



Resource London

London learnings

HOW LOCAL AUTHORITY WASTE SERVICES RESPONDED DURING THE COVID-19 PANDEMIC

Version 1.1, 29th October 2020



LWARB
London Waste and Recycling Board

London learnings: How local authority waste services responded during the COVID-19 pandemic (October 2020)

A gathering of insights from London waste authorities on the actions they took during the pandemic.

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Acknowledgements

The information in the report was gathered by Jump¹ and overseen by LWARB², with LWARB authoring the final report.

Content was informed through various interviews with representatives from all London waste authorities.

London Waste and Recycling Board

We are a partnership of the Mayor of London and the London boroughs helping London transition to a low-carbon circular economy. We collaborate with business, government, waste authorities, academia, the third sector and the wider London community. We have two programmes: Resource London and Circular London.

¹ Bradley Williams, Ben Coles

² Cathy Cook, Antony Buchan

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Executive summary

Lockdown measures, introduced to help curb the spread of the COVID-19 pandemic, placed unprecedented pressure on operational local government services, including waste and recycling.

In order to strengthen London's local government preparedness for any future lockdown measures (in light of the ongoing pandemic), the London Waste and Recycling Board (LWARB) surveyed London's waste authorities to establish what measures they introduced to protect waste and recycling services during the March 2020 COVID-19 lockdown. This report summarises the findings of those surveys.

A third-party contractor, Jump, were commissioned by LWARB to gather this information via telephone surveys covering; household waste and recycling collections and disposal; commercial waste and recycling collections and disposal; and service and public awareness communications. In total 97 surveys were conducted with local government officers.

The findings show, that despite some initial disruption to primary waste and recycling services (and some auxiliary services) in the immediate introduction of lockdown measures, London's waste authorities managed to protect and deliver operational services in a timely and efficient manner.

London's waste authorities implemented a wide range of measures, each responding to their own individual service provision and local circumstances. However, similarities can be identified which, when considered collectively, present some key learnings for London's waste authorities on measures that should be maintained or implemented considering the ongoing COVID-19 pandemic:

- Protecting viable numbers of operational staff
 - Finding: By transferring staff from commercial services (where applicable), street scene services, and other auxiliary services, waste authorities were able to protect operational staff numbers for waste services.
 - Recommendation: where possible, waste authorities (working with contractors) should explore opportunities to multi-skill their operational staff to enable them to fulfil different service roles thereby increasing capacity and operational resilience.
- Upskill office staff
 - Finding: Officers reported that they either did not have time to engage with, or were not aware of, external resource platforms meaning they missed out on available support which could have alleviated internal pressures.
 - Recommendation: Upskill office staff so they have more knowledge and experience to support the waste team, for example, varying the staff that attend officer networks such as the London Recycling officers group (LROG). This would ensure that more team members are connected and aware of other support programmes such as London Recycles (detailed below).

- Household waste and recycling centres (HWRCs)
 - Finding: HWRCs were closed at the start of the lockdown however since reopening waste authorities have implemented new systems to access these facilities. In particular, online booking has proved very positive in controlling visitor access, maintaining social distancing and, critically, keeping facilities open to the public. Authorities that did not initially implement online booking have since moved over to this system with beneficial results.
 - One of the key things that respondents reported they would do differently was that, even if new lockdown measures are introduced, they would seek to keep HWRCs open.
- Prioritise digital communications
 - Finding: The ability for waste authorities to communicate with citizens effectively and reactively on service provision was critical during the lockdown. Digital communications, and in particular the social media platforms Twitter and Facebook, were far more effective than hard copy materials or authority websites. However, Instagram was reported as being a less useful channel. During lockdown the London Recycles campaign produced (in consultation with London Councils and the GLA) a number of key digital assets to communicate London wide messages. However, not all assets were well used.
 - *Recommendation: In order to maximise impact, where possible, waste authorities should set aside local branding protocols to amplify consistent London-wide messaging. London Recycles and LEDNet should work together to promote these resources.*
- Maintaining channels of communication
 - Finding: During the lockdown respondents reported that they highly valued the ability to be able to reach out to colleagues in other authorities. LWARB established a Slack workspace to facilitate this, which was widely used and received positive feedback.
 - *Recommendation: LWARB, working with the various waste authority networks, should explore how the Slack workspace can continue to be utilised should further lockdown measures be introduced, to provide an accessible way for boroughs to exchange advice and information in real time.*

The key learnings from this report have been identified and outlined above. Additional learnings have been detailed throughout the rest of this report.

At the time of writing this report, COVID-19 cases are increasing, people have been asked to work from home where possible and the government have imposed tighter restrictions on many parts of the UK including London.

By London waste authorities sharing their learnings on the delivery and measures they implemented for waste and recycling services during the March 2020 COVID-19 lockdown, it creates more resilience in the sector should further lockdown measures be introduced.

I. INTRODUCTION

The COVID-19 lockdown of March 2020 has had an unprecedented impact on all countries, industries, and people. The UK waste management industry is no exception. Despite the challenges faced however, both in domestic and commercial waste services, the industry rallied round and managed to perform its duties continuing to deliver high service standards throughout the peak of the pandemic.

The London Waste and Recycling Board (LWARB) were interested in finding out what approaches London's waste authorities³ took during the March 2020 COVID-19 lockdown to protect operational waste and recycling services (including communicating service information and raising public awareness). This will enable the sharing of learnings so the waste sector can become more resilient to possible future COVID-19 lockdown measures.

A third-party contractor, Jump, were commissioned by LWARB to gather this information from waste authorities via telephone surveys. Questionnaires were developed for the purpose of the surveys and were separated into the following service types:

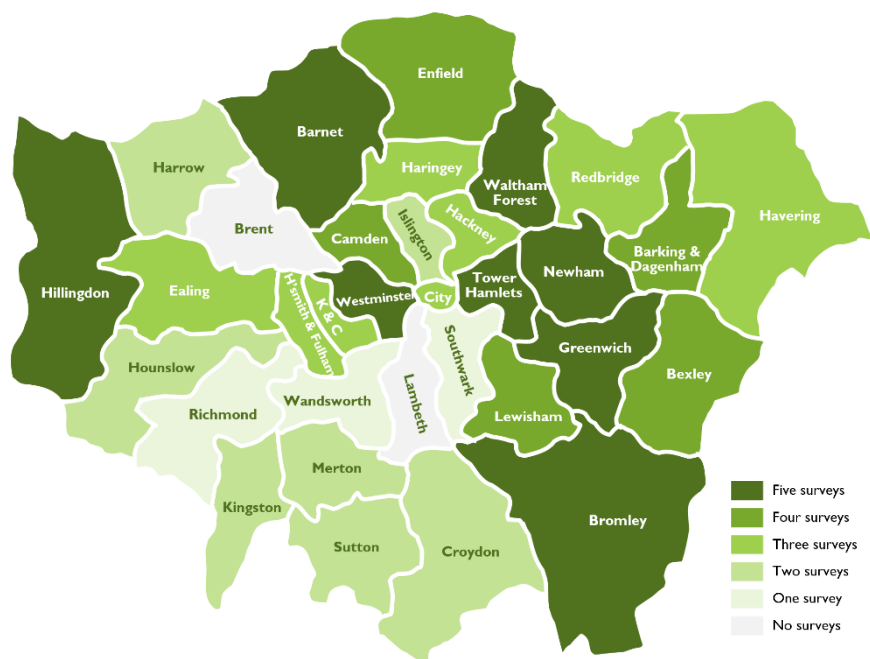
- Household Waste Collection (HHWC) – Appendix A
- Household Waste Disposal (HHWD) – Appendix B
- Commercial Waste Collection (CWC) – Appendix C
- Commercial Waste Disposal (CWD) – Appendix D
- Communications (Comms) – Appendix E

In total, 97 surveys were carried out between 20th July 2020 and 25th August 2020.

Respondents answered questions in relation to the activities undertaken by their authority between 16th March 2020 to the 31st May 2020, the height of the COVID-19 lockdown.

Figure I outlines the number of surveys completed by each London borough.

Figure I. The number of surveys completed by each borough



³ Collectively: waste collection authorities (WCAs), waste disposal authorities (WDAs) and unitary authorities (UAs)

Nb. In some two-tier⁴ authorities the WCA also completed the surveys relating to disposal. Additionally, although no surveys were directly undertaken with Brent and Lambeth, communication surveys and household waste disposal surveys (respectively) were answered on their behalf by their WDAs.

Table I below shows which surveys were completed by each waste authority.

Table I. The type of survey answered by each waste authority

WCAs/UAs	HH collection	HH disposal	Commercial collection	Commercial disposal	Comms
Barking and Dagenham (WCA)	Yes	Completed by ELWA	Yes	Completed by ELWA	Completed by ELWA
Barnet (WCA)	Yes	Completed by NLWA	Yes	Completed by NLWA	Yes
Bexley (UA)	Yes	Yes	-	Yes	Yes
Brent (WCA)	-	-	-	-	Completed by WLWA
Bromley UA)	Yes	Yes	Yes	Yes	Yes
Camden (WCA)	Yes	Completed by NLWA	Yes	Completed by NLWA	Completed by NLWA
City of London (UA)	Yes	Yes	-	-	Yes
Croydon (UA)	-	-	-	-	Yes
Ealing (WCA)	Yes	Yes	-	Yes	Completed by WLWA
Enfield (WCA)	Yes	Completed by NLWA	Yes	Completed by NLWA	Completed by NLWA
Greenwich (UA)	Yes	Yes	Yes	Yes	Yes
Hackney (WCA)	Yes	Completed by NLWA	-	Completed by NLWA	Completed by NLWA
Hammersmith and Fulham (WCA)	Yes	Completed by WRWA	Yes	-	Yes
Haringey (WCA)	Yes	Completed by NLWA	Yes	Completed by NLWA	Yes
Harrow (WCA)	Yes	-	Yes	-	Completed by WLWA
Havering (WCA)	Yes	Completed by ELWA	Completed by ELWA	Completed by ELWA	Completed by ELWA
Hillingdon (WCA)	-	Yes	Yes	Yes	Yes
Hounslow (WCA)	Yes	-	-	-	Yes
Islington (WCA)	-	Completed by NLWA	-	Completed by NLWA	Completed by NLWA
Kensington and Chelsea (WCA)	Yes	Completed by WRWA	Yes	-	Yes
Kingston upon Thames (UA)	Yes	Yes	-	-	Completed by SLWP

⁴ Two tier authorities are those that are responsible for the collection of waste, but are part of a Waste Disposal Authority (WDA) who have responsibility for the disposal of that waste

Lambeth (WCA)	-	Completed by WRWA	-	-	-
Lewisham (UA)	-	Yes	Yes	Yes	Yes
Merton (UA)	Yes	Yes	-	-	Completed by SLWP
Newham (WCA)	Yes	Completed by ELWA	Yes	Completed by ELWA	Yes
Redbridge (WCA)	Yes	Completed by ELWA	-	Completed by ELWA	Completed by ELWA
Richmond upon Thames (WCA)	Yes	-	-	-	Completed by WLWA
Southwark (UA)	Yes	-	-	-	-
Sutton (UA)	Yes	Yes	-	-	Completed by SLWP
Tower Hamlets (UA)	Yes	Yes	Yes	Yes	Yes
Waltham Forest (WCA)	Yes	Completed by NLWA	Yes	NLWA	Yes
Wandsworth (WCA)	See Richmond ⁵	Completed by WRWA	-	-	-
Westminster (UA)	Yes	Yes	Yes	Yes	Yes

JWDAs ⁶	HH collection	HH disposal	Commercial collection	Commercial disposal	Comms
East London Waste Authority (ELWA)	Yes	Yes	Yes	Yes	Yes
North London Waste Authority (NLWA)	Completed by WCAs	Yes	Completed by WCAs	Yes	Yes
South London Waste Partnership (SLWP)	Completed by WCAs	-	Completed by WCAs	-	Yes
West London Waste Authority (WLWA)	Completed by WCAs	-	Completed by WCAs	-	Yes
Western Riverside Waste Authority (WRWA)	Completed by WCAs	Yes	Completed by WCAs	-	-
Totals	26	27	17	19	30

The CWD survey received the smallest number of responses. Where a respondent was able to answer the questions relating to HHWD and CWD, answers were recorded against the HHWD survey.

⁵ Richmond and Wandsworth have a joint service, so the household waste collection answers were collated as one

⁶ Not included in totals as already accounted for within WCA and UA numbers. JDWA constituent boroughs are as follows:

East London Waste Authority (responsible for waste disposal from Barking and Dagenham, Havering, Newham and Redbridge);

North London Waste Authority (responsible for waste disposal from Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest);

West London Waste Authority (responsible for waste disposal from Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames);

Western riverside Waste Authority (responsible for waste disposal from Hammersmith and Fulham, Kensington and Chelsea, Lambeth and Wandsworth); and South London Waste Partnership (a joint contract between Croydon, Kingston, Merton and Sutton).

2. SURVEY RESPONSES

Whilst separate surveys were conducted for each service type (HHWC, HHWD, CWC, CWD and Comms), common topics were explored across all service types. The report presents the survey findings by topic and then, where relevant, by service type. Key learnings for each topic are set out at the end of each topic area.

