at all times the process is fully compliant with the EU rules.

A Project Team (often with Place Services managers, individual service technical expertise, procurement colleagues, and advisers⁶ in areas such as legal, finance and HR) will drive the process forwards. They will launch the procurement (often through a ‘market engagement’ or ‘industry day’), prepare the documentation, engage in any dialogue (if part of the process), evaluate and moderate the cost and quality submissions against the advertised criteria, and make recommendations to the appropriate governance forum as to which bidder has been successful.


Ratification of the decision is then made by the appropriate governance forum. This may be full Council or Cabinet, with responsibility often delegated to the Executive Director of Place or the Cabinet member/ portfolio holder. They will award based solely on satisfaction that the process has been applied correctly by the Project Team.

Understanding this process and the different roles and responsibilities is critical. It emphasises the need to engage early with senior officers of the council to shape direction, scope and the core components of the solution. This will inform the scope and specification, including opportunities for innovation and additional value. It will also shape the evaluation criteria that will be used in the procurement process once it has commenced. Opportunities for influence once the procurement has commenced are predominantly

4 €140k for supply, services and design and €5,382k for works

5 And their anticipated post-Brexit UK equivalent rules

6 These can often be external to the councils



through the submitted solution and price, with little political input allowed and limited ability to change the scope once the process has been launched.

The decision-making processes for projects or framework agreements are not unduly different, being driven by the same EU rules applied to both the council (as the procurer) and the bidders (as service providers). Frameworks may be the exception when a two-stage process is applied: an initial stage involves qualification to the framework as a credible provider using a focused variation on the service contract process; accessing live opportunities can range from mini-competitions to call-offs depending on the wording of the advertised framework.

Local authorities can often fast track procurements by utilising existing frameworks, thus saving the time required to create one. Local Authorities are able to create their own frameworks but there are specialist local authority owned/leaning procurement bodies such as ESPO (Eastern Shires Purchasing Organisation) (www.espo.org) and YPO (Yorkshire Purchasing Organisation) (www.ypo.co.uk) who create frameworks for a range of products and services, normally accessible to the entire public sector across the UK. Perhaps the highest value and most widely used are the frameworks created by Central Government via its Crown Commercial Services operation (www.crowncommercial.gov.uk). They generally run for 4 years (+/-1) and don't ordinarily allow suppliers to join once the framework has been procured. Framework renewal dates can be found in the framework information online.

The EU rules equally apply to products (or *contracts* for products to be more precise) above a certain threshold value. Understanding the service delivery arrangements in place for any target councils is an important consideration here. If the service is currently outsourced, then your main target customer may be the service provider rather than the council. This has some advantages as the service provider will likely be embedded in more than once council customer. If your product is attractive, then engaging with the service provider may allow immediate access to a number of councils on the back of their existing relationships. In addition, the commercial negotiations with the service providers may not be bound by the same EU rules, providing more flexibility for engagement and subsequent contracting. Service providers operating at scale will typically have well developed supplier management arrangements, and these would need to be navigated. But if your product brings innovations and cashable savings for the providers' end customers then they will typically be interested in exploring potential.

In terms of engaging with the more significant service providers this can be done through two routes. First, engaging with the provider's business development teams (their sales people) provides an initial opportunity to illustrate how your products and services can add value to the provider's offering to the sector. Often, providers will look to their supply chain for innovations, improvements and savings. Being able to articulate how your product or service can improve customer service or value for money, or reduce costs will once again be important. The second route is directly via their procurement/purchasing team, where you'll need to be able to back up your value-adding credentials with assurances around your financial sustainability and compliance with industry standard expectations in the UK. Even where engagement with the business development team has been positive, the procurement teams will demand that you comply with the provider's business expectations. Having the business development team on your side can nonetheless fast-track the process.

2.6 A strategic approach to access Local Authority decision makers and opportunities

The earlier section set out details of how potentially to engage individual councils around potential and emerging opportunities. This section looks at the building blocks of a more general strategic approach.

The potential approach follows the steps set out in Figure 2 below. These will be well known to businesses at a textbook level, ranging from initial positioning through to winning work and expanding/extending thereafter. The text that follows focuses on the application of that textbook process in practice in Place Services across the UK.




From general interest... to signing the deal... to building the business presence

Figure 2: Positioning and growing the business

Step 1: Understanding the context – this paper provides an initial starting point, but it is well worth visiting the appropriate pages on the central and national government websites to further understand the policy and funding context in the areas in which there is a more specific interest (more granular detail is clearly also available on the websites of individual target councils).

The regional policy and practice distinctions are important, and council 'buyers' can often be put off by what they see is the incorrect use of terminology lifted from other geographical contexts (e.g. while England talks about 'Highways', Scotland talks about 'Roads'; where England talks about Social Value, Scotland talks about Community Benefits).

We say more about competitor analysis later, but again a useful volume of information is available from competitor websites, published annual reports and Companies House returns (obligatory for all business registered in the UK). Information can also be captured from scanning emerging opportunities from tender portals advertising public sector opportunities in each geography.



Step 2: Engaging sector networks – there are a number of established professional and umbrella bodies in place across UK local government. These range from generic council bodies (such as the Local Government Association (LGA) (www.local.gov.uk) in England, the Welsh Local Government Association (WLGA) (www.wlga.wales/home), the Convention of Scottish Local Authorities (COSLA) (www.cosla.gov.uk) and the Northern Ireland Local Government Association (NILGA)) (www.nilga.org) through to service specific professional organisations such as the Chartered Institute of Wastes Management (CIWM) (www.ciwm.co.uk), National Association of Waste Disposal Officers (NAWDO) (<https://nawdo.org.uk/>), Local Authority Recycling Advisory Committee (LARAC) (<https://larac.org.uk/>), Association for Public Service Excellence (APSE) (<https://apse.org.uk/apse/>) and the Association of Directors for Environment, Planning and Transport (ADEPT) (www.adeptnet.org.uk) to name a few. In some instances, there is the opportunity to join the bodies themselves. In others, there are annual conferences where suppliers are often able to sponsor, exhibit or attend. This provides a basis for engagement with these organisations officer and delegate base, and an opportunity to explore their publications, social media messages and (in some instances) lobbying activities around key messages affecting the sector. Meeting informally at events is a good way of establishing the context and drivers and picking up some links into individual authority attendees for onwards engagement. It also provides an opportunity to find out what is keeping council decision-makers awake at night, what innovations they seek and how they see their own individual services evolve over time as new technologies or new suppliers emerge.

Steps 3 and 4: Opportunity positioning and initial success – engagement here is picked up more fully in the earlier sections. Generally speaking, the initial bids are typically a means of understanding competitiveness against the established market. They provide a means of benchmarking innovation and process. As importantly, they allow new entrants to better understand procurement requirements and behaviours, honing messages, tactics and solutions in different contexts, and receiving structured feedback on strengths and weaknesses relevant to other opportunities.

Step 5: Expanding and extending the business – initial success provides referenceability for other projects in similar geographies. UK councils are often not keen to ‘go first’ with new approaches and suppliers (particularly when it is a first time out-sourcing), so the first win provides a strong basis for growth. In many instances, council officer (and some Leaders and portfolio holding members) will be keen to talk about their new relationships at the networks and events referred to in stage 2. Equally, either the council or the successful contractor may seek to host their own round table sharing the innovation and value that they are bringing on the new contract. Finally, all of the engagement and learning from stages 1-4 also provide invaluable contextual information around further opportunities.

2.7 How (and how not) to engage with politicians and officers to influence and drive opportunities

Previous sections have set out the building blocks of potential success and the pitfalls to avoid. Table 1 captures these in a simple list of ‘do’s and don’ts’.

