

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: SERVICES UPDATE

REPORT OF: HEAD OF STRATEGY AND SERVICES

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 04 APRIL 2019

SUMMARY OF REPORT:

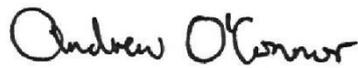
This report informs members about the latest operational activities and associated issues dealt with by the operations team of the Authority.

RECOMMENDATIONS:

The Authority is recommended to:

- A. Note the contents of this report.

SIGNED:



HEAD OF STRATEGY & SERVICES

DATE: 25 March 2019

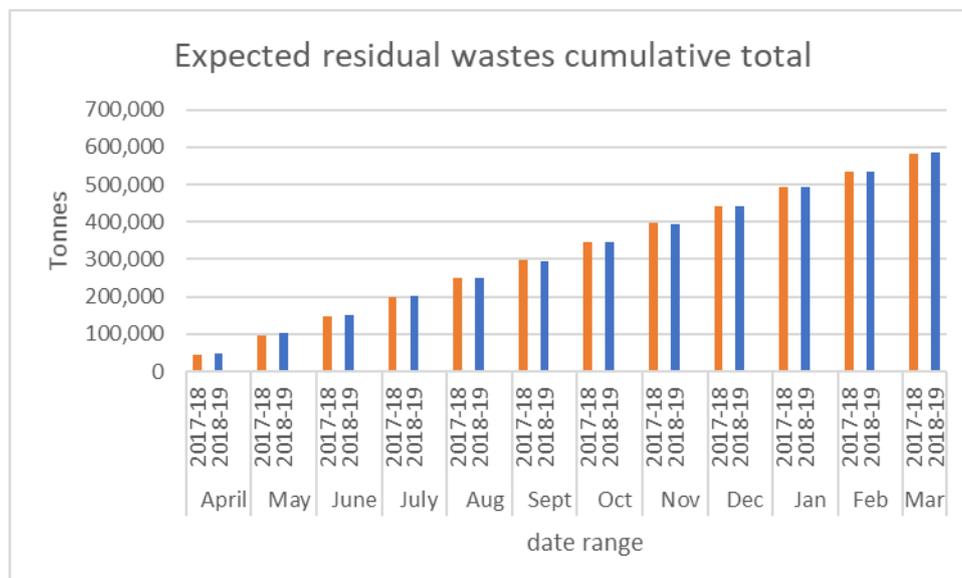
1. BACKGROUND

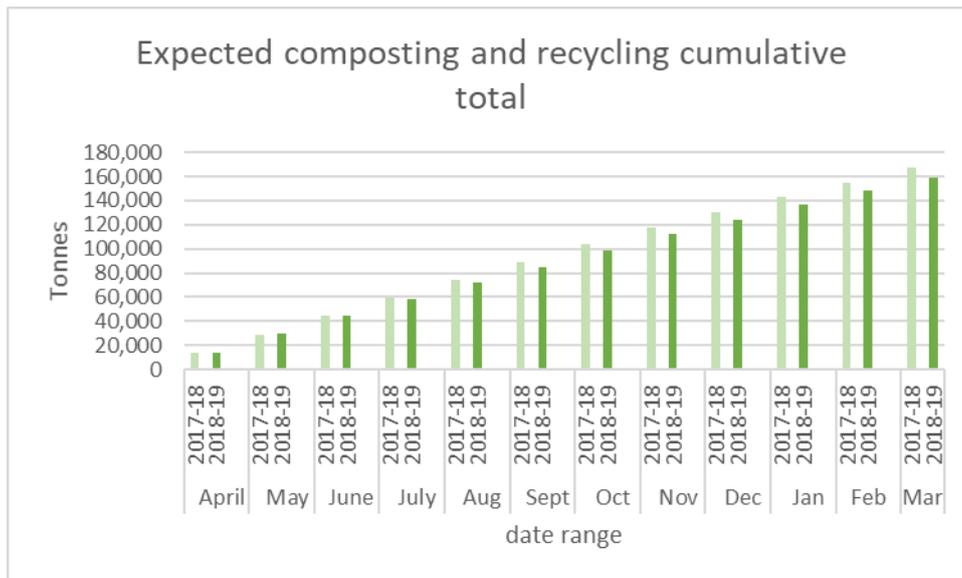
1.1. This report provides Members with an update of the main operational matters that have arisen since the last Authority meeting in February as well as the latest available tonnage information from municipal waste collected by the seven London boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. NLWA has a statutory responsibility for providing municipal waste disposal services for its seven boroughs and powers to arrange for the reuse, recycling and composting of municipal waste.

1.2. Overview

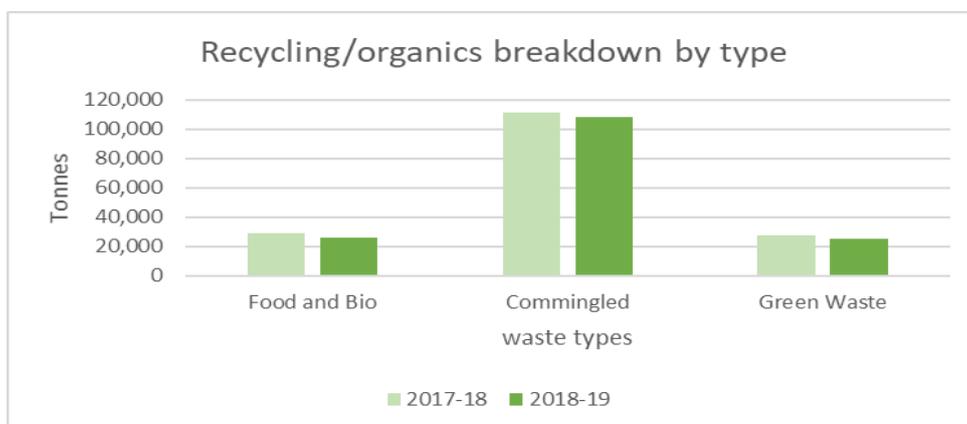