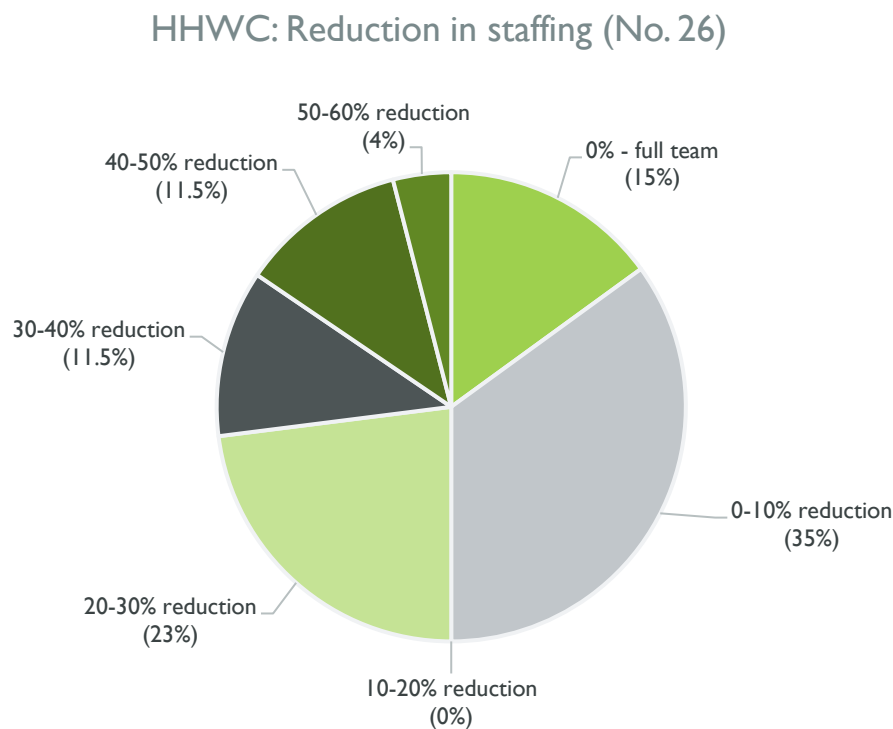
2.1. Resources (human and operational)

2.1.1. Household waste collection responses

Typically, reductions in the number of staff affected operational staff more than office-based staff. The waste authorities that reported the highest reduction in operational staffing overcame this by either diverting office-based staff (where possible), or by using agency/temporary staff to keep services running.

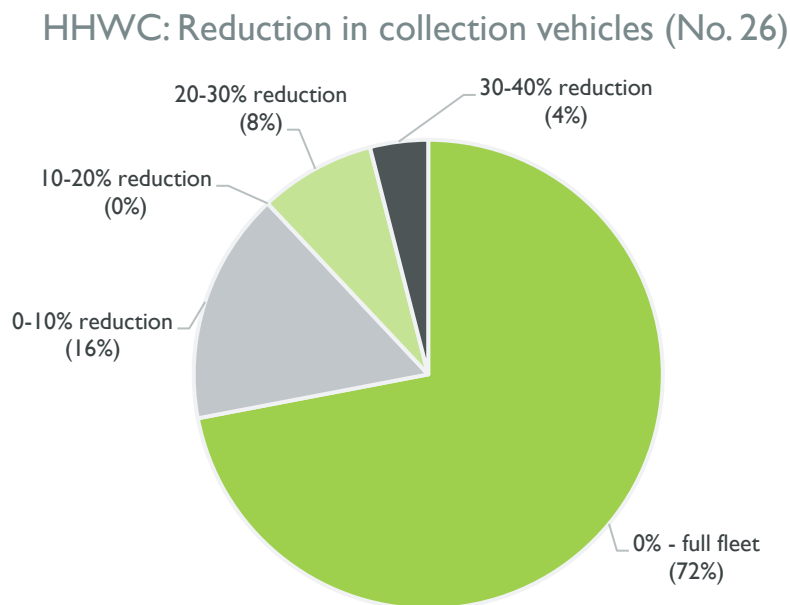
Chart I shows the estimated percentage reduction in staff relating to HHWC services.

Chart I. The reduction in staffing reported by WCAs



With regards to collection vehicles, waste authorities experienced less reduction to their fleet capacity than to their overall staffing. This generally appeared to be due to either reduced or suspended bulky waste and garden waste services, allowing those vehicles to be available for other services.

Chart 2. The reduction in collection vehicles reported by WCAs



Of the respondents who stated they did require extra vehicles, one reported that an additional five vehicles were hired for contingency, however these were “rarely used”. Two respondents mentioned additional vehicles were hired to cope with additional tonnages, which were used regularly.

2.1.2. Commercial waste collection responses

Respondents to the commercial waste collection survey were initially asked if they collected commercial waste separately or co-collected it with household waste. Of those surveyed, 35% (No. 6) collected the waste separately whilst the remaining 65% (No. 11) co-collected.

Those that carried out co-collections often referenced having a ‘one pass system’ or similar, collecting all waste presented regardless of whether it was residential or commercial.

When asked about the reduction in commercial customers, 94% (No. 15) of respondents referenced a reduction with only one referencing no reduction at all (see Chart 3).

LWARB has conducted further assessment of the future impact of COVID-19 on commercial waste in London. This report is available on LWARB’s website⁷.

⁷ <https://resourcelondon.org/resources/toolkits/covid-19-commercial-waste-adaptation-toolkit/>

Chart 3. The reduction in commercial customers

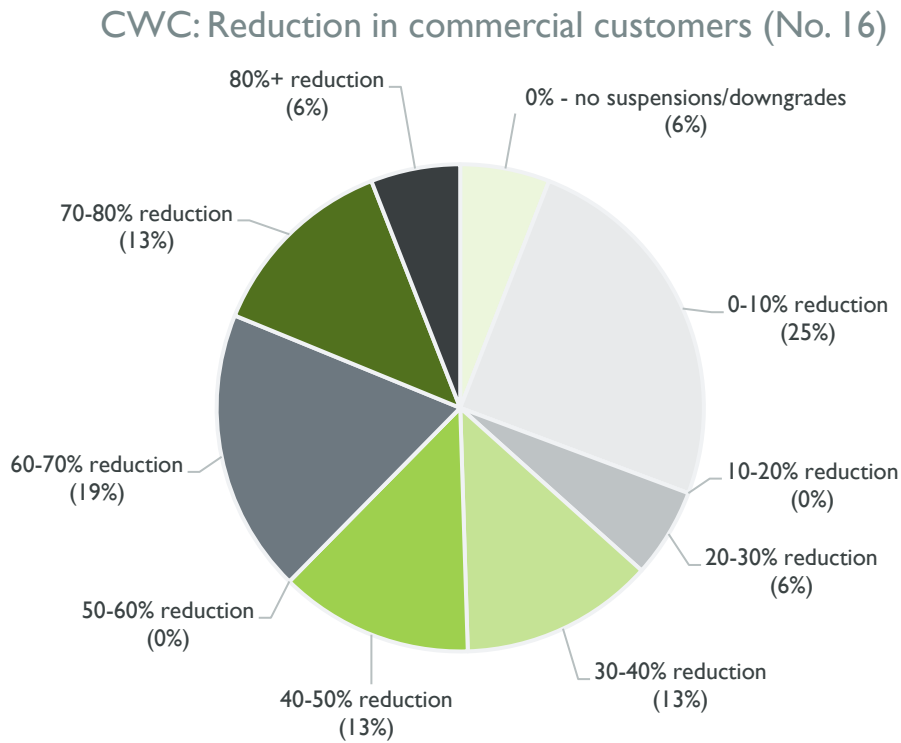
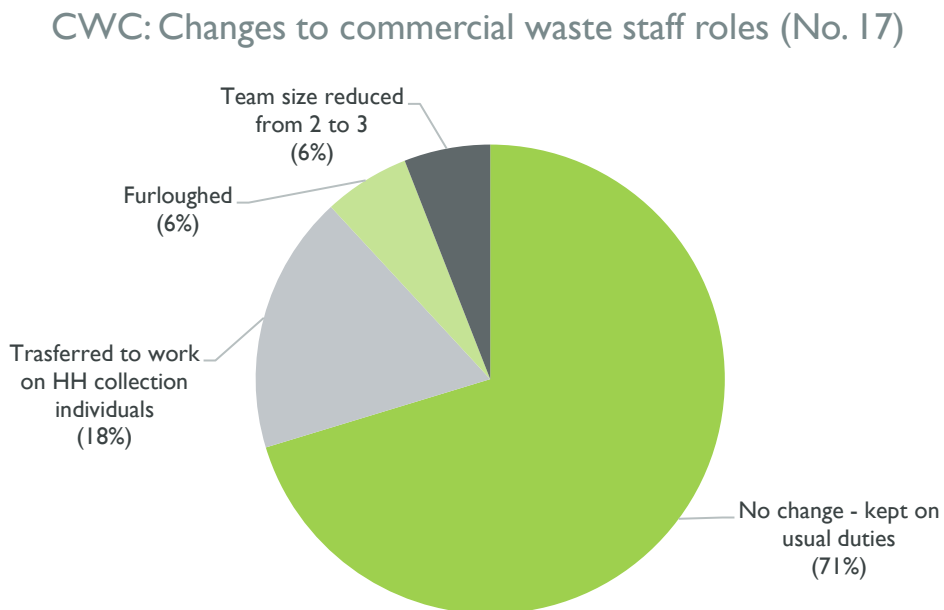


Chart 4. shows that 71% (No. 12) of CWC respondents reported no change in staff roles, however they did state that certain specific tasks were suspended, e.g. invoicing, price rises and proactive debt collection.

Chart 4. Changes to commercial waste staff roles



2.1.3. Key learnings

Although office and operational staff numbers were impacted during the height of the pandemic, local authorities diverted resource to maintain operational capacity. Should there be further impact from the pandemic, waste authorities should establish protocols to maintain operational staff (drivers, loaders and HWRC staff).

Where possible, waste authorities (working with contractors) should explore opportunities to multi-skill their operational staff to enable them to fulfil different service roles, thereby increasing capacity and operational resilience. This could be achieved by training, to develop a multiskilled and experienced workforce. It is recognised that this is a more systemic change and is something that could be discussed with service providers and the wider waste industry.

If an authority runs a commercial waste collection service, staff and vehicles can be transferred onto household waste collection services, as it is likely that demand for commercial collections will reduce once again if further restrictions are applied. In addition, operational staff can be utilised from auxiliary services, for example from graffiti removal services.

Despite the increased pressures on the services, in the main, waste authorities were able to maintain their services with their existing vehicle fleet.

2.2. Staff health and safety

The health and safety of both office and operational staff was a key priority during the pandemic. Waste authorities were asked how they ensured that all staff were kept as safe as possible.

Although not mandatory, around 58% of waste authorities issued face masks, over and above the provision of standard PPE (personal protective equipment) that is issued to operational staff (e.g. gloves). Nearly all (96%) reported the issuing of hand sanitiser.

Two waste authorities reported minor issues at the beginning of lockdown with the availability of supplies of face masks and hand sanitiser, but no major problems were reported after this time.

The responses from household and commercial collection surveys have been amalgamated as they were very similar.

The measures which were employed are summarised below.

2.2.1. Operational staff

Changes were made to rounds. In particular, measures were put in place to allow staff to reduce the amount of time spent in the collection vehicles. This included the provision of a mini bus to shuttle staff to and from rounds, and support to facilitate staff using their own vehicles to get to work (rather than public transport), including meeting at the start of rounds rather than the depot.

PPE was provided as per the government's advice and cleaning and sterilising of staff areas and vehicles was carried out more frequently.

Risk assessments and training was carried out and policies were reviewed daily.

2.2.2. HWRC staff

All respondents reported that their HWRCs were closed, either to all, or to all but trade customers, and most put in place restrictions including pre-booked appointments and traffic management, once the HWRCs reopened.

2.2.3. Office staff

Most office staff worked from home during the pandemic, but where they were in the office, there was an introduction of one-way systems and provision of hand sanitiser.

A rota system was also put in place and desks were taped off to ensure social distancing.

2.2.4. Key learnings

The provision of PPE, the facilitation of social distancing, and an increased cleaning regime all helped to keep services running smoothly.