Do	Don't
✓ complete your homework around key contextual considerations before you engage	X take shortcuts on your local contextual understanding and terminology
✓ attend national and regional events to understand issues and opportunities	X assume your solution will simply ‘drag and drop’ from one place to another
✓ know your competition and their strengths and weaknesses	X make assumptions around one context being identical to another
✓ properly understand and articulate how your own solutions fit that context and add value	X ignore the internal and external stakeholder pressures impacting on decision-makers
✓ think about your positioning with (and messages to) the sector as a whole as well as to individual target customers	X preach to potential customers around the opportunities they are missing
✓ provide evidence and case studies to back up your capability and successes	X rubbish the competition
✓ seek to understand the local political context on emerging opportunities and the issues that members and officers are seeking to address	X align yourself with any particular political party (rather, take an agnostic position and be prepared to work with them all)
✓ engage proactively with officers rather than directly with elected members	X seek to by-pass formal officer channels to liaise directly with elected members
✓ engage openly and empathetically around challenges and potential solutions	X seek to work around required procurement channels
✓ seek to engage early prior to any formal procurement process commencing	X miss the opportunity to articulate your innovation and added value
✓ understand the procurement process being applied and ensure you comply with it	X ignore feedback from officers on opportunities to refine your solution or commercial positioning
✓ answer the questions you’re asked as part of the process	X ignore the importance of the end customer (the resident or service user) in designing your solution
✓ use your learning to refine your approaches	
✓ proactively use your successes as a bridgehead to further engagement	
✓ consider partnering with established providers in the sector where your product or service can enhance their impact on council customers (eg through innovation or cashable savings)	

Table 1: Key considerations in engaging council politicians and officers





3 Local Authority Procurement Horizon for Place based services

3.1 Likely Planned Procurements – Waste Collection and Street Cleansing

Times of change offer good opportunities to engage with local authorities. This most commonly occurs when contracts come up for renewal or a local authority outsources a service for the first time.

Table 2 provides details of the likely planned procurements for waste collection. Street cleansing services are often included as part of the procurement scope (further information relating specifically to street cleansing can be provided upon request, however it can be assumed that many of the opportunities below include street cleansing services). The information below is derived from market knowledge and project specific research, including reviewing sector reports and information made available by Enterprise Ireland. The key observations are:

- 236 local authorities deliver their own place-based services (58%)
- 165 local authorities outsource their place-based services (41%)
- Some LAs are likely to exercise their right to extend, which will change the likely date of their procurement. We have taken the likelihood of extensions being awarded into consideration where possible when defining likely new contract start dates.
- The information only includes currently outsourced services; we do not have visibility of which local authorities are considering outsourcing services from current insourced provision. It does happen from time to time (and often in waves), but anecdotal evidence suggests that the current trend is to insource or operate services via a part or fully owned arm's length vehicle.
- There are lots of waste collection (and street cleansing) procurements on the horizon, some of which will have already started procurement exercises.
- Procurement typically starts 12 – 18 months before the current contract expiry date. There are often exceptions to this, particularly if there is an option to extend the current contract.



Local Authority	Current contract expiry	Incumbent Contractor
South Staffordshire District Council	2022	Biffa
South Ribble Borough Council	2022	FCC
Rochford District Council	2022	Suez
Arun District Council	2023	Biffa
Ashford Borough Council	2023	Biffa
Cannock Chase District Council	2023	Biffa
Hastings Borough Council	2023	Biffa
Swale Borough Council	2023	Biffa
Portsmouth City Council	2023	Biffa
Herefordshire Council	2023	FCC
East Suffolk Council	2023	Norse
Havering	2023	Serco
Milton Keynes Council	2023	Serco
Burnley Borough Council	2023	Urbaser
Brent	2023	Veolia
Great Yarmouth Borough Council	2023	Norse
Southend-on-Sea Borough Council	2023	Veolia
Maidstone Borough Council	2023	Biffa
Hammersmith and Fulham	2023	Serco
Antrim and Newtonabbey	2023	Avenue
Harborough District Council	2023	FCC
Epping Forest District Council	2024	Biffa
Norwich City Council	2024	Biffa
South Oxfordshire District Council	2024	Biffa
Barrow-in-Furness Borough Council	2024	FCC
East Devon District Council	2024	Suez
Maldon District Council	2024	Suez
Calderdale Borough Council	2024	Suez
Dartford Borough Council	2024	Urbaser
Selby District Council	2024	Urbaser
Westminster	2024	Veolia
Vale of White Horse District Council	2024	Biffa
St Albans City Council	2024	Veolia
Charnwood Borough Council	2024	Serco
Wandsworth	2024	Serco



Local Authority	Current contract expiry	Incumbent Contractor
Forest of Dean District Council	2024	Biffa
Crawley Borough Council	2024	Biffa
Rutland County Council	2024	Biffa
Bridgend	2024	Kier
Wiltshire Council	2025	Hills Waste Solutions
Doncaster Borough Council	2025	Suez
South Gloucestershire Council	2025	Suez
East Hertfordshire District Council	2025	Urbaser
North Hertfordshire District Council	2025	Urbaser
Chesterfield Borough Council	2025	Veolia
Croydon	2025	Veolia
Haringey	2025	Veolia
Camden	2025	Veolia
Kingston upon Thames	2025	Veolia
Sutton	2025	Veolia
Aberdeen City	2025	Suez
Lincoln City Council	2026	Biffa
Rother District Council	2026	Biffa
Wealden District Council	2026	Biffa
Bristol City Council	2026	Bristol Waste Company
Cheshire West and Chester Council	2026	Cheshire West Recycling
Basingstoke & Deane Borough Council	2026	Serco
Tendring District Council	2026	Veolia
Wokingham Borough Council	2026	Veolia
Gosport Borough Council	2026	Urbaser

Table 2. Waste collection contracts due to expire 2022 - 2026

Appendixes 1 and 2 contains the list of local authorities who currently self-deliver their place-based services. This list should not be ignored from a business development perspective. Depending on what services or products you can offer – it may be that insourced services are the perfect opportunity (e.g. fleet management is regularly outsourced by local authorities who retain control and delivery of place-based services, whereas large contractors are unlikely to outsource their whole fleet management operation).



3.2 Waste Collection Contractors

Table 3 and Figure 3 provide an overview of the key waste contractors operating in the UK.

Contractor	Notes	Turnover	Website
Amey	Multi-disciplinary public service provider. Currently going through rationalisation and sale process. Actively seeking to get out of waste collection and treatment. Freestanding waste collection contracts sold to Urbaser in 2022	£2Bn (2020)	www.amey.co.uk
Biffa	Activities focused 100% on waste collection, treatment and processing (municipal, commercial and industrial). Acquired five waste contracts from Cory	£1.04Bn (2021)	www.biffa.co.uk
FCC	Spanish owned waste management company. Active in UK market for last ten years (following acquisition of Focsa and Waste Recycling Group). Focuses mainly on waste collection with some small waste management operations	£516m (2019)	www.fccenvironment.co.uk
Norse	Owned by Norfolk County Council but is able to provide services across the UK operating as a standalone contractor and as formal and informal Joint Ventures.	£300m (2019)	https://norsegroup.co.uk/
Serco	Very large multi-disciplinary public service provider with over 30,000 UK employees. Acquired all of Kier's remaining waste contracts a few years ago (Kier now exited the market)	£4.4Bn (2021)	www.serco.com
Suez	French owned waste management company. Currently going through a merger with Veolia (agreement reached in April 2021). Veolia brand to remain in UK. Awaiting Competition and Markets Authority approval.	c£1.5Bn (2018)	www.suez.co.uk/en-gb
Urbaser	Owned by American equity company, with a European base in Spain. Acquired some of Amey's waste collection contracts in 2022	c£80m (2019)	www.urbaser.co.uk
Veolia	French owned waste focused company providing waste collection, treatment and processing capacity to a range of sectors. Largest waste company in UK by some margin. Currently in discussion with Suez regarding merger of UK operations. Awaiting Competition and Markets Authority approval.	£1.9Bn (2020)	www.veolia.co.uk