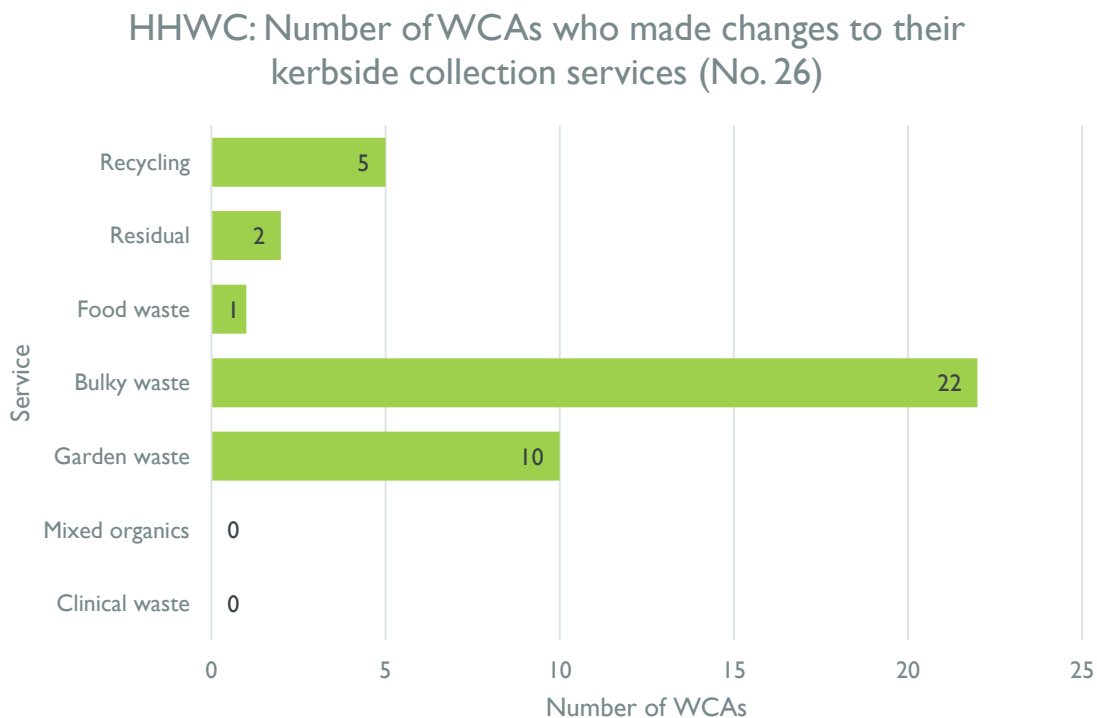
Although there were no major delays reported to the provision of face masks and hand sanitiser, it would be advisable to ensure that an adequate stock of these items is in place.

2.3. Services

2.3.1. Household waste collections

The impact of the pandemic resulted in all but one waste authority having to make changes to their kerbside collection services as follows:

Chart 5. Number of WCAs who made changes to their kerbside collection services



Further details are available in Appendix F.

Bulky waste collections and garden waste collections were the two most affected services.

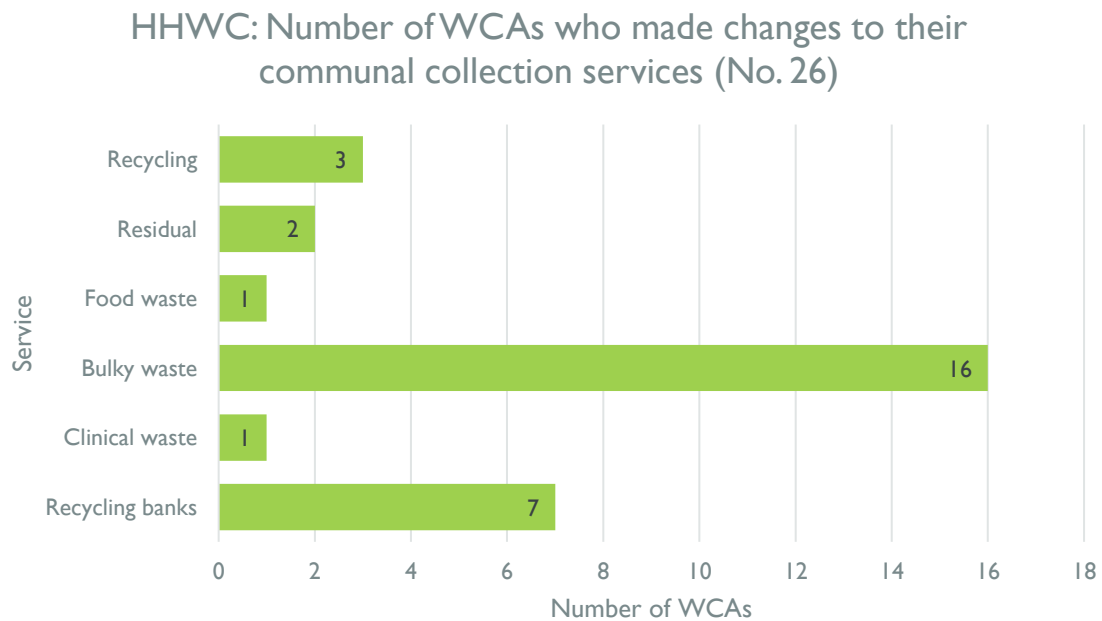
All but one of the respondents reported changes to services. These changes related either to a temporary suspension of collections (for a particular service), a reduction in collection frequency, a co-collection of different waste types or an adjustment to collection times.

Others prioritised services – namely residual – and where services continued to run, amendments were made. There was also some relaxation of certain policies (such as side waste) in order to maintain the efficient running of services.

In addition, other respondents stated that they had made some minor changes including double bagging waste and diverting staffing from street cleansing to collections.

When asked about changes to communal (flats) collections as a result of COVID-19, the number of waste authorities that suspended or made changes to their services are as follows:

Chart 6. Number of WCAs who made changes to their communal collection services



Further details are available in Appendix G.

The service most affected for communal collections was bulky waste collections. The reason for the difference in the number of waste authorities suspending bulky waste collections (No. 9) from kerbside properties compared to communal properties was twofold. Firstly, some waste authorities who operate a bulky waste service for kerbside properties do not operate this service for communal properties. Secondly, one waste authority reported that they suspended the kerbside service as this involved entering into resident's properties, whereas they did not suspend communal bulky waste collections as these are made from the bin store.

Seven waste authorities reported the suspension of recycling bank collections (by third party charities) and three of these reported using their own crews to collect the materials. Two other waste authorities reported an increase in collections due to the continued use of the banks and the build-up of bags around them.

2.3.2. Commercial waste collections

There was a significant decrease in commercial waste services during lockdown, therefore respondents to the CWC survey stated that they had made minimal changes to their collections.

LWARB has published a separate report: 'Assessment of the future impact of COVID-19 on commercial waste in London'⁸. This presents evidence of the immediate impact of the measures implemented as a result of COVID-19 on the commercial waste sector in London, in terms of volume and composition. It subsequently makes informed predictions on the implications of ongoing COVID-19 measures for this sector. The report aims to help London local authorities understand the longer-term impact of COVID-19 on commercial waste tonnages and composition in order to plan their services.

Further detail on the survey findings are included in Appendix H.

2.3.3. Key learnings

From the responses received, only one authority was able to operate business as usual (BAU) services during lockdown. If further restrictions are introduced, boroughs should be cognisant of this when making preparations and communicating with residents.

The general response shows there was an increased pressure on household waste services (as opposed to commercial waste or auxiliary services), therefore these are the services that are likely to require more changes.

There were no long term reported operational issues relating to the suspension of bulky waste and garden waste services, once they were reinstated (although the suspension of the bulky waste service has been cited as an attributing factor to the increase in fly tipping during the pandemic). It would appear therefore, that should resource be required for key waste and recycling services, these auxiliary services could once again be more heavily modified without any major operational impacts.

2.4. Operations and policies

2.4.1. Household and commercial waste collection responses

With regards to both household and commercial waste collections, respondents were asked about a number of operational and policy aspects relating to collections, including staff entering flats and bin stores, assisted collections, contaminated bins, missed bins, sack deliveries and presentation of bins.

The vast majority of respondents reported no change with regards to these operations and policies.

Of those that did report changes, the highest number were as follows:

- Suspended the delivery of new and replacement bins (No. 7)
- Resolved resident disputes remotely rather than face to face (No. 3)
- Operated a clear all policy (where previously side waste would not be collected) (No.2)

The majority of WCAs reported no significant changes to maintenance and testing of vehicles. Government changes to MOT certificates were referenced by 12 WCAs as allowing them to continue to use vehicles that they otherwise would not have been able to.

With regards to receptacles, some services were affected by the closing of collection locations (e.g. residents collecting sacks from libraries), and other WCAs reported removing the request for bins or bags function from their website.

⁸ <https://resourcelondon.org/resources/toolkits/covid-19-commercial-waste-adaptation-toolkit/>

2.4.2. Household waste disposal responses

The majority of respondents reported no impact to transfer stations, landfill sites, incinerators, mixed recycling facilities (MRF), anaerobic digestion (AD) or in-vessel composting (IVC) sites, disposal facility capacity or the ability of onward re-processing.

The exceptions to this included one UA reporting a transfer station closure, another reporting a temporary closure of a MRF, and another reporting MRF backlog. The backlog was due to increased recycling tonnages and reduced MRF capacity due to social distancing.

Other responses included reports of an increase in food waste tonnages which led to additional collections being required by bio collectors. In terms of materials markets, for materials such as textiles and hard plastics, it proved more difficult to find buyers.

2.4.3. Key learnings

With regards to operations and policies, waste authorities fared exceptionally well in light of challenging circumstances, resulting in very few changes. In the event of further restrictions relating to the pandemic, waste authority policies and operations should be able to continue largely as normal.

The only caveat to this is whether the government would introduce a similar scheme in future for MOT certificates. If not, then waste authorities would be advised to ensure all vehicles have an MOT which lasts at least until March 2021. Current advice for home working has referenced this time period, so it can be assumed that the government is anticipating potential further restrictions until this time.

2.5. Fly tipping

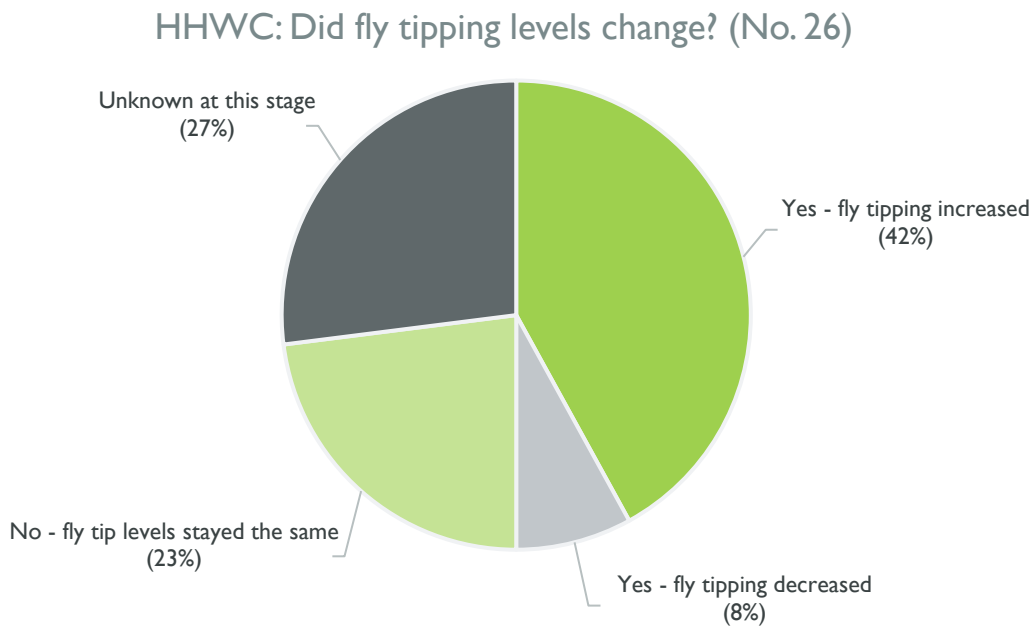
Fly tipping, with regards to the household collection surveys, relates to any waste illegally 'dumped' in public areas.

In the context of commercial waste collections, fly tipping primarily relates to sack waste that has been presented for collection on the street at the incorrect time or day.

2.5.1. Household waste collection responses

As can be seen by Chart 7 below, 42% (No. 11) of WCAs experienced an increase in fly tipped waste, two experienced a decrease, and 23% (No. 6) experienced no change in levels of fly tipped waste.

Chart 7. Changes to household fly tipping levels



The main reasons for the increase in levels of fly tipping were stated as the suspension of the bulky waste service and the closure of the HWRCs. Of those WCAs who suspended their bulky waste service, 60% (No. 13) reported an increase in levels of fly tipping.

Areas where increases of fly tipping were noted were stated as being by the side of recycling banks and public parks.

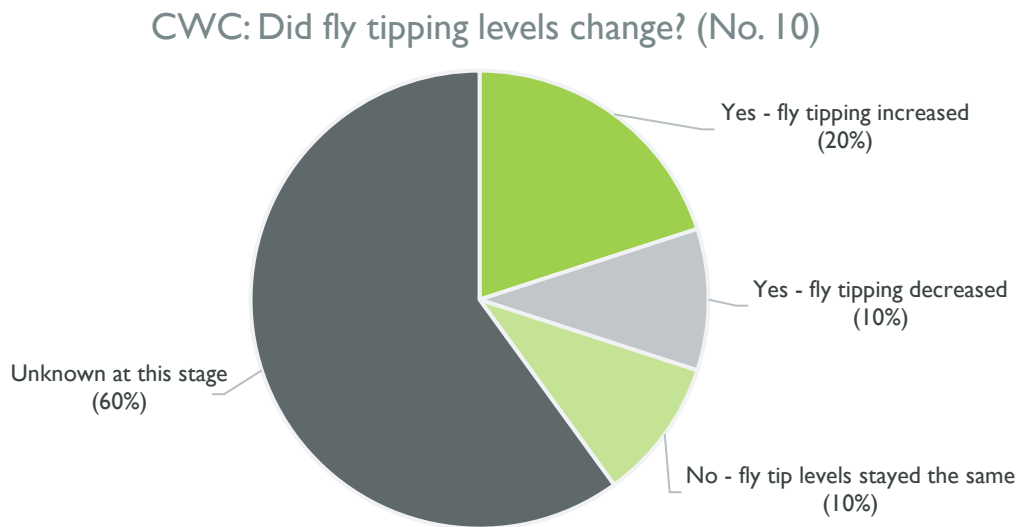
When asked how staff health and safety measures were addressed with regards to collecting fly tipped waste, respondents generally confirmed that procedures were in line with BAU, with the addition of PPE. Six WCAs referenced variations in approaches to collecting soft furnishings e.g. collecting only after 72 hours and/or disinfectant spraying before collection.

When discussing how the collection of fly tipped waste was affected by availability of staff, vehicles or capacity at disposal sites, all WCAs confirmed there was either no impact, or the effect on fly tipped waste was in line with other services.

2.5.2. Commercial waste collection responses

Of the waste authorities surveyed who answered the question regarding fly tipping, two confirmed that fly tipping had increased, and one responded that it had decreased. The remaining seven stated that this was either unknown at this stage, or there was no change.

Those that logged an increase in fly tips, referenced third party contractors suspending services, which lead to commercial waste not being collected.

Chart 8. Changes to commercial waste fly-tipping levels

When asked how staff health and safety measures were addressed with regards to collecting fly tipped waste, as with the HHWC respondents, WCAs generally confirmed that procedures were in line with BAU with the additional risk assessments and PPE.

When discussing how the collection of fly tipped waste was affected by availability of staff, vehicles or capacity at disposal sites, all WCAs confirmed there was either no impact, or the effect on fly tipped waste was in line with the all other services.

2.5.3. Key learnings

Despite eleven waste authorities reporting increases in levels of fly tipping, they coped well with the collection of this in light of the challenges faced by the lockdown.

Waste authorities should none the less be prepared for additional levels of fly tipping should further restrictions relating to COVID-19 be put into place which have an impact on other key services (bulky and HWRCs).

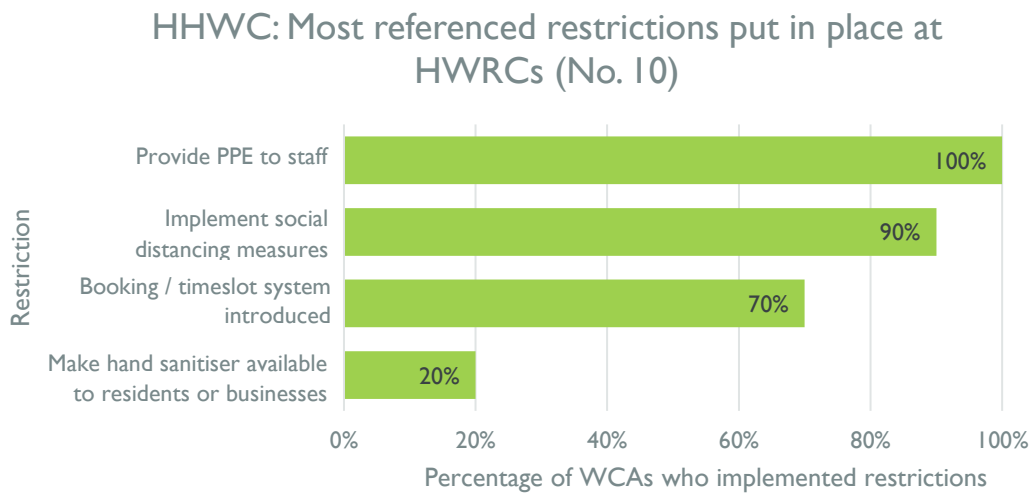
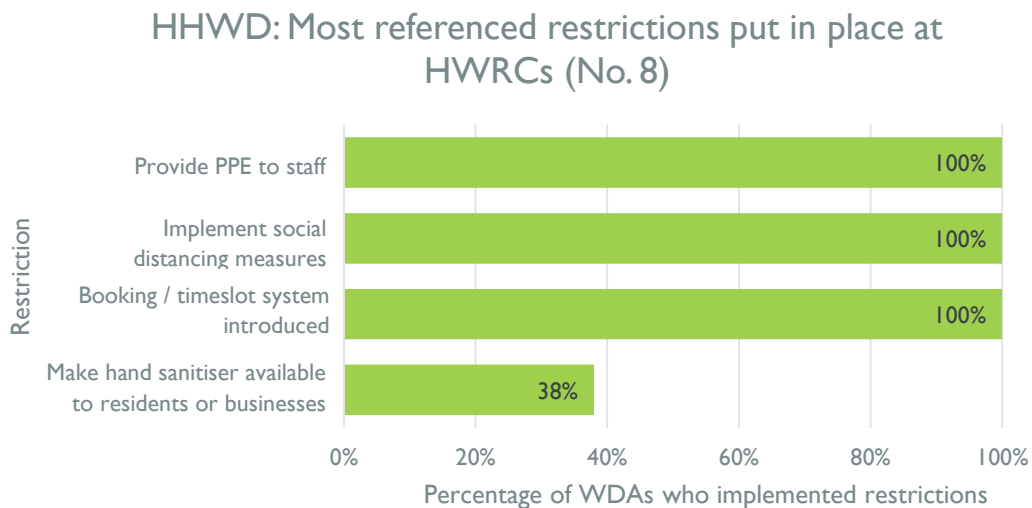
2.6. HWRCs

2.6.1. Survey responses

Only 10 of the 25 respondents that completed the HHWC survey were responsible for HWRCs.

All respondents that completed the HHWC and HHWD surveys reported that HWRCs were closed to all customers, except for one WCA that reported their HWRC remained open to commercial waste customers only.

Those that were able to give further details were asked which restrictions were imposed on their sites when reopening. The most referenced restrictions can be seen below.

Chart 9. The specific restrictions put in place (noted by WCAs) at HWRCs**Chart 10. The specific restrictions put in place (noted by WDAs) at HWRCs**

2.6.2. Key learnings

HWRCs were closed at the start of the lockdown, however since reopening waste authorities have implemented new systems to access these facilities. Online booking in particular has proved very positive in controlling visitor access, maintaining social distancing and, critically, keeping facilities open to the public. Some authorities that did not initially implement online booking have since moved over to this system with beneficial results.

One of the key things that respondents reported they would do differently, was that even if new lockdown measures are introduced, they would seek to keep HWRCs open.

Residents may make more use of the HWRCs (if they remain open) during further restrictions, especially if bulky waste services are once again reduced or suspended. Therefore, waste authorities should maintain supplies of PPE, as this was the key health and safety measure used (for staff) once HWRCs started to reopen.

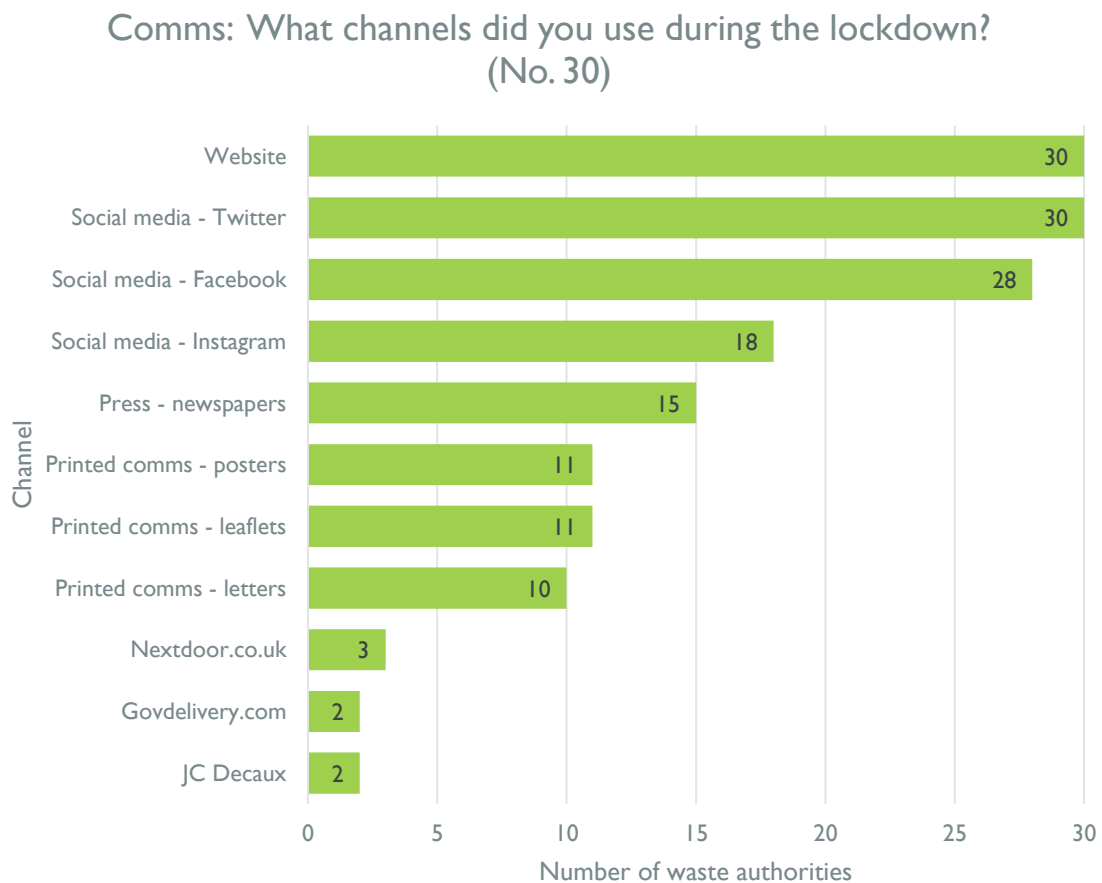
Communications to residents about the restrictions in place at the HWRCs, and also the fact that staff will be unable to assist them, need to be in place and shared widely through communications channels.

2.7. Communications

2.7.1. Survey responses

Waste authorities were asked which communication channels they used to communicate with residents during the lockdown (see Chart 11).

Chart 11. Communication channels used during the pandemic⁹

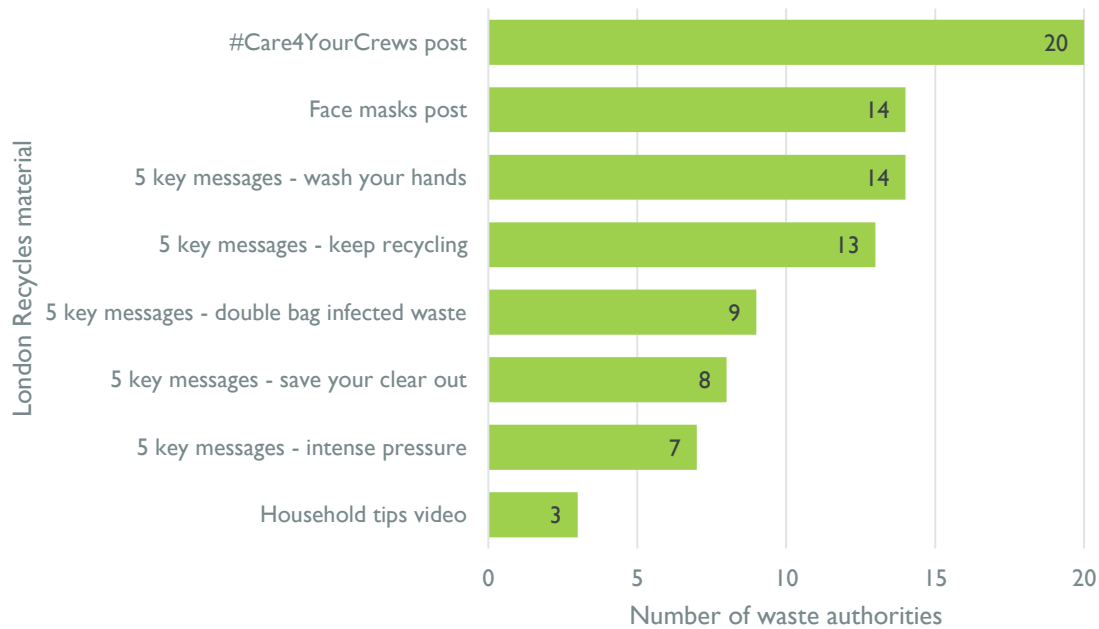


When asked about the London Recycles resources and whether they were used, all waste authorities were shown the resources produced over the pandemic (please see these in the Communications questionnaire in Appendix E). The responses to the London Recycles questions are detailed below in Chart 12.