Table 3. Overview of major UK local authority waste collection contractors

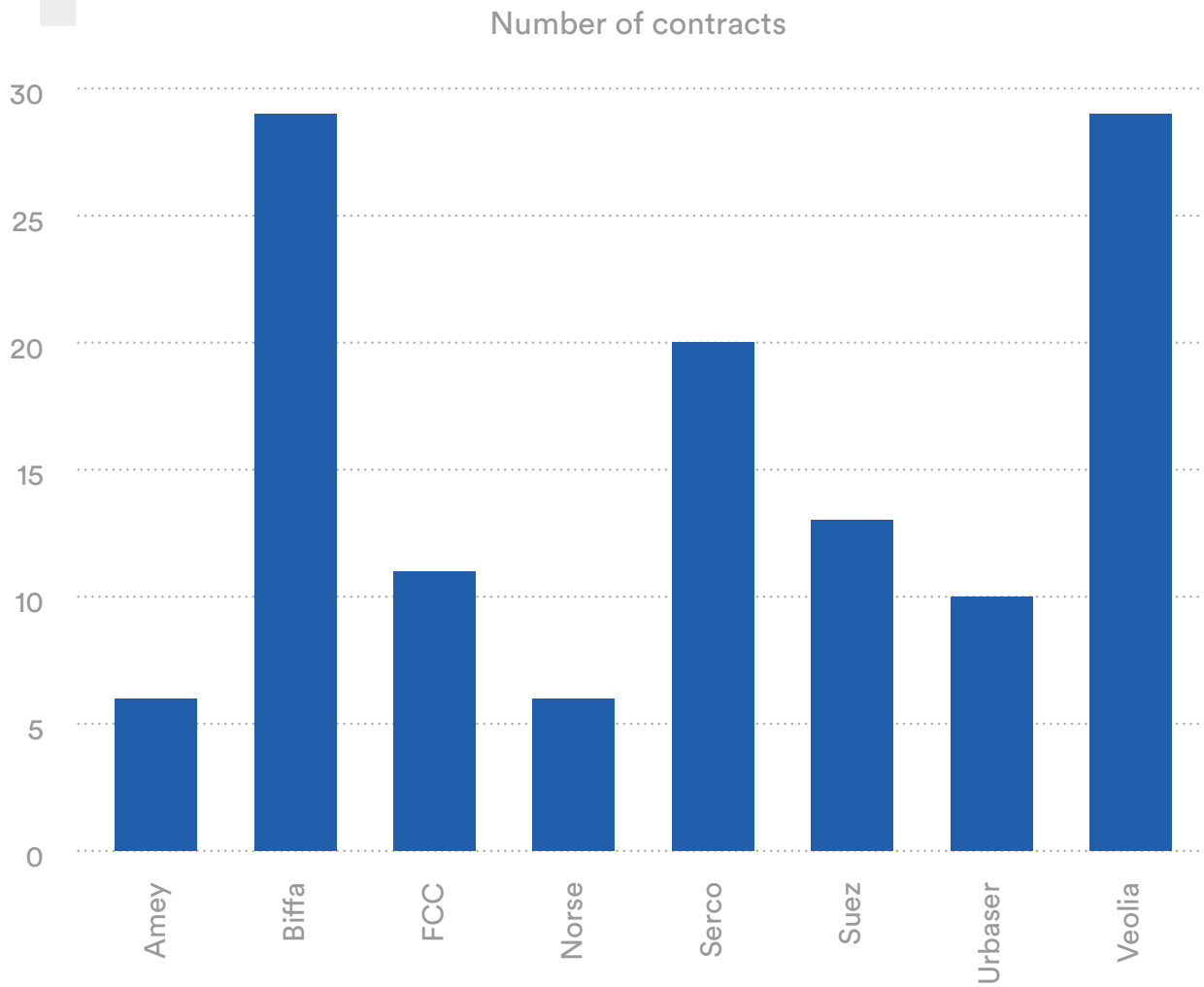
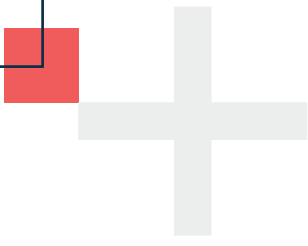


Figure 3 Number of waste collection contracts delivered by the largest waste collection contractors

Appendix 3 contains more information on which local authority services are delivered by each contractor. Please be aware that it is likely that Veolia will acquire Suez in the coming months, which will create the largest UK waste collection contractor by some distance.

3.3 Likely Planned Procurements – Waste Disposal and Treatment

Table 3 provides a list of the likely planned procurements for waste disposal/treatment. The information below is derived from market knowledge and project specific research, including reviewing sector reports and information made available by Enterprise Ireland. The key observations are:

- The vast majority of local authorities outsource some or all of their waste disposal/treatment services
- The number of suppliers for waste disposal/treatment contracts is fewer compared to waste collection due to the cost of entry, level of investment required and often very complex nature of the contracts and services (e.g. energy from waste facilities)
- Some LAs are likely to exercise their right to extend, which will change the likely date of their procurement. We have taken the likelihood of extensions being awarded into consideration where possible when defining likely new contract start dates.
- Procurement typically starts 18 - 24 months before the current contract expiry date. There are often exceptions to this, particularly if there is an option to extend the current contract (shorter period) or if there is a need to build large infrastructure (e.g. energy from waste facilities), which can result in an earlier procurement commencement.

Local Authority	Current Provider	Current Contract Expiry	Possible Extensions (Years)
Falkirk	Avondale	2022	
Derbyshire County Council	Renewi + Suez + Stanton Recycling + Recycling Lives	2022	N/A
Medway Council	Veolia	2022	N/A
Ceredigion	LAS Recycling	2022	
Staffordshire County Council	Amey	2022	N/A
Derby City Council	Renewi	2022	N/A
Cheshire East Council	Viridor + Ansa	2023	5
Herefordshire Council	Mercia (Co-Owned by FCC + Urbaser)	2023	N/A
Portsmouth City Council	Biffa	2023	N/A
Thurrock Council	FCC Environment	2023	N/A
Worcestershire County Council	Mercia	2023	N/A
Warrington Borough Council	Viridor	2023	2
Blackburn with Darwen Borough Council	Suez	2024	3
Rutland County Council	FCC Environment	2024	N/A
East Ayrshire	Enva Scotland	2024	
South Ayrshire	Enva Scotland	2024	
Hampshire County Council	Suez	2024	N/A
Surrey County Council	Suez	2024	N/A
Hertfordshire County Council	Veolia	2024	N/A
Luton Borough Council	FCC Environment	2024	N/A



Local Authority	Current Provider	Current Contract Expiry	Possible Extensions (Years)
North Northamptonshire Council	Amey	2025	N/A
Argyll & Bute	Barr Environment Ltd	2025	
West Dunbartonshire	Barr Environment Ltd	2025	
East Riding of Yorkshire Council	FCC Environment and others	2025	N/A
Hull City Council	FCC Environment and others	2025	N/A
Newry, Mourne and Down	Regen Waste	2025	
Darlington Borough Council	Stonegrave Aggregates + John Wades Ltd	2025	N/A
Durham County Council	Suez	2025	
Hartlepool Borough Council	Suez	2025	N/A
Middlesbrough Borough Council	Suez	2025	N/A
Redcar and Cleveland Borough Council	Suez	2025	N/A
South Gloucestershire Council	Suez	2025	N/A
Stockton-on-Tees Borough Council	Suez	2025	N/A
Lancashire County Council	Suez	2025	N/A
Aberdeen City	Suez	2025	
Aberdeenshire	Suez	2025	
Bristol City Council	Bristol Waste Company	2026	N/A
Buckinghamshire Council	FCC Environment	2026	5
Dorset Council	New Earth Solutions	2026	3
South Lanarkshire	Viridor	2026	
Pembrokeshire	Viridor	2026	

Table 3. Waste disposal/ treatment contracts due to expire 2022 - 2026



4 Overview of UK Legislation Likely to Impact on Place Services in the Near Future

There are over 200 statutory instruments in the UK that relate to waste. The following provides a review of the most relevant legislation that will impact service delivery in the near future – namely the Environment Act 2021. Generally, the Environment is a devolved policy area and England, Wales, Northern Ireland and Scotland implement legislation through their own local structures, but all are similarly focussed with only minor deviation. Table 4 summarises the key areas of legislation. Appendix 4 contains more detailed information.

Legislation	Summary
Environment Bill: Environment Act 2021	Overarching law outlining the principles of environmental policy and governance in England (but a lot applies to Scotland, Wales and NI)
Waste and Resource Efficiency (Environmental Protection Act 2021 Part 3)	Part 3 relates to waste and resource efficiency. Three core areas likely to affect waste and recycling landscape
<ul style="list-style-type: none"> Extended Producer Responsibility (EPR) 	Puts responsibility on the producer to manage all aspects of packaging waste
<ul style="list-style-type: none"> Deposit Return Scheme (DRS) 	Framework for introduction of deposit return scheme for plastic, metal and in some devolved administrations glass. Likely to start in 2024
<ul style="list-style-type: none"> Consistency in Collections 	Likely to give clearer direction on what/how/when collection services are designed and delivered

Table 4. Legislation affecting waste services

The implications for local authorities and their private sector partners are vast and include:

- The composition of waste and recycling collected from the household will change significantly although the variance will be dependent on the success of each initiative and to each locality.
- Existing sorting infrastructure will require adaptation and entirely new facilities may be required.
- Financial implications for collection, sorting and treatment – increase in operational and infrastructure costs with reduction in basket value as more economically profitable materials (e.g., aluminium) are taken out due to DPS
- Local Authorities who do not already collect food or garden waste and those who co-mingle recycling will face increased costs – staff, vehicles and containers
- Local Authorities who charge for garden waste collections (under schedule 1 of the Controlled Waste Regulations (2012) will breach statutory duties if they co-mingle food and garden waste.
- Changes to existing service provision can cause confusion for residents and in some instances lead to poor or noncompliance.
- Collection contracts will need to be reviewed and varied as necessary
- Arrangements between disposal/treatment and collection authorities to be reviewed and varied as per new collections and compositions



- Variations to long term treatment and disposal contracts likely due to composition and tonnage changes
- Under-Capacity of food treatment facilities
- Implications of plastic and food diversion from energy from waste facilities.