⁹ Nextdoor.co.uk is the neighbourhood hub for trusted connections and the exchange of helpful information, goods, and services. GovDelivery.com is a web-based e-mail subscription management system that allows a member of the public (user) to subscribe to news and information. JCDecaux is an one out-of-home advertising company, utilising bus-stop advertising systems, billboards, public bicycle rental systems, and street furniture.

Chart 12. The number of waste authorities that used London Recycles materials

Comms: Which, if any, of the London Recycles materials did you use? (No. 30)



The most popular post was #Care4YourCrews, with many saying how popular and well received it was.

Those waste authorities that did not use the London Recycles resources were asked why. The two main reasons they gave were that: (1) they had not been aware of them due to their significant workload; and (2) their waste authority preferred to use their own branded communications.

LWARB recognise the commitment of some boroughs to use their own branding. However, during the lockdown, when resources were stretched and consistent communications were critical, the London Recycles materials (which were developed in consultation with London Councils and the GLA) were a valuable resource which could have alleviated internal pressures. As the materials were designed with the ability to add local branding, authorities should re-evaluate the resource and time needed to develop bespoke materials, against the benefits of sharing communications which have been designed by communications specialists, using a common look and feel.

The majority of waste authorities spoken to stated that they would use the London Recycles resources in the future, as long as they were aware of them, had the capacity to use them and they were still relevant. Those that would not use them referenced the need for waste authority branded comms.

2.7.1. Key learnings

The communications channels which respondents reported worked best were social media (except Instagram which was referenced as being more suitable for large campaigns) and the use of Google listings to inform residents that HWRCs were closed.

Those that did not work so well were printed hard copy communications and websites.

When asked what they would do differently, respondents stated that they would have more pre-emptive communications (e.g. PPE contamination and littering), they would increase communication volumes and use more video content, including alternate languages. These learnings have been shared with the London Recycles campaign team.

When asked what they would advise others to do they responded that they should provide daily updates, have stronger internal communications, keep information simple and use London-wide communications, such as the London recycles resources.

In order to maximise impact where possible, waste authorities should set aside local branding protocols to amplify consistent London-wide messaging.

2.8. Costs

Respondents to all five surveys were asked whether the cost of the COVID-19 pandemic to the authority had been calculated. Whilst all respondents acknowledged COVID-19 had had huge financial implications for the sector and for local government, it was too early to quantify these.

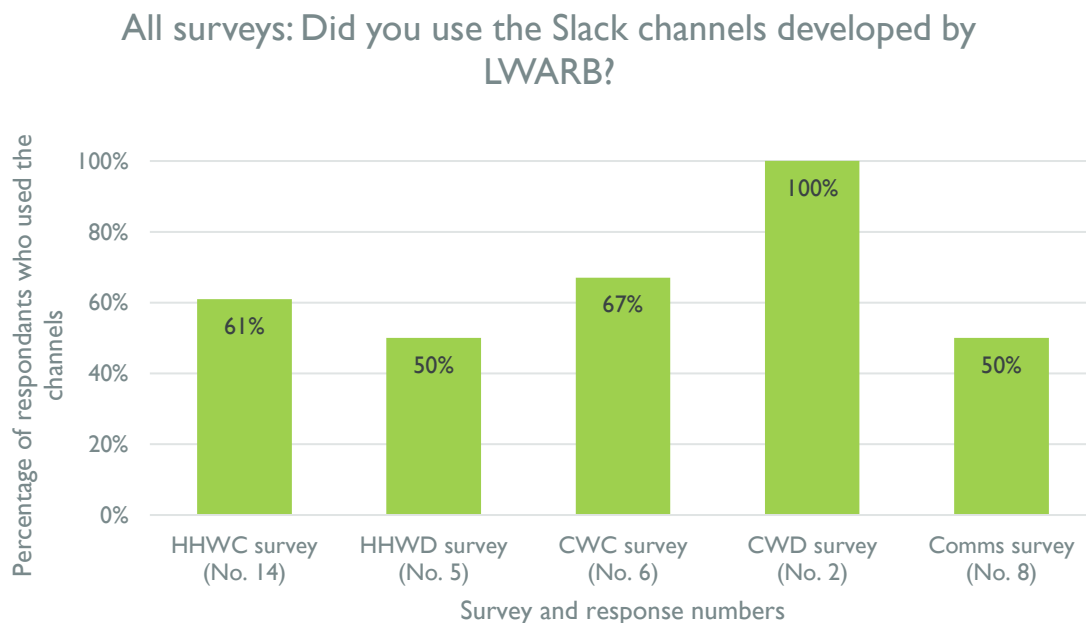
2.9. LWARB support

2.9.1. Slack channels

At the start of lockdown, LWARB used the communications platform Slack to develop a number of 'chat' channels where waste authorities could discuss ideas, information and advice on running their waste management services throughout the lockdown.

Participants were asked whether they had used the channels.

Chart 13. Respondents from each survey who reported using the LWARB slack channels



Respondents stated the Slack channels were a useful platform for information sharing and to create a community, particularly at the beginning of the lockdown. Those respondents that found them less

useful referenced strong existing communication channels with other waste authorities, not needing them as they were at full capacity, or having a large workload and unable to keep up with everything.

LWARB, working with the various waste authority networks, will explore how the Slack workspace can continue to be utilised should further lockdown measures be introduced, to provide an accessible way for boroughs to exchange advice and information in real time.

2.9.2. The waste support platform

Working in partnership with the Chartered Institute for Wastes Management (CIWM) and others, LWARB developed the 'Waste Support Platform' within the first few weeks of lockdown. The platform was available to all local authorities (LAs) and private waste contractors (PWCs).

The premise behind its development was to 'match' resources (staff and vehicles). PWCs found themselves with an abundance of resources due to the closure of most of their commercial waste businesses, and LAs were in the position whereby they required resources due to the sudden increase in domestic collections.

As part of the survey, the waste authorities were asked if they were aware of the platform and if so, whether they used it.

85% of respondents to the HHWC survey stated they were aware of the platform, and of those that responded to the HHWD survey, 70% stated that they were aware of the platform.

Of those that used the platform, three waste authorities provided additional comments. The first used the platform to collect quotes for reference, however did not subsequently use these quotes. The second received general information, and the third used the platform on occasion, along with other platforms, to keep informed of what others were doing in the industry.

There were additional comments from those that were aware of, but did not view the platform. The general themes of these responses were:

- Any issues were handled by their waste contractor; and
- All their operational needs were successfully managed in-house so external support was not required.

Further feedback included: the high workload meant a lack of time to engage with the platform, a contingency plan was already in place, and capacity was fulfilled internally.

One respondent felt that the platform was not available in time to have a lasting impact, and others referenced that they would have found the platform useful had their situation been worse and the demand for staffing greater.

2.9.3. Key learnings

Officers reported that they either did not have time to engage with, or were not aware of, external resource platforms, meaning they missed out on available support which could have alleviated internal pressures.

Office staff should be upskilled so they have more knowledge and experience to support the waste team, for example by varying the staff that attend officer networks such as the London recycling officers group (LROG). This would ensure that more team members are connected and aware of other support programmes such as London Recycles.

3. CONCLUSIONS

In the main, London waste authorities fared very well considering an extremely challenging situation. Although many reported having high workloads, operations and policies continued with only limited changes and disruption.

All but one of the respondents however, reported a change of some sort to one or more of their services.

3.1. Resources

In terms of staffing, the main focus (if there is further impact from the pandemic) would be to ensure the numbers of operational staff (drivers, loaders and HWRC staff) are maintained. This could be achieved by waste authorities (working with contractors where relevant) exploring opportunities to multi-skill their operational staff to enable them to fulfil different service roles thereby increasing capacity and operational resilience.

In addition, waste authorities should transfer staff from commercial services (where applicable), street scene services, and other auxiliary services to protect operational staff numbers for waste services.

Officers reported that they either did not have time to engage with, or were not aware of external resource platforms, meaning they missed out on available support which could have alleviated internal pressures.

If office staff were upskilled so they have more knowledge and experience to support the waste team (for example, varying the staff that attend officer networks such as LROG) this would ensure that more team members are connected and aware of other support programmes such as London Recycles, and the Slack channels LWARB set up during the lockdown.

LWARB (working with the various waste authority networks) will continue to host these channels, so they are available for use should further lockdown measures be introduced, providing an accessible way for boroughs to exchange advice and information in real time.

Availability of vehicles did not appear to be an issue; this was mainly since vehicles were utilised from other services (such as bulky waste) which had been suspended.

Is it unclear whether the government will introduce a similar scheme in future for MOT certificates (should further restrictions be applied), so waste authorities would be advised to ensure all vehicles have an MOT which lasts at least until March 2021, so all vehicles are readily available if needed.

The provision of PPE, operations to facilitate social distancing, and an increased cleaning regime all helped to keep services running smoothly. However, some changes to services are still required should the level of severity of the pandemic continue to increase.

3.2. Services

There were no long term reported issues relating to the suspension of bulky waste and garden waste services, however collection of household dry mixed recycling (DMR) and residual waste should remain a priority¹⁰.

The collection of waste from remaining commercial customers, however, still needs to be factored in as a contractual obligation.

3.3. Fly tipping

Despite eleven waste authorities reporting increases in levels of fly tipping, they coped well in the collection of this. However, waste authorities should none the less be prepared for additional levels of fly tipping if further restrictions are applied. This is particularly relevant where bulky waste services are suspended and HWRCs are closed.

3.4. HWRCs

Although all of the waste authorities spoken with closed their HWRCs to residents (and all but one to commercial waste), many respondents stated they would keep the sites open for as long as possible, avoid closing, and maintain supplies of PPE to HWRC staff.

Since reopening HWRCs, waste authorities have implemented new systems to access these facilities. Online booking in particular has proved very positive in controlling visitor access, maintaining social distancing and, critically, keeping facilities open to the public. Some authorities that did not initially implement online booking have since moved over to this system with beneficial results. Authorities confirmed that even if new lockdown measures are introduced, they would seek to keep HWRCs open.

3.5. Communications

Both internal as well as external communications are key, and staff, members and contractors need to be kept well informed as much as residents and businesses. The key is to keep the messages simple and co-ordinated so everyone is working towards a common goal.

Digital communications, and in particular the social media platforms Twitter and Facebook, were far more effective than hard copy materials or authority websites. Instagram was reported as being a less useful channel.

During lockdown, the London Recycles campaign (in consultation with London Councils and the GLA) produced a number of key digital assets to communicate London-wide messages. The most popular asset was #Care4YourCrews. However not all assets were well used. One authority did not use any of the assets. Others only engaged on a limited basis, either because the assets did not fit with their authority's internal branding guidelines (No. 4); or because they were not aware of all the assets (No. 8) often due to capacity issues in responding the lockdown. In order to maximise impact, where possible waste authorities should set aside local branding protocols to amplify consistent London-wide messaging. London Recycles and LEDNet should work together to promote these resources.

¹⁰ As per the recent DEFRA guidance <https://www.gov.uk/government/publications/coronavirus-covid-19-advice-to-local-authorities-on-prioritising-waste-collections/guidance-on-prioritising-waste-collection-services-during-coronavirus-covid-19-pandemic>

The use of pre-emptive communications will also be key should there be further restrictions in the future. The findings of the surveys demonstrate that changes such as the suspension of bulky waste services (although important to maintain other services) and the closure of the HWRCs, led to increases in fly tipping.

3.6. Costs

The public health and economic effects of the COVID-19 lockdown have created a perfect storm for local authority finances. For the waste service, this impact is felt simultaneously by the increases in spending and the reduction in income. Respondents were asked if their authority had calculated the cost of the pandemic to their service (increased spending and reduced incomes). They reported that it was too early to quantify the cost, but that the void between available budget and spend is continuing to grow. As part of the wider implication of COVID-19 on local government budgets, it will have significant long term implications for services provision.

At the time of writing this report COVID-19 cases continue to increase, and the government are imposing tighter restrictions on a daily basis. It is uncertain how a second wave of the pandemic will impact the waste industry as we head into the winter months.

By London waste authorities sharing their learnings on the delivery measures they implemented for waste and recycling services during the March 2020 COVID-19 lockdown, it creates more resilience in the sector should further lockdown measures be introduced.

4. GLOSSARY OF TERMS

AD	Anaerobic digestion
BAU	Business as usual
CWC	Commercial waste collection
CWD	Commercial waste disposal
DMR	Dry mixed recycling
HHWC	Household waste collection
HHWD	Household waste disposal
HWRC	Household waste and recycling centre
IVC	In vessel composting
JWDA	Joint waste disposal authority
LA	Local authority
LROG	London recycling officers' group
MRF	Materials recycling facility
PPE	Personal protective equipment
PWC	Private waste contractor
WCA	Waste collection authority
WDA	Waste disposal authority
UA	Unitary authority

5. APPENDICES

Appendix A – Household waste collection survey

Section 1 – Resources	
a.	<p>What was the percentage reduction of your waste staff in terms of FTE (please include drivers, loaders, supervisors, HWRC workers and office staff)?</p> <p>0%</p> <p>10-30%</p> <p>20-40%</p> <p>Over 40%</p>
b.	<p>Did you need to transfer staff from other waste departments (e.g. HWRC staff to kerbside collections)?</p> <p>Yes</p> <p>No</p>
c.	<p>Did you need to transfer staff from other non-waste Council departments (e.g. from leisure centres)?</p> <p>Yes</p> <p>No</p>
d.	<p>Did you need to use non-council staff (e.g. from a private waste contractor or temps)?</p> <p>Yes – staff from private waste companies</p> <p>Yes – agency staff</p> <p>Yes - other</p> <p>No</p>
e.	<p>What was the percentage reduction in use of the number of your vehicles (due to staff being unavailable)?</p> <p>0%</p> <p>10-20%</p> <p>20-40%</p> <p>over 40%</p>
f.	<p>Did you need to use external vehicles?</p> <p>Yes</p> <p>No</p>
Section 2 – Staff H&S	
<p>How did you approach health and safety measures during the crisis, including:</p>	
a.	<p>Social distancing?</p> <p>i For collection staff?</p> <p>ii For HWRC staff?</p> <p>iii For office staff?</p> <p>iv Other – please state</p>
b.	<p>Availability of toilet facilities for collection staff (where public toilets would normally be open)?</p>
c.	<p>Availability of hand sanitiser?</p> <p>i For collection staff?</p> <p>ii For HWRC staff?</p> <p>iii For office staff?</p> <p>iv Other – please state</p>
d.	<p>Availability of COVID-19 related PPE (above and beyond the PPE that would be issued as standard)</p> <p>i For collection staff?</p> <p>ii For HWRC staff?</p> <p>iii For office staff?</p> <p>iv Other – please state</p>
e.	<p>Disposal of staff PPE?</p>

- f. What was the procedure for staff who had underlying illnesses/were vulnerable?
- i For collection staff?
 - ii For HWRC staff?
 - iii For office staff?
- g. Arrangements for trained first aiders:
- i If they needed to get close to a person to treat them?
 - ii If they were absent?

Section 3 – Collection services

In terms of each of the following services, please give details on:

Whether you made changes to this service?

The effectiveness of this decision? (even If no changes were made)

What you would do differently?

How would you advise others to approach a solution?

- a. Kerbside Recycling
- b. Communal Recycling
- c. Kerbside residual waste services
- d. Communal residual waste services
- e. Kerbside food waste services
- f. Communal food waste services
- g. Kerbside garden waste services (please include how paid for collections were managed)
- h. Kerbside mixed organics services
- i. Kerbside bulky waste services
- j. Communal bulky waste services
- k. Kerbside clinical waste services
- l. Communal clinical waste services
- m. Recycling banks

Section 4 – Operations and policies

Please include information for both kerbside and communal collections where relevant. In terms of each of the following services, please give details on:

Whether you made changes to this service?

The effectiveness of this decision? (even If no changes were made)

What you would do differently?

How would you advise others to approach a solution?

- a. Accessibility to bin stores (flats only)?
- b. Entering blocks of flats?
- c. Managing resident disputes?
- d. Assisted collections
- e. Side waste policy
- f. Contamination policy
- g. Policy on number of sacks presented
- h. policy on missed bins?
- i. Presentation of waste receptacles (e.g. were residents asked to leave receptacles in a different place to normal)
- j. Round routing
- k. Routing efficiency (i.e. did household collections take longer, was there a higher frequency of tip visits, how did the reduction in traffic affect routes?)
- l. The maintenance, testing etc of vehicles

Section 5 – Receptacles

Please include information for both kerbside and communal collections where relevant. In terms of each of the following services, please give details on:

Whether you made changes to this service?

The effectiveness of this decision? (even If no changes were made)

What you would do differently?

How would you advise others to approach a solution?

- a. The provision of sacks
- b. The provision of replacement bin and the removal of damaged bins?
- c. The cleaning of bins?

Section 6 - disposal

For all of the answers in this section, please consider increased/reduced frequencies of tipping, traffic/queues and anything else that changed from BAU. How did the crisis affect;

- a. The use of transfer stations
- b. The use of landfill sites/incinerators
- c. The use of the MRF
- d. The use of AD/IVC sites
- e. The capacity of disposal facilities
- f. The availability of onward re-processors

Section 7 – HWRCs

Please only answer the questions in this section if your authority is responsible for running an HWRC. In terms of each of the following questions, please give details on:

Whether you made changes to this service?

The effectiveness of this decision? (even if no changes were made)

What you would do differently?

How would you advise others to approach a solution?

- a. Did your HWRC:
 - i Remain open to all
 - ii Remain open for businesses only
 - iii Remain open for residents only
 - iv Remain open for constituent boroughs only
 - v Close
- b. Please give details of any restrictions imposed if the site remained open, or upon reopening.
- c. How are you managing social distancing at HWRCs?
- d. How are you managing the availability of hand sanitiser?
- e. How are you managing assistance to residents?
- f. How are you managing disputes with residents?
- g. How were on site reuse shops affected?

Section 8 – fly tipping

- a. During the crisis, did the levels of fly-tipping
 - i Increase
 - ii Decrease
 - iii Stay the same
 - iv Unknown
- b. How were staff health and safety measures addressed with regards to collecting fly tips? What was the effectiveness of this decision? What you would do differently? How would you advise others to approach a solution?
- c. How was PPE within fly tips dealt with? What was the effectiveness of this decision? What you would do differently? How would you advise others to approach a solution?
- d. How was the collection of fly tips affected by the availability of staff and vehicles?
- e. How was the collection of fly tips affected by the capacity at disposal sites?

Section 9 - Costs

- a. Has the cost of the COVID-19 crisis to your authority been calculated?
 - Yes - please provide this cost - go to question b
 - No
- b. Can you provide a breakdown of this cost?
 - Yes
 - No
- c. Can you provide an explanation of how this cost was calculated

Section 10 - Other

- a. LWARB developed a number of Slack channels for boroughs and waste industry representatives to share information and ask questions during the crisis. Did you use these channels?
- Yes
How useful were they?
- No
What was the reason for this?
- b. If your waste service is contracted out, is it the responsibility of your contractor to address contingency measures?
- Yes
What are the responsibilities of the contractor in this regard? Did your contractor fulfil their responsibilities – please give details
- No - please go to question c
- c. If your waste service is in house, (or outsourced, but the responsibility for contingency measures doesn't lie with the contractor) do the waste services team have responsibility for contingency measures?
- Yes
What are the responsibilities in this regard?
- No - please go to question d
- d. Who has responsibility for waste contingency measures?

Please use this section to provide information that has not been included previously on:

- i What worked well?
- ii What did not work as well?
- iii What would you do differently?
- iv What would you advise others to do

Appendix B – Household waste disposal survey

Section 1 - Disposal
<p>For all of the answers in this section, please consider increased/reduced frequencies of tipping, traffic/queues and anything else that changed from BAU. How did the crisis affect;</p> <ol style="list-style-type: none"> a. The use of transfer stations b. The use of landfill sites/incinerators c. The use of the MRF d. The use of AD/IVC sites e. The capacity of disposal facilities f. The availability of onward re-processors
Section 2 – HWRCs
<p>Please only answer the questions in this section if your authority is responsible for running an HWRC. In terms of each of the following questions, please give details on:</p> <p>Whether you made changes to this service? The effectiveness of this decision? (even if no changes were made) What you would do differently? How would you advise others to approach a solution?</p> <ol style="list-style-type: none"> a. Did your HWRC: <ol style="list-style-type: none"> i Remain open to all ii Remain open for businesses only iii Remain open for residents only iv Remain open for constituent boroughs only v Close b. Please give details of any restrictions imposed if the site remained open, or upon reopening. c. How are you managing social distancing at HWRCs? d. How are you managing the availability of hand sanitiser? e. How are you managing assistance to residents? f. How are you managing disputes with residents? g. How were on site reuse shops affected?
Section 3 - Costs
<ol style="list-style-type: none"> a. Has the cost of the COVID-19 crisis to your authority been calculated? <ol style="list-style-type: none"> Yes - please provide this cost - go to question b No b. Can you provide a breakdown of this cost? <ol style="list-style-type: none"> Yes No c. Can you provide an explanation of how this cost was calculated
Section 4 - Overview
<ol style="list-style-type: none"> a. LWARB developed a number of Slack channels for boroughs and waste industry representatives to share information and ask questions during the crisis. Did you use these channels? <ol style="list-style-type: none"> Yes <ol style="list-style-type: none"> How useful were they? No <ol style="list-style-type: none"> What was the reason for this? b. Is the responsibility for contingency measures down to the waste disposal authority or your contractors? <ol style="list-style-type: none"> Waste disposal authority <ol style="list-style-type: none"> What are the responsibilities in this regard? Contractors - please go to question c c. If contingency measures are the responsibility of your contractors, what are their responsibilities in this regard? <ol style="list-style-type: none"> How well were those responsibilities fulfilled?

Please use this section to provide information that has not been included previously on:

- i What worked well?
- ii What did not work as well?
- iii What would you do differently?
- iv What would you advise others to do

Appendix C – Commercial waste collection survey

Section 1 – Commercial waste

- a. Is your commercial and household waste:
 - a. Collected separately?
 - b. Co-collected?
- b. b. If you co-collect, have you made any amendments to how you calculate your apportionment to account for the increase in household waste and decrease in commercial?
 - Yes
 - No
 - Details
- c. What percentage of your commercial customers suspended services or requested downgrades during the crisis?
 - Less than 40%
 - 40-50%
 - 50-60%
 - 60-70%
 - 70-80%
 - over 80%
- d. Were your commercial waste staff:
 - a. Kept on their usual duties
 - b. Transferred to work on the household collection service
 - c. Furloughed
 - d. Other – please state
- e. For those customers that still required collections, were there any changes to routing?
 - a. Yes - collected on a smaller round
 - b. Yes – collected by combining rounds
 - c. Yes - collected with household waste which is not BAU process
 - d. No
 - e. Other – please state
- f. Routing efficiency (i.e. time taken for collections, number of tip visits, how did the reduction in traffic affect routes?)

Section 2 – Staff H&S

How did you approach health and safety measures during the crisis including:

- a. Social distancing?
 - i For collection staff?
 - ii For HWRC staff?
 - iii For office staff?
 - iv Other – please state
- b. Availability of toilet facilities for collection staff (where public toilets would normally be open)?
- c. Availability of hand sanitiser?
 - i For collection staff?
 - ii For HWRC staff?
 - iii For office staff?
 - iv Other – please state
- d. Availability of COVID-19 related PPE (above and beyond the PPE that would be issued as standard)
 - i For collection staff?
 - ii For HWRC staff?
 - iii For office staff?
 - iv Other – please state
- f. What was the procedure for staff who had underlying illnesses/were vulnerable?
 - i For collection staff?
 - ii For HWRC staff?

- iii For office staff?
- g. Arrangements for trained first aiders:
 - i If they needed to get close to a person to treat them?
 - ii If they were absent?

Section 3 – Collection services

In terms of each of the following services, please give details on the below. If a service is not provided, please state this.

- Whether you decided to make changes to this service?
- The effectiveness of this decision? (even If no changes were made)?
- With hindsight, would you make the same decision again? Why?
- How would you advise others to approach a solution?
 - a. Refuse
 - b. Dry mixed recycling
 - c. Segregated recycling (e.g. cardboard, glass, paper)
 - d. Food waste
 - e. Other collection services

Section 4 – Operational processes

In terms of each of the following operational processes, please give details on:

- Whether you made changes to this service?
- The effectiveness of this decision? (even If no changes were made)
- What you would do differently?
- How would you advise others to approach a solution?
 - a. Accessibility to internal bin stores?
 - b. Managing customer disputes?
 - c. Managing excess waste
 - d. Managing contamination
 - e. Responding to missed collections
 - F. Presentation of containers (e.g. were customers asked to present containers in a different way or place)
 - g. Vehicle maintenance

Section 5 – Receptacles

In terms of each of the following services, please give details on:

- Whether you made changes to this service?
- The effectiveness of this decision? (even If no changes were made)
- What you would do differently?
- How would you advise others to approach a solution?
 - a. Sack delivery
 - b. The provision of replacement bins and/or the removal of damaged bins
 - c. The cleaning of bins

Section 6 – Fly tipping

Please answer the following questions in relation to both:

Black Bag Fly tipping – where businesses have not paid for a collection contract and have left bags out on the pavement

Private waste contract sacks - where the business has paid for a collection contract, but contractor failed to collect them

- a. During the crisis, did the levels of commercial fly tipping
 - i Increase
 - ii Decrease
 - iii Stay the same
 - iv Unknown

In terms of questions b & c please give details on:

- The effectiveness of this decision (even If no changes were made)?
- With hindsight what you would do differently? Why?