In comparison to waste, legislation relating to street cleansing hasn't changed for a number of years and is principally uses the Environmental Protection Act 1990 as its foundation. Table 5 provides a summary of key instruments. More information can be found on gov.uk websites and via the numerous service specific professional bodies and organisations.

Keep Britain Tidy (KBT) (www.keepbritaintidy.org) and Keep Scotland Beautiful (www.keeptscotlandbeautiful.org) take active roles to encourage and educate public and business about reducing litter and improving the environment. They regularly publish information and guidance to support local authorities and are a good source of information.

Legislation	Summary
Environmental Protection Act 1990	Provides the overarching structure and authority for waste management in the UK *The Code of Practice on Litter and Refuse published by DEFRA in 2006, was issued by the Secretary of State under section 89 of the Environmental Protection Act 1990 and gives guidance to responsible bodies on how the duties prescribed in the Act should be discharged.
The Waste (England & Wales) Regulations 2011	Requires businesses to confirm application of waste management hierarchy when transferring waste.
Clean Neighbourhoods Act 2005	Provides local authorities with powers to tackle poor environmental quality and anti-social behaviour
The Environmental Protection (Duty of Care) Regulations 1991	Requires waste producers to take responsibility for their waste. Useful when tackling fly tipping
Control of Pollution (Amendment) Act 1989	Requires a person who transfers/transport waste to be a registered carrier. Allows confiscation of vehicles being used for illegal waste transfer/disposal

Table 5. Legislation affecting street cleansing services

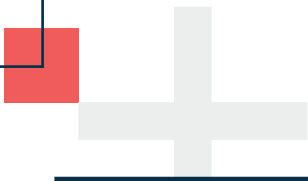




5 Appendices

5.1 Appendix 1. List of Local Authorities who self-deliver waste collection services (either directly or through a TECKAL/arm's length company)

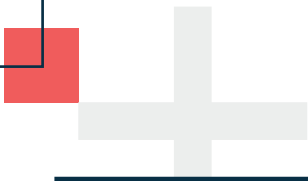
Local Authority	Authority Type
Adur District Council	District Council
Allerdale District Council	District Council
Ards and North Down	Unitary Authority
Argyll & Bute	Unitary Authority
Armagh City, Banbridge and Craigavon	Unitary Authority
Ashfield District Council	District Council
Barking and Dagenham	London Borough
Barnet	London Borough
Barnsley Borough Council	Metropolitan District
Basildon Borough Council	District Council
Bassetlaw District Council	District Council
Bath and North East Somerset Council	Unitary Authority
Bedford Borough Council	Unitary Authority
Belfast City	Unitary Authority
Birmingham City Council	Metropolitan District
Blaby District Council	District Council
Blackburn with Darwen Borough Council	Unitary Authority
Blackpool Council	Unitary Authority
Blaenau Gwent	Unitary Authority
Bolsover District Council	District Council
Bolton Borough Council	Metropolitan District
Boston Borough Council	District Council
Bournemouth, Christchurch and Poole Council	Unitary Authority
Bradford City Council	Metropolitan District
Braintree District Council	District Council
Brentwood Borough Council	District Council
Brighton and Hove City Council	Unitary Authority
Bromsgrove District Council	District Council
Broxbourne Borough Council	District Council



Local Authority	Authority Type
Broxtowe Borough Council	District Council
Bury Borough Council	Metropolitan District
Caerphilly	Unitary Authority
Cambridge City Council	District Council
Canterbury City Council	District Council
Carlisle City Council	District Council
Carmarthenshire	Unitary Authority
Castle Point District Council	District Council
Ceredigion	Unitary Authority
Chelmsford City Council	District Council
Cheltenham Borough Council	District Council
Cherwell District Council	District Council
Cheshire East Council	Unitary Authority
Cheshire West and Chester Council	Unitary Authority
Chichester District Council	District Council
City and County of Swansea	Unitary Authority
City of Cardiff	Unitary Authority
City of Edinburgh	Unitary Authority
City of York Council	Unitary Authority
Clackmannanshire	Unitary Authority
Colchester Borough Council	District Council
Conwy County	Unitary Authority
Copeland Borough Council	District Council
Cotswold District Council	District Council
Coventry City Council	Metropolitan District
Craven District Council	District Council
Dacorum Borough Council	District Council
Darlington Borough Council	Unitary Authority
Denbigshire	Unitary Authority
Derry City and Strabane	Unitary Authority
Dorset Council	Unitary Authority
Dudley Borough Council	Metropolitan District
Dumfries & Galloway	Unitary Authority
Durham County Council	Unitary Authority
Ealing	London Borough



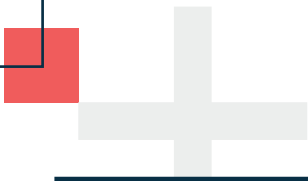
Local Authority	Authority Type
East Ayrshire	Unitary Authority
East Cambridgeshire District Council	District Council
East Dunbartonshire	Unitary Authority
East Lindsey District Council	District Council
East Renfrewshire	Unitary Authority
East Riding of Yorkshire Council	Unitary Authority
East Staffordshire Borough Council	District Council
East Suffolk Council	District Council
Eastbourne Borough Council	District Council
Eastleigh Borough Council	District Council
Enfield	London Borough
Epsom & Ewell Borough Council	District Council
Erewash Borough Council	District Council
Exeter City Council	District Council
Fareham Borough Council	District Council
Fenland District Council	District Council
Fermanagh and Omagh	Unitary Authority
Fife	Unitary Authority
Flintshire	Unitary Authority
Fylde Borough Council	District Council
Gateshead Borough Council	Metropolitan District
Gedling Borough Council	District Council
Glasgow	Unitary Authority
Gloucester City Council	District Council
Gravesham Borough Council	District Council
Great Yarmouth Borough Council	District Council
Greenwich	London Borough
Guildford Borough Council	District Council
Gwynedd	Unitary Authority
Hackney	London Borough
Halton Borough Council	Unitary Authority
Hambleton District Council	District Council
Harrogate Borough Council	District Council
Harrow	London Borough
Hartlepool Borough Council	Unitary Authority



Local Authority	Authority Type
Havant Borough Council	District Council
Hertsmere Borough Council	District Council
High Peak Borough Council	District Council
Highland	Unitary Authority
Hillingdon	London Borough
Hinckley and Bosworth Borough Council	District Council
Horsham District Council	District Council
Hounslow	London Borough
Hull City Council	Unitary Authority
Huntingdonshire District Council	District Council
Hyndburn Borough Council	District Council
Inverclyde	Unitary Authority
Ipswich Borough Council	District Council
Islington	London Borough
Kirklees Borough Council	Metropolitan District
Knowsley Borough Council	Metropolitan District
Lancaster City Council	District Council
Leeds City Council	Metropolitan District
Lewes District Council	District Council
Lewisham	London Borough
Lichfield City Council	District Council
Lisburn and Castlereagh	Unitary Authority
Liverpool City Council	Metropolitan District
Luton Borough Council	Unitary Authority
Malvern Hills District Council	District Council
Mansfield District Council	District Council
Medway Council	Unitary Authority
Merthyr Tydfil	Unitary Authority
Mid and East Antrim	Unitary Authority
Mid Devon District Council	District Council
Mid Ulster	Unitary Authority
Middlesbrough Borough Council	Unitary Authority
Midlothian	Unitary Authority
Monmouthshire	Unitary Authority
Moray	Unitary Authority



Local Authority	Authority Type
Na h-Eileanan Siar (Western Isles)	Unitary Authority
Neath Port Talbot	Unitary Authority
New Forest District Council	District Council
Newark & Sherwood District Council	District Council
Newcastle Upon Tyne City Council	Metropolitan District
Newcastle-Under-Lyme Borough Council	District Council
Newham	London Borough
Newry, Mourne and Down	Unitary Authority
North Ayrshire	Unitary Authority
North Devon District Council	District Council
North East Derbyshire District Council	District Council
North East Lincolnshire Council	Unitary Authority
North Kesteven District Council	District Council
North Lanarkshire	Unitary Authority
North Lincolnshire Council	Unitary Authority
North Northamptonshire Council	Unitary Authority
North Somerset Council	Unitary Authority
North Tyneside Borough Council	Metropolitan District
North Warwickshire Borough Council	District Council
North West Leicestershire District Council	District Council
Northumberland County Council	Unitary Authority
Nottingham City Council	Unitary Authority
Nuneaton & Bedworth Borough Council	District Council
Oadby & Wigston Borough Council	District Council
Oldham Borough Council	Metropolitan District
Oxford City Council	District Council
Pembrokeshire	Unitary Authority
Pendle Borough Council	District Council
Peterborough City Council	Unitary Authority
Plymouth City Council	Unitary Authority
Powys County	Unitary Authority
Preston City Council	District Council
Reading Borough Council	Unitary Authority
Redbridge	London Borough
Redcar and Cleveland Borough Council	Unitary Authority



Local Authority	Authority Type
Redditch Borough Council	District Council
Reigate & Banstead Borough Council	District Council
Renfrewshire	Unitary Authority
Rhondda Cynon Taf County	Unitary Authority
Ribble Valley Borough Council	District Council
Richmondshire District Council	District Council
Rochdale Borough Council	Metropolitan District
Rossendale Borough Council	District Council
Rotherham Borough Council	Metropolitan District
Rugby Borough Council	District Council
Runnymede Borough Council	District Council
Rushcliffe Borough Council	District Council
Ryedale District Council	District Council
Salford City Council	Metropolitan District
Scarborough Borough Council	District Council
Scottish Borders	Unitary Authority
Sefton Borough Council	Metropolitan District
Sevenoaks District Council	District Council
Shetland Islands	Unitary Authority
Slough Borough Council	Unitary Authority
South Ayrshire	Unitary Authority
South Cambridgeshire District Council	District Council
South Derbyshire District Council	District Council
South Holland District Council	District Council
South Kesteven District Council	District Council
South Lakeland District Council	District Council
South Lanarkshire	Unitary Authority
South Norfolk District Council	District Council
South Tyneside Borough Council	Metropolitan District
Southampton City Council	Unitary Authority
Spelthorne Borough Council	District Council
St Helens Borough Council	Metropolitan District
Stevenage Borough Council	District Council
Stirling	Unitary Authority
Stockport Borough Council	Metropolitan District



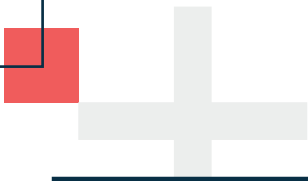
Local Authority	Authority Type
Stockton-on-Tees Borough Council	Unitary Authority
Stoke-on-Trent City Council	Unitary Authority
Sunderland City Council	Metropolitan District
Swindon Borough Council	Unitary Authority
Tameside Borough Council	Metropolitan District
Tamworth Borough Council	District Council
Teignbridge District Council	District Council
Test Valley Borough Council	District Council
Tewkesbury Borough Council	District Council
Thanet District Council	District Council
Three Rivers District Council	District Council
Thurrock Council	Unitary Authority
Torbay Council	Unitary Authority
Torfaen County	Unitary Authority
Uttlesford District Council	District Council
Vale of Glamorgan	Unitary Authority
Wakefield City Council	Metropolitan District
Walsall Borough Council	Metropolitan District
Warrington Borough Council	Unitary Authority
West Dunbartonshire	Unitary Authority
West Lancashire District Council	District Council
West Lindsey District Council	District Council
West Lothian	Unitary Authority
West Oxfordshire District Council	District Council
West Suffolk Council	District Council
Wigan Borough Council	Metropolitan District
Wolverhampton City Council	Metropolitan District
Worcester City Council	District Council
Worthing Borough Council	District Council
Wrexham County	Unitary Authority
Wyre Forest District Council	District Council

5.2 Appendix 2. Local Authorities who self-deliver street cleansing services (either directly or through a TECKAL/arm's length company)

Local Authority	Authority Type
Adur District Council	District Council
Amber Valley Borough Council	District Council
Angus	Unitary Authority
Antrim and Newtonabbey	Unitary Authority
Ards and North Down	Unitary Authority
Armagh City, Banbridge and Craigavon	Unitary Authority
Ashfield District Council	District Council
Babergh District Council	District Council
Barking and Dagenham	London Borough
Barnet	London Borough
Barnsley Borough Council	Metropolitan District
Basildon Borough Council	District Council
Basingstoke & Deane Borough Council	District Council
Bassetlaw District Council	District Council
Bath and North East Somerset Council	Unitary Authority
Bedford Borough Council	Unitary Authority
Belfast City	Unitary Authority
Birmingham City Council	Metropolitan District
Blaby District Council	District Council
Blackburn with Darwen Borough Council	Unitary Authority
Blackpool Council	Unitary Authority
Blaenau Gwent	Unitary Authority
Bolsover District Council	District Council
Bolton Borough Council	Metropolitan District
Boston Borough Council	District Council
Bournemouth, Christchurch and Poole Council	Unitary Authority
Bradford City Council	Metropolitan District
Braintree District Council	District Council
Brentwood Borough Council	District Council
Brighton and Hove City Council	Unitary Authority
Broxtowe Borough Council	District Council



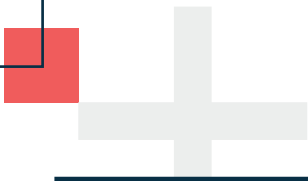
Local Authority	Authority Type
Bury Borough Council	Metropolitan District
Caerphilly	Unitary Authority
Calderdale Borough Council	Metropolitan District
Cambridge City Council	District Council
Cannock Chase District Council	District Council
Canterbury City Council	District Council
Carlisle City Council	District Council
Carmarthenshire	Unitary Authority
Causeway Coast and Glens	Unitary Authority
Chelmsford City Council	District Council
Cherwell District Council	District Council
Cheshire East Council	Unitary Authority
Chesterfield Borough Council	District Council
Chichester District Council	District Council
Chorley Borough Council	District Council
City and County of Swansea	Unitary Authority
City of Cardiff	Unitary Authority
City of York Council	Unitary Authority
Colchester Borough Council	District Council
Conwy County	Unitary Authority
Copeland Borough Council	District Council
Coventry City Council	Metropolitan District
Craven District Council	District Council
Dacorum Borough Council	District Council
Darlington Borough Council	Unitary Authority
Derry City and Strabane	Unitary Authority
Doncaster Borough Council	Metropolitan District
Dorset Council	Unitary Authority
Dudley Borough Council	Metropolitan District
Dumfries & Galloway	Unitary Authority
Durham County Council	Unitary Authority
Ealing	London Borough
East Lindsey District Council	District Council
East Lothian	Unitary Authority
East Staffordshire Borough Council	District Council



Local Authority	Authority Type
East Suffolk Council	District Council
Eastleigh Borough Council	District Council
Enfield	London Borough
Epsom & Ewell Borough Council	District Council
Erewash Borough Council	District Council
Exeter City Council	District Council
Falkirk	Unitary Authority
Fareham Borough Council	District Council
Fenland District Council	District Council
Fermanagh and Omagh	Unitary Authority
Fife	Unitary Authority
Fylde Borough Council	District Council
Gateshead Borough Council	Metropolitan District
Gravesham Borough Council	District Council
Greenwich	London Borough
Guildford Borough Council	District Council
Hackney	London Borough
Halton Borough Council	Unitary Authority
Hambleton District Council	District Council
Harrogate Borough Council	District Council
Harrow	London Borough
Hartlepool Borough Council	Unitary Authority
Hastings Borough Council	District Council
Hertsmere Borough Council	District Council
High Peak Borough Council	District Council
Hillingdon	London Borough
Hinckley and Bosworth Borough Council	District Council
Hull City Council	Unitary Authority
Huntingdonshire District Council	District Council
Hyndburn Borough Council	District Council
Inverclyde	Unitary Authority
Islington	London Borough
Kirklees Borough Council	Metropolitan District
Knowsley Borough Council	Metropolitan District
Lancaster City Council	District Council