<p>How would you advise others to approach a solution?</p> <p>b. How were staff health and safety measures addressed with regards to collecting fly tips?</p> <p>c. How was PPE within fly tips dealt with?</p> <p>d. How was the collection of fly tips affected by the availability of staff and vehicles?</p>
<p>Section 7 - Costs</p>
<p>a. Has the cost of the COVID-19 crisis to your authority been calculated?</p> <p>Yes - please provide this cost - go to question b</p> <p>No</p> <p>b. Can you provide a breakdown of this cost?</p> <p>Yes</p> <p>No</p> <p>c. Can you provide an explanation of how this cost was calculated</p>
<p>Section 9 - Overview</p>
<p>a. LWARB developed a number of Slack channels for boroughs and waste industry representatives to share information and ask questions during the crisis. Did you use these channels?</p> <p>Yes</p> <p>How useful were they?</p> <p>No</p> <p>What was the reason for this?</p> <p>b. Is your commercial waste service:</p> <p>Contracted out – please go to q c</p> <p>In house - please go to question d</p> <p>c. Is it the responsibility of your contractor to address contingency measures?</p> <p>Yes</p> <p>What are the responsibilities of the contractor in this regard?</p> <p>Did your contractor fulfil their responsibilities?</p> <p>Do you feel your contractors contingency measures were sufficient in handling the crisis?</p> <p>No - please go to question d</p> <p>d. Within the council, do the waste services team have responsibility for contingency measures?</p> <p>Yes</p> <p>What are the responsibilities in this regard?</p> <p>How well were those responsibilities fulfilled?</p> <p>Do you feel your contingency measures were sufficient in handling the crises?</p> <p>No - please go to question e</p> <p>e. Who has responsibility for waste contingency measures, how well were these responsibilities fulfilled and were they sufficient?</p>
<p>Please use this section to provide information that hasn't been included previously on:</p> <p>i What worked well?</p> <p>ii What did not work as well?</p> <p>iii What would you do differently?</p> <p>iv What would you advise others to do</p>

Appendix D – Commercial waste disposal survey

Section 1 - Disposal
<p>For all of the answers in this section, please consider increased/reduced frequencies of tipping, traffic/queues and anything else that changed from BAU. How did the crisis affect;</p> <ol style="list-style-type: none"> a. The use of transfer stations b. The use of landfill sites/incinerators c. The use of the MRF d. The use of AD/IVC sites e. The capacity of disposal facilities f. The availability of onward re-processors
Section 2 – HWRCs
<p>If your HWRCs do not accept commercial waste, please skip to section 3. In terms of each of the following questions, please give details on:</p> <p>Whether you made changes to this service? The effectiveness of this decision? (even If no changes were made) What you would do differently? How would you advise others to approach a solution?</p> <ol style="list-style-type: none"> a. Did your HWRC: <ol style="list-style-type: none"> i Remain open to all ii Remain open for businesses only iii Remain open for residents only iv Remain open for constituent boroughs only v Close b. Please give details of any restrictions imposed if the site remained open, or upon reopening c. How are you managing social distancing at HWRCs? d. How are you managing the availability of hand sanitiser? e. How are you managing assistance to businesses? f. How are you managing disputes with businesses? g. How were on site reuse shops affected?
Section 3 - Costs
<ol style="list-style-type: none"> a. Has the cost of the Covid crisis to your authority been calculated? <ol style="list-style-type: none"> Yes - please provide this cost - go to question b No b. Can you provide a breakdown of this cost? <ol style="list-style-type: none"> Yes No c. Can you provide an explanation of how this cost was calculated
Section 4 - Overview
<ol style="list-style-type: none"> a. LWARB developed a number of Slack channels for boroughs and waste industry representatives to share information and ask questions during the crisis. Did you use these channels? <ol style="list-style-type: none"> Yes <ol style="list-style-type: none"> How useful were they? No <ol style="list-style-type: none"> What was the reason for this? b. Is the responsibility for contingency measures down to the waste disposal authority or your contractors? <ol style="list-style-type: none"> Waste disposal authority <ol style="list-style-type: none"> What are the responsibilities in this regard? Contractors - please go to question c c. If contingency measures are the responsibility of your contractors, what are their responsibilities In this regards? <ol style="list-style-type: none"> How well were those responsibilities fulfilled?

Please use this section to provide information that hasn't been included previously on:

- i What worked well?
- ii What did not work as well?
- iii What would you do differently?
- iv What would you advise others to do

Appendix E – Communication survey

Section 1 – Communications channels

- a. What channels did you use during the crisis?
- Information on your website? - If yes, was this included on the waste and recycling pages or on a separate page created just for Covid Information?
 - Information on social media? If yes, which channels, Instagram? Twitter? Facebook? others?
 - Printed information – posters, leaflets, magazines?
 - Press – newspapers, radio announcements?
 - Other
- b. Please indicate, in terms of the channels used:
- What worked well?
 - What did not work as well?
 - What would you do differently?
 - What would you advise others to do?

Section 2 – London Recycles materials

Below is a list of free materials created by London Recycles. Please indicate next to each:

Whether this was used?

If not, what was the reason for this?

If it was, was it effective?

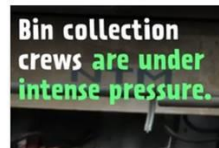
If it was, where did you find it?

Would you use it again in future?

- a. Kerbside Recycling



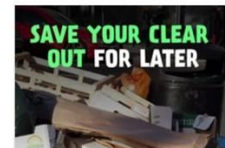
Double bag infected waste



Intense pressure



Keep Recycling



Save your clear out



Wash your hands

- b. Tips video



- c. Facemasks post



- d. #Care4YourCrews collage to celebrate key workers in waste.



How would it be best for London Recycles to make you aware about comms materials it has produced that are free to use?

Section 3 – Non-London Recycles materials

Please could you provide examples of the non-London Recycles material you used?

- a. Please indicate, in terms of the non-London Recycles material you used:
 - i. What worked well?
 - ii. What did not work as well?
 - iii. What would you do differently?
 - iv. What would you advise others to do?

Section 4 – Costs

- a. Has the cost of the COVID crisis to your authority been calculated?
 - Yes - please provide this cost - go to question b
 - No
- b. Can you provide a breakdown of this cost?
 - Yes
 - No
- c. Can you provide an explanation of how this cost was calculated

Section 5 – Overview

- a. LWARB developed a number of Slack channels for boroughs and waste industry representatives to share information and ask questions during the crisis. Did you use these channels?
 - Yes
 - How useful were they?
 - No
 - What was the reason for this?
- b. If your waste service communications are contracted out, is it the responsibility of your contractor to address contingency measures?
 - Yes
 - What are the responsibilities of the contractor in this regard?
 - Did your contractor fulfil their responsibilities – please give details
 - No - please go to question c
- c. If your waste service communications are in house, (or outsourced, but the responsibility for contingency measures does not lie with the contractor) who has responsibility for contingency measures? Waste Team? Corporate comms? Both? Neither?
 - What are the responsibilities in this regard?
 - How well were those responsibilities fulfilled?

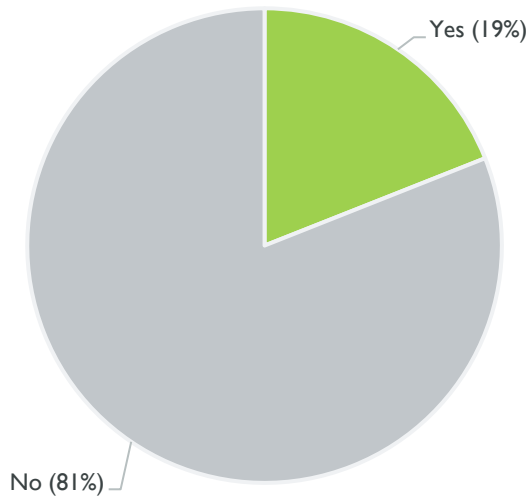
Please use this section to provide information that has not been included previously on:

- i What worked well?
- ii What did not work as well?
- iii What would you do differently?
- iv What would you advise others to do

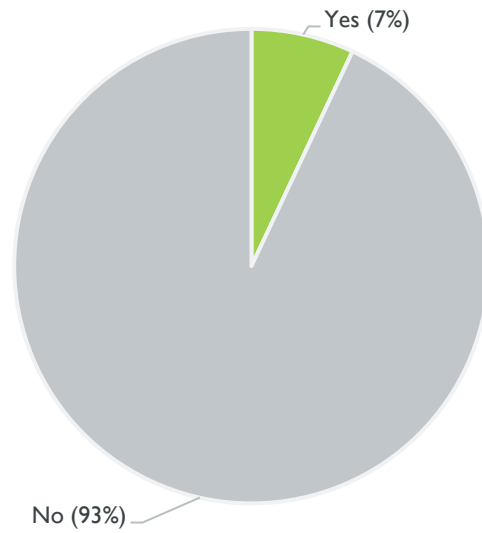
Appendix F – Pie charts showing details of changes to household kerbside waste service

Question: Have you made any changes to the kerbside collection service?

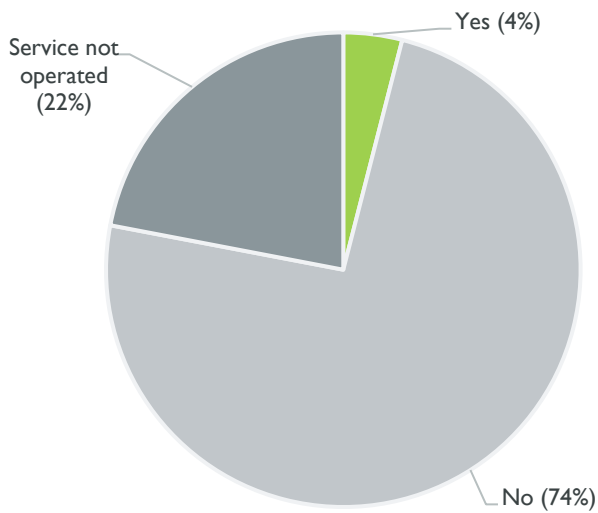
Recycling (No. 28)



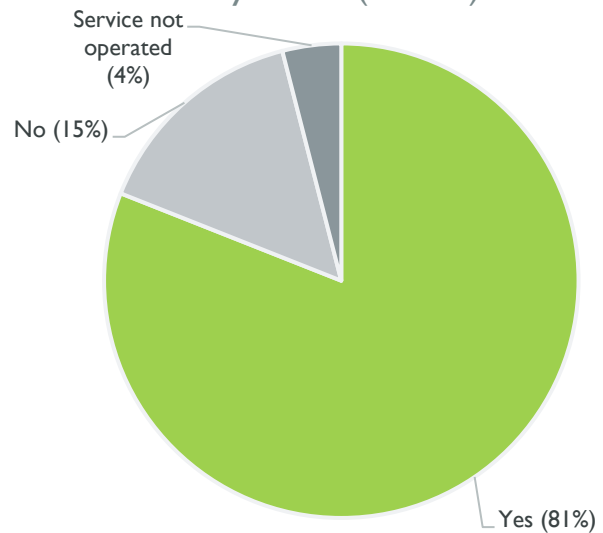
Residual waste (No. 28)



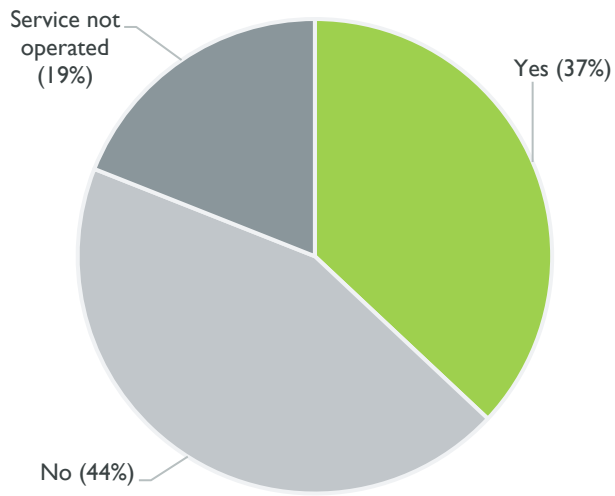
Food waste (No. 28)



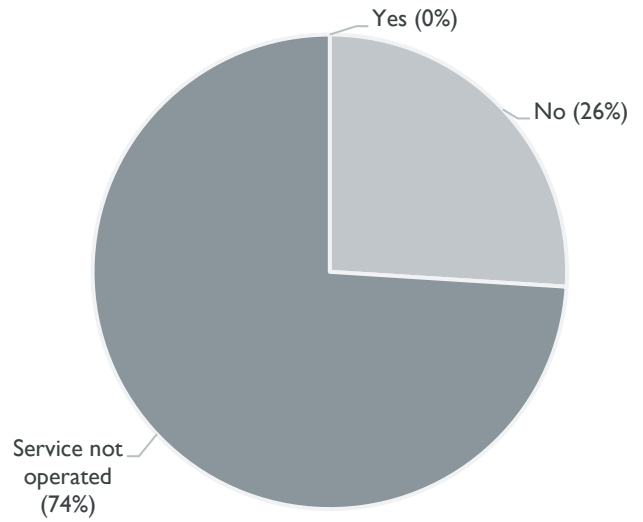
Bulky waste (No. 28)