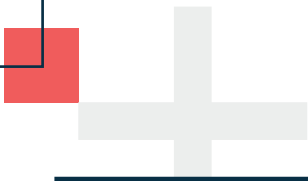
Local Authority	Authority Type
Leeds City Council	Metropolitan District
Leicester City Council	Unitary Authority
Lewes District Council	District Council
Lewisham	London Borough
Lisburn and Castlereagh	Unitary Authority
Luton Borough Council	Unitary Authority
Maidstone Borough Council	District Council
Malvern Hills District Council	District Council
Mansfield District Council	District Council
Merthyr Tydfil	Unitary Authority
Mid and East Antrim	Unitary Authority
Mid Devon District Council	District Council
Mid Ulster	Unitary Authority
Middlesbrough Borough Council	Unitary Authority
Midlothian	Unitary Authority
Monmouthshire	Unitary Authority
Na h-Eileanan Siar (Western Isles)	Unitary Authority
Neath Port Talbot	Unitary Authority
New Forest District Council	District Council
Newark & Sherwood District Council	District Council
Newcastle Upon Tyne City Council	Metropolitan District
Newcastle-Under-Lyme Borough Council	District Council
Newport City	Unitary Authority
Newry, Mourne and Down	Unitary Authority
North Ayrshire	Unitary Authority
North Devon District Council	District Council
North East Derbyshire District Council	District Council
North East Lincolnshire Council	Unitary Authority
North Lincolnshire Council	Unitary Authority
North Northamptonshire Council	Unitary Authority
North Tyneside Borough Council	Metropolitan District
North West Leicestershire District Council	District Council
Northumberland County Council	Unitary Authority
Norwich City Council	District Council
Nottingham City Council	Unitary Authority



Local Authority	Authority Type
Nuneaton & Bedworth Borough Council	District Council
Oadby & Wigston Borough Council	District Council
Oldham Borough Council	Metropolitan District
Orkney Islands	Unitary Authority
Oxford City Council	District Council
Pembrokeshire	Unitary Authority
Pendle Borough Council	District Council
Perth & Kinross	Unitary Authority
Peterborough City Council	Unitary Authority
Plymouth City Council	Unitary Authority
Preston City Council	District Council
Reading Borough Council	Unitary Authority
Redbridge	London Borough
Redcar and Cleveland Borough Council	Unitary Authority
Redditch Borough Council	District Council
Reigate & Banstead Borough Council	District Council
Renfrewshire	Unitary Authority
Rhondda Cynon Taf County	Unitary Authority
Ribble Valley Borough Council	District Council
Richmondshire District Council	District Council
Rochdale Borough Council	Metropolitan District
Rossendale Borough Council	District Council
Rotherham Borough Council	Metropolitan District
Rugby Borough Council	District Council
Runnymede Borough Council	District Council
Salford City Council	Metropolitan District
Scarborough Borough Council	District Council
Scottish Borders	Unitary Authority
Sedgemoor District Council	District Council
Sefton Borough Council	Metropolitan District
Sevenoaks District Council	District Council
Shetland Islands	Unitary Authority
Slough Borough Council	Unitary Authority
South Cambridgeshire District Council	District Council
South Derbyshire District Council	District Council



Local Authority	Authority Type
South Gloucestershire Council	Unitary Authority
South Holland District Council	District Council
South Kesteven District Council	District Council
South Lakeland District Council	District Council
South Tyneside Borough Council	Metropolitan District
Southampton City Council	Unitary Authority
Southwark	London Borough
St Helens Borough Council	Metropolitan District
Stafford Borough Council	District Council
Staffordshire Moorlands District Council	District Council
Stevenage Borough Council	District Council
Stirling	Unitary Authority
Stockport Borough Council	Metropolitan District
Stockton-on-Tees Borough Council	Unitary Authority
Stoke-on-Trent City Council	Unitary Authority
Sunderland City Council	Metropolitan District
Tameside Borough Council	Metropolitan District
Tamworth Borough Council	District Council
Tandridge District Council	District Council
Teignbridge District Council	District Council
Test Valley Borough Council	District Council
Thanet District Council	District Council
Three Rivers District Council	District Council
Thurrock Council	Unitary Authority
Torbay Council	Unitary Authority
Torfaen County	Unitary Authority
Torridge District Council	District Council
Tower Hamlets	London Borough
Uttlesford District Council	District Council
Vale of Glamorgan	Unitary Authority
Wakefield City Council	Metropolitan District
Walsall Borough Council	Metropolitan District
Warrington Borough Council	Unitary Authority
West Lancashire District Council	District Council
West Lindsey District Council	District Council



Local Authority	Authority Type
Wigan Borough Council	Metropolitan District
Wolverhampton City Council	Metropolitan District
Worcester City Council	District Council
Worthing Borough Council	District Council
Wrexham County	Unitary Authority
Wyre Borough Council	District Council
Wyre Forest District Council	District Council

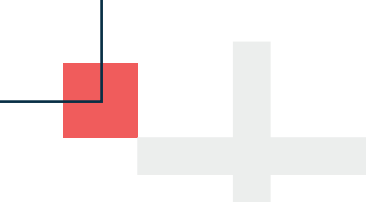
5.3 Appendix 3. List of Local Authorities contracts provided by top waste contractors

Local Authority	Council Type	Contractor	Contract End Date
Elmbridge Borough Council	District Council	Amey	2027
Mole Valley District Council	District Council	Amey	2028
Surrey Heath Borough Council	District Council	Amey	2028
Woking Borough Council	District Council	Amey	2027
Trafford Borough Council	Metropolitan District	Amey	2037
Isle of Wight Council	Unitary Authority	Amey	2040
Arun District Council	District Council	Biffa	2023
Ashford Borough Council	District Council	Biffa	2023
Cannock Chase District Council	District Council	Biffa	2023
Crawley Borough Council	District Council	Biffa	2024
Epping Forest District Council	District Council	Biffa	2024
Forest of Dean District Council	District Council	Biffa	2024
Hastings Borough Council	District Council	Biffa	2023
Lincoln City Council	District Council	Biffa	2026
Maidstone Borough Council	District Council	Biffa	2023
Melton Borough Council	District Council	Biffa	2028
Norwich City Council	District Council	Biffa	2024
Rother District Council	District Council	Biffa	2026
South Oxfordshire District Council	District Council	Biffa	2024
South Staffordshire District Council	District Council	Biffa	2022
Stratford on Avon District Council	District Council	Biffa	2030
Swale Borough Council	District Council	Biffa	2023
Tandridge District Council	District Council	Biffa	2029
Vale of White Horse District Council	District Council	Biffa	2024
Warwick District Council	District Council	Biffa	2030
Waverley Borough Council	District Council	Biffa	2027
Wealden District Council	District Council	Biffa	2026
Winchester City Council	District Council	Biffa	2029
Manchester City Council	Metropolitan District	Biffa	2023
Wirral Borough Council	Metropolitan District	Biffa	2027
Cornwall Council	Unitary Authority	Biffa	2029
Leicester City Council	Unitary Authority	Biffa	2027

Local Authority	Council Type	Contractor	Contract End Date
Portsmouth City Council	Unitary Authority	Biffa	2023
Rutland County Council	Unitary Authority	Biffa	2024
Isle of Anglesey	Unitary Authority	Biffa	2029
Barrow-in-Furness Borough Council	District Council	FCC	2024
Chorley Borough Council	District Council	FCC	2029
Harborough District Council	District Council	FCC	2023
South Hams District Council	District Council	FCC	2027
South Ribble Borough Council	District Council	FCC	2022
West Devon District Council	District Council	FCC	2027
Wychavon District Council	District Council	FCC	2028
Central Bedfordshire Council	Unitary Authority	FCC	2028
Herefordshire Council	Unitary Authority	FCC	2023
East Lothian	Unitary Authority	FCC	2029
Falkirk	Unitary Authority	FCC	2022
East Hampshire District Council	District Council	Norse	2027
East Suffolk Council	District Council	Norse	2023
Great Yarmouth Borough Council	District Council	Norse	2023
Medway Council	Unitary Authority	Norse	2027
Amber Valley Borough Council	District Council	Norse	2030
Havant Borough Council	District Council	Norse	
Babergh District Council	District Council	Serco	2028
Basingstoke & Deane Borough Council	District Council	Serco	2026
Breckland District Council	District Council	Serco	2029
Charnwood Borough Council	District Council	Serco	2024
Derbyshire Dales District Council	District Council	Serco	2028
Hart District Council	District Council	Serco	2027
Kings Lynn & West Norfolk Boro Council	District Council	Serco	2029
Mid Suffolk District Council	District Council	Serco	2028
Mid Sussex District Council	District Council	Serco	2028
North Norfolk District Council	District Council	Serco	2029
Rushmoor Borough Council	District Council	Serco	2027
Hammersmith and Fulham	London Borough	Serco	2023
Havering	London Borough	Serco	2023
Lambeth	London Borough	Serco	2027
Richmond upon Thames	London Borough	Serco	2030



Local Authority	Council Type	Contractor	Contract End Date
Wandsworth	London Borough	Serco	2024
Sandwell Borough Council	Metropolitan District	Serco	2035
Derby City Council	Unitary Authority	Serco	2028
Milton Keynes Council	Unitary Authority	Serco	2023
Windsor and Maidenhead Borough Council	Unitary Authority	Serco	2027
East Devon District Council	District Council	Suez	2024
Maldon District Council	District Council	Suez	2024
Mendip District Council	District Council	Suez	2030
Rochford District Council	District Council	Suez	2022
Sedgemoor District Council	District Council	Suez	2030
Somerset West and Taunton Council	District Council	Suez	2030
South Somerset District Council	District Council	Suez	2030
Kensington and Chelsea	London Borough	Suez	2029
Calderdale Borough Council	Metropolitan District	Suez	2024
Doncaster Borough Council	Metropolitan District	Suez	2025
Bracknell Forest Borough Council	Unitary Authority	Suez	2027
South Gloucestershire Council	Unitary Authority	Suez	2025
Aberdeen City	Unitary Authority	Suez	2025
Burnley Borough Council	District Council	Urbaser	2023
Dartford Borough Council	District Council	Urbaser	2024
East Hertfordshire District Council	District Council	Urbaser	2025
Gosport Borough Council	District Council	Urbaser	2026
North Hertfordshire District Council	District Council	Urbaser	2025
Selby District Council	District Council	Urbaser	2024
Tonbridge & Malling Borough Council	District Council	Urbaser	2027
Tunbridge Wells Borough Council	District Council	Urbaser	2027
Welwyn Hatfield Borough Council	District Council	Urbaser	2029
Waltham Forest	London Borough	Urbaser	2027
Broadland District Council	District Council	Veolia	2032
Chesterfield Borough Council	District Council	Veolia	2025
Dover District Council	District Council	Veolia	2029
Folkestone and Hythe District Council	District Council	Veolia	2029
Harlow District Council	District Council	Veolia	2029
St Albans City Council	District Council	Veolia	2024
Stafford Borough Council	District Council	Veolia	2028



Local Authority	Council Type	Contractor	Contract End Date
Tendring District Council	District Council	Veolia	2026
Watford Borough Council	District Council	Veolia	2028
Wyre Borough Council	District Council	Veolia	2028
Brent	London Borough	Veolia	2023
Bromley	London Borough	Veolia	2027
Croydon	London Borough	Veolia	2025
Haringey	London Borough	Veolia	2025
Sheffield City Council	Unitary Authority	Veolia	2036
Shropshire Council	Unitary Authority	Veolia	2034
West Berkshire Council	Unitary Authority	Veolia	2032
Wokingham Borough Council	Unitary Authority	Veolia	2026
Camden	London Borough	Veolia	2025
Kingston upon Thames	London Borough	Veolia	2025
Merton	London Borough	Veolia	2041
Southwark	London Borough	Veolia	2032
Sutton	London Borough	Veolia	2025
Westminster	London Borough	Veolia	2024
Solihull Borough Council	Metropolitan District	Veolia	2032
Southend-on-Sea Borough Council	Unitary Authority	Veolia	2023
Telford and Wrekin Borough Council	Unitary Authority	Veolia	2038
Buckinghamshire Council	Unitary Authority	Veolia	2030
Tower Hamlets	London Borough	Veolia	

5.4 Appendix 4. Selected waste related legislation additional detail

5.4.1 Environment Bill: Environment Act 2021

Initiated following the UK's withdrawal from the EU the Environment Bill 2021-22 received Royal Assent at midnight November 9 2021. Consequently, The Environment Act 2021 (The Act) is now law although, in the main, only procedural provisions have come into force. Other provisions will not become law until approved by the Secretary of State (SoS) or relevant devolved governments. The current version of the Bill is the Environment Act 2021 and can be found in full here - [Environment Act 2021 \(legislation.gov.uk\)](https://legislation.gov.uk)

The Act outlines the principles of environmental policy and governance in the UK and covers waste, water, air quality and chemicals. Most applies to England only, but significant provisions apply to Wales, Northern Ireland and Scotland.

The act contains 8 parts;

Part 1 – addresses gaps in governance as result of EU withdrawal. Details establishment of Office for Environmental Protection (OEP) in the UK which has been working on an interim basis since 1 July 2021 - a domestic independent environmental watchdog designed to undertake scrutiny, advice and enforcement functions previously carried out by the European Commission and the European Environment Agency. The OEP will have limited remit in Scotland and only triggered when exercising reserved functions.

Establishes role of Environmental principles but clauses do not apply to Scotland, instead provision included as part of Scotland's EU Continuity Bill (DATE?)

Part 2 – Environment improvement plans and principles in Northern Ireland

Part 3 – Waste and resource efficiency (more detail provided below)

Part 4 – Air quality and environmental recall of motor vehicles (legislative consent motion required)

Part 5 – Water (legislative consent motion required although some cross border legislation applies)

Part 6 – Nature and biodiversity (do not apply in Scotland)

Part 7 – Conservation covenants (do not apply in Scotland)

Part 8 – Miscellaneous and general provision includes provision on the regulation of chemicals and powers to the Secretary of State and Scottish Ministers to amend the REACH Enforcement Regulations (2008)

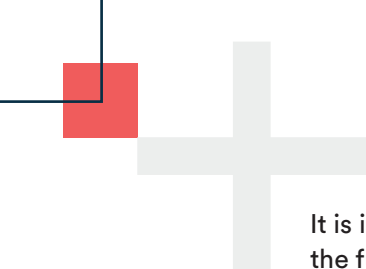
5.4.2 Waste and Resource Efficiency (Environmental Protection Act 2021 Part 3)

Part 3 of the Act relates to waste and resource efficiency. Waste is usually a devolved function but areas of regulation are UK level. Several clauses of the Act include parts of the EU Circular Economy Package (CEP).

There are three core aspects to Part 3 of the Act that will transform the waste and recycling landscape in the UK, the implications and likely implementation of these aspects are outlined in more detail below:

5.4.3 Extended Producer Responsibility (EPR)

Confers powers to relevant National Authority to make and enforce producer responsibility regulations. Repeals Environment Act 1995, sections 93 – 95 and the Producer Responsibility Obligations (Northern Ireland) Order 1998 (S.I. 1998/1762 (N.I. 16)). These are shared powers enabling UK wide producer responsibility schemes to be implemented.



It is intended that the producer (brand/retailer/owner/manufacture) will be responsible for the full net costs of managing packaging waste which includes collection, sorting, treatment, recycling and disposal.

Defra (Department for Food and Rural Affairs) published their response to the consultation in March 2022 and plans for implementation in England and Wales have been revised as follows:

Implementation will commence in 2024 (not Oct 2023 as originally planned).

Initial focus on household packaging waste and packaging from on street bins managed by local authorities with payments determined by 1st April 2024.

Modulated fees (based on recyclability of packaging), payments from 2025 rather than 2024

England and NI not including payments for packaging that is litter. Scotland and Wales are still considering the inclusion of litter and announcements will be made once a decision is made.

Plans for business packaging waste are in abeyance whilst a cross sector task force is established (comprising producers, local authority and waste sector) and a review scheduled for 2026/27. An interim solution will be introduced based on the present Packaging Recovery Note (PRN) system.

PRN system will continue in order to demonstrate that recycling obligations have been achieved and a consultation is currently open ([Consultation on Reforms to the Packaging Waste Recycling Note \(PRN\) and Packaging Waste Export Recycling Note \(PERN\) System and Operator Approval - Defra - Citizen Space](#))

Business packaging waste targets will be rolled over to 2023 allowing businesses time to prepare for EPR. Annual packaging targets (upto 2030) to be introduced in 2024.