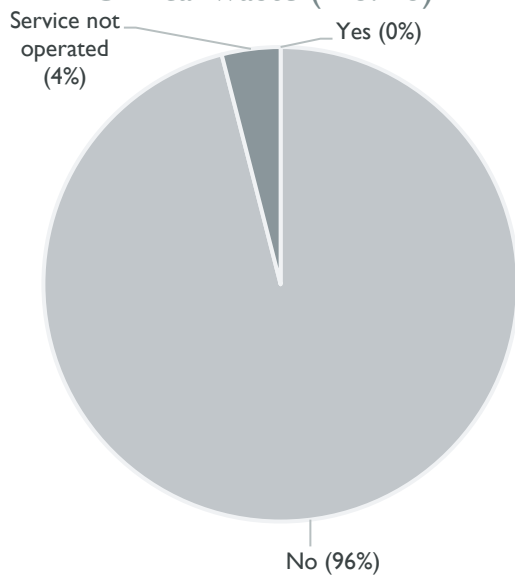
Garden waste (No. 28)



Mixed organics (No. 28)



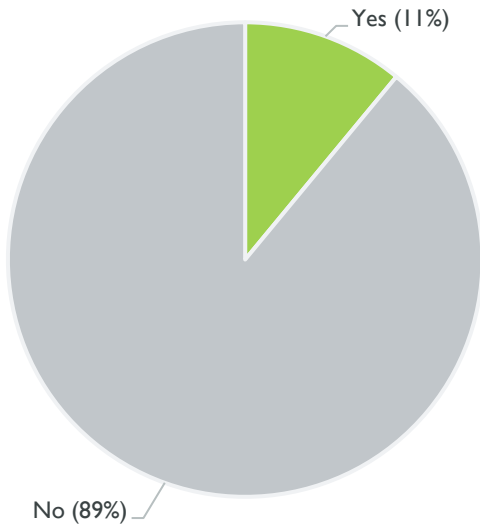
Clinical waste (No. 28)



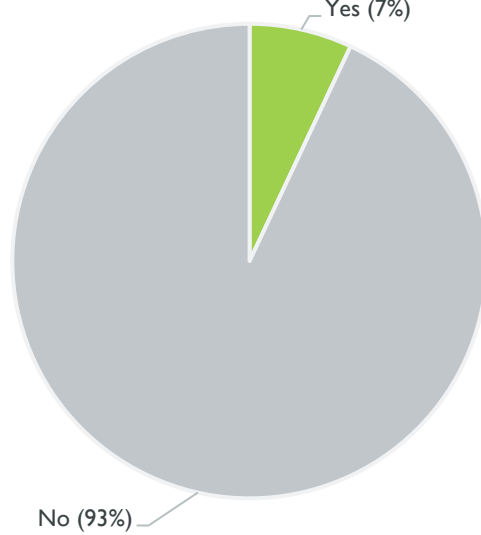
Appendix G – Pie charts showing details of changes to household communal waste services

Question: Have you made any changes to communal collection services?

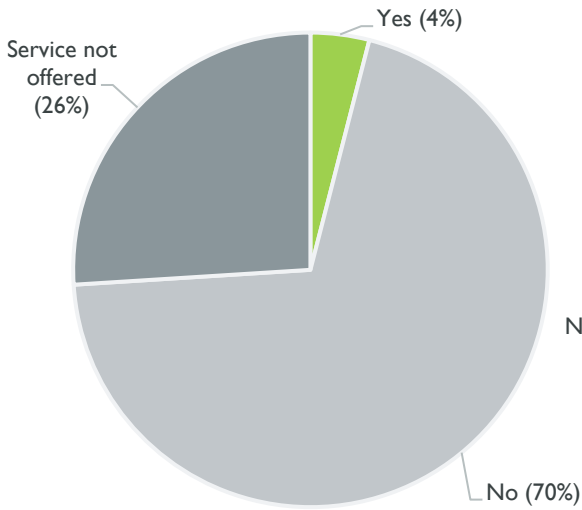
Recycling (No. 28)



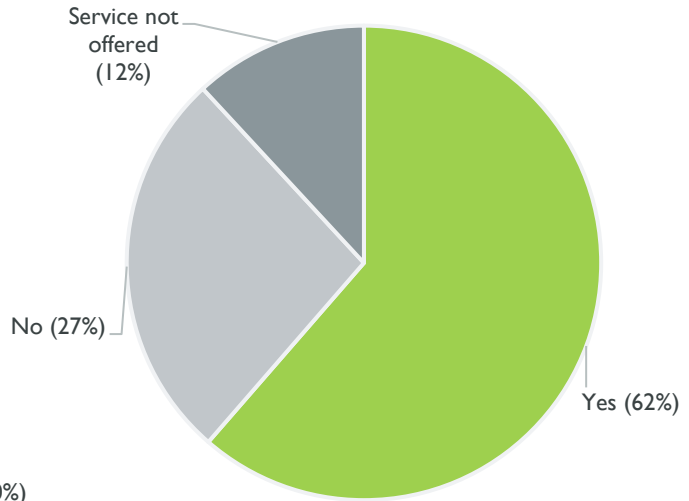
Residual (No. 28)

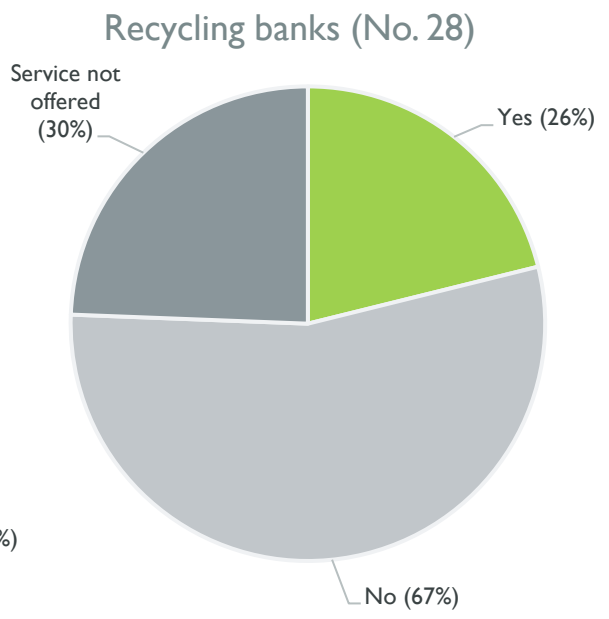
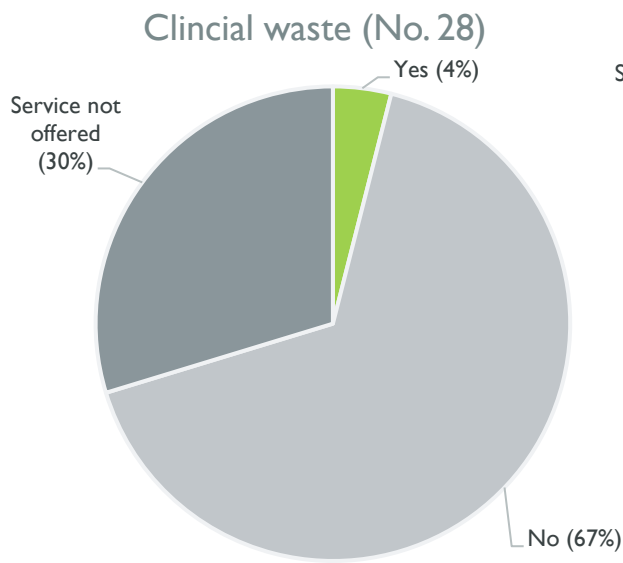


Food waste (No. 28)



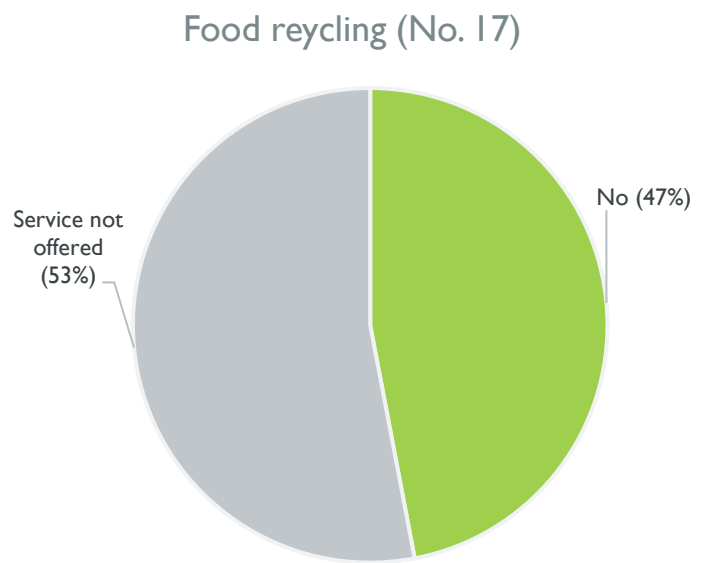
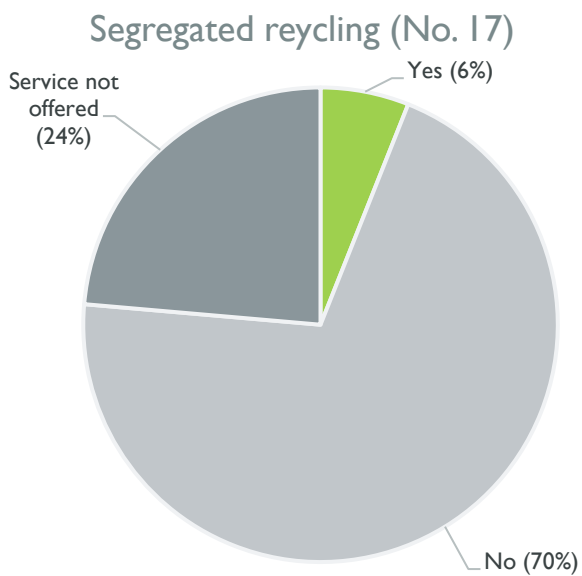
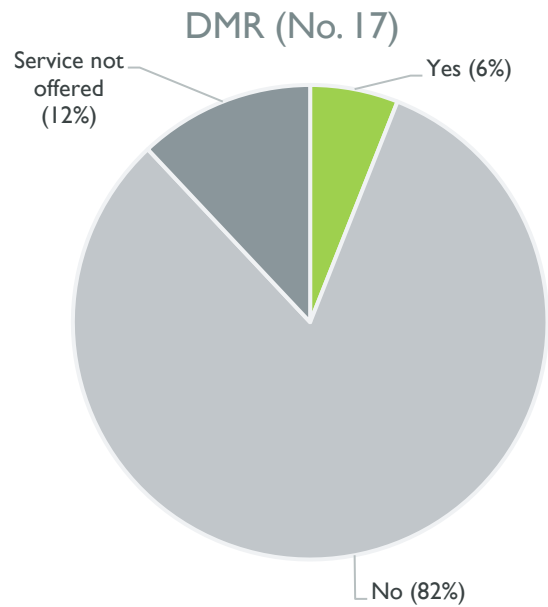
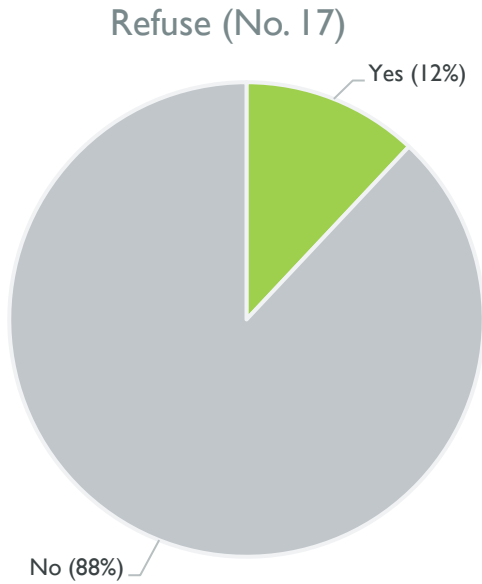
Bulky waste (No. 28)

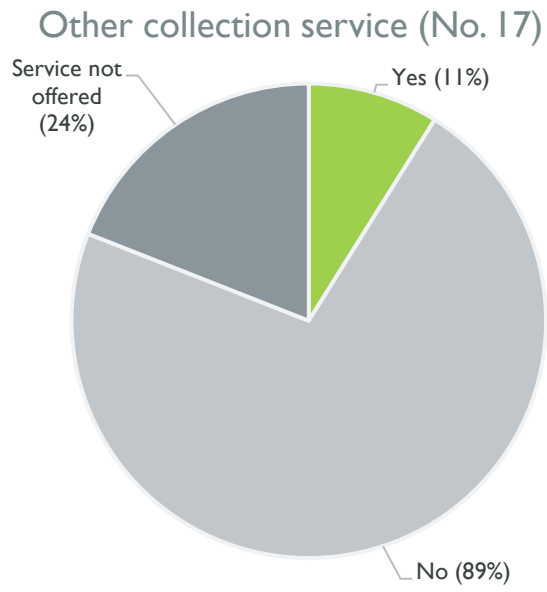




Appendix H – Pie charts showing details of changes to commercial waste collections

Question: Have you made changes to your commercial collection service?





CONTACTS

London Waste and Recycling Board
69 Wilson Street,
London,
EC2A 2BB

www.lwarb.gov.uk
www.resourcelondon.org

info@resourcelondon.org

Cathy Cook

Local authority support manager

cathy.cook@lwarb.gov.uk