Defra's revised estimates indicate that the annual packaging waste management costs that producers will be required to pay will be in the region of **£1.7bn** (down from £2.7bn) based on:

£800m household packaging and HWRC

£300m household residual

£300m on Packaging Recovery Notes (PRN)

£100m on street bins

£100m additional administration and communications

5.4.4 Deposit Return Scheme (DRS)

The Act Confers powers to relevant National Authority to make regulations to establish deposit return schemes.

The responses to Defra's 2021 consultation are still under review with announcements likely in May 2022.

It has been confirmed that the scheme will be ALL IN - 50ml upto 3ltr and include multi-packs rather than ON THE GO - less than 750 excluding multipacks. This will apply in England, Wales, Northern Ireland and Scotland.

Materials in England and Northern Ireland will be PET bottles, steel and aluminium cans and in Wales and Scotland will also include glass.

Implementation is planned for late 2024.

5.4.5 Consistency in Collections

Perhaps the most significant impact to local authorities in England will be section 57 which prescribes the separate collection of recyclable material. This section replaces section 45A Environmental Protection Act 1990 ("EPA 1990") on waste collection and inserts new Sections 45AZA-AZG. Key changes include:

- Recyclable household waste (as defined in amended EPA 1990) must be collected separately from other household waste for recycling or composting. Powers are conferred to the SoS to add further recyclable waste streams.
- Recyclable household waste must be collected as individual streams unless exemptions as per new Section 45A(6) EPA 1990 apply. A Waste Collection Authority (WCA) must have a written assessment stating that separate collections would not be technically or economically practicable or without any significant environmental benefit
- Regardless of any exemption dry recycling and organic waste streams must not be mixed and any food waste collections must take place weekly.
- The requirements are applicable to all “relevant waste” i.e that which is fundamentally the same as household waste, other than garden waste, from non-residential, commercial and industrial premises.

The responses to Defra’s 2021 consultation are still under review and with announcements likely in May 2022.

5.4.6 Other key aspects of the Act

5.4.6.1 Electronic Waste Tracking

One of the earliest parts of the act to be implemented are the provisions on electronic waste tracking. The provisions came into force on 9 January 2022 and provide the SoS with power to make regulations to establish electronic waste tracking. This power is also conferred on devolved administrations.

5.4.6.2 Recycling Labelling

Recycling labelling is to be mandatory by the end of 2026/27 with use of the Recycle Now logo and a simple “recycle” or “do not recycle” format in place on all packaging by 31 March 2026 (excluding plastic film and flexibles which will be in place by 2027). All compostable and biodegradable packaging must be labelled “do not recycle” until it can be proved that it can be collected and recycled safely.

5.4.6.3 Single Use Items

Provision is made for single use items and a mandatory takeback scheme for collection and recycling of disposable coffee cups is to be in place by 2024. This will apply to all sellers that employ 10 FTE or more.

5.4.6.4 Reprocessors and Exporters

Requirements on reprocessors and exporters are strengthened. Enhanced waste sampling is required at Materials Recycling Facilities to ensure quality is achieved.

Amends section 141 of the EPA 1990 allowing the SoS to make regulations around the importation and exportation of waste or the transit of waste for export.

5.4.6.5 Re-use and Re-fill

Re-use/Re-fill obligations and proposal brought forward with ambition to be in place by 2025

5.4.6.6 Littering Enforcement Powers

The Act amends Part 4 of the EPA 1990 in relation littering enforcement powers.



Optimum Professional Solutions

Gary Donoghue is a Chartered Waste Manager (CIWM), Member of the Association of Project Management (MAPM) and Member of the Association of Proposal Management Professionals (APMP)). Gary is the founder and lead consultant at OPS, a multi-disciplinary consultancy providing project management, business development, communications, bidding and procurement support on 'place based' services including waste, highways, street cleansing, utilities and telecoms to the public and private sectors.

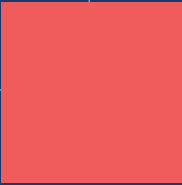
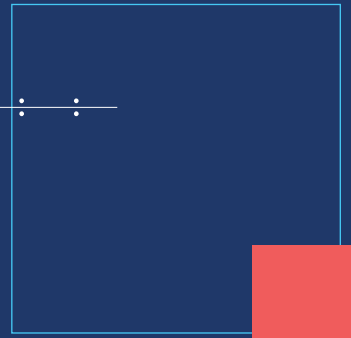
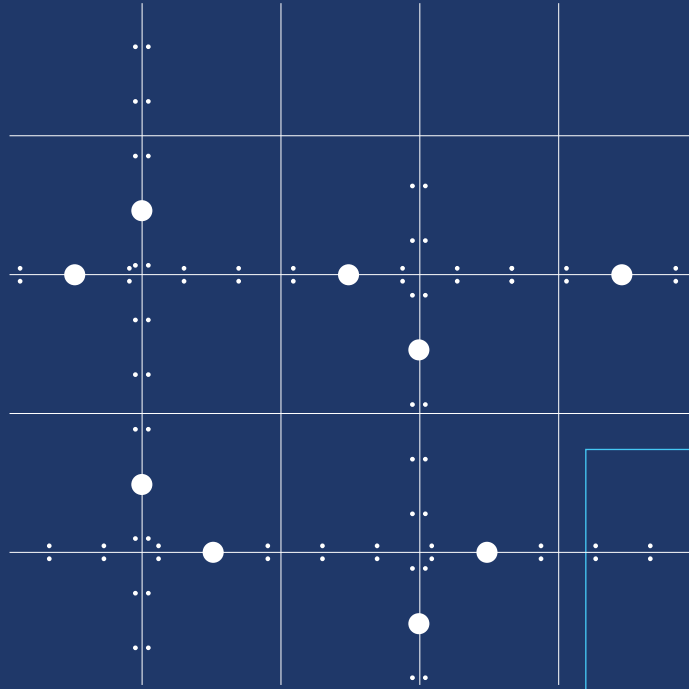
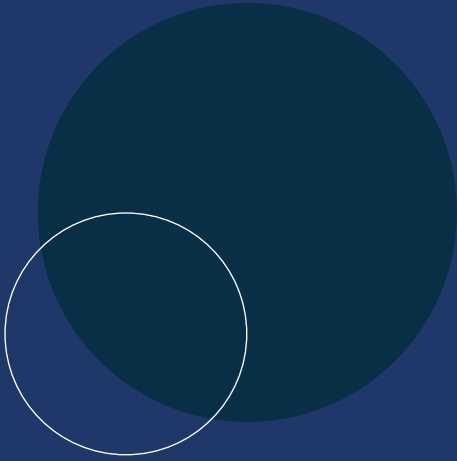
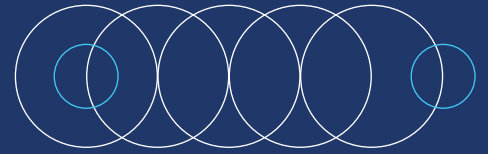
Gary has worked in the waste/street cleansing industry for over 25 years, as Head of Waste for local authorities (Manchester City Council), as Contract Director/Manager responsible for managing outsourced local authority waste and cleansing contracts (including Liverpool, Sheffield) for large public service providers (Amey and Veolia) and as Technical Lead managing large scale bids for local authority waste, cleansing, grounds maintenance and highways opportunities including Sheffield, Torbay, Peterborough, North Yorkshire, Milton Keynes, Liverpool, Trafford.

Prior to establishing OPS Ltd, Gary created a local authority waste consulting business whilst at Entec UK (now part of Wood.) focusing on supporting local authorities in all aspects of waste management.

Derek Stewart is an experienced local authority consultant and a trusted regular associate of OPS Ltd. He has worked in public sector management consultancy for both KPMG and Brodies LLP, leading projects on organisational structure, policy and strategy, process mapping, procurement, and performance management for national agencies, local authorities and other three public bodies across the UK. He has a PhD from the University of Glasgow in the changing relationships between public service and civic society.

Theresa Grant OBE, was born in Wexford and worked in Wexford Council for 18 years, Theresa has 42 years local Government experience and is former Chief Executive of a number of UK councils including Trafford Council and Northamptonshire Council. She received an OBE Honour for her leadership, innovation and commitment to local government. With vast experience and expertise, Theresa has unparalleled knowledge and insight into how local authorities work combined with the aims and objectives of Enterprise Ireland client businesses. Theresa Grant has now retired from working in the public sector and now holds roles in the private sector as well as working with Enterprise Ireland in the UK as a Consultant, providing strategic advice for a portfolio of Irish companies who are partnering with UK local councils.





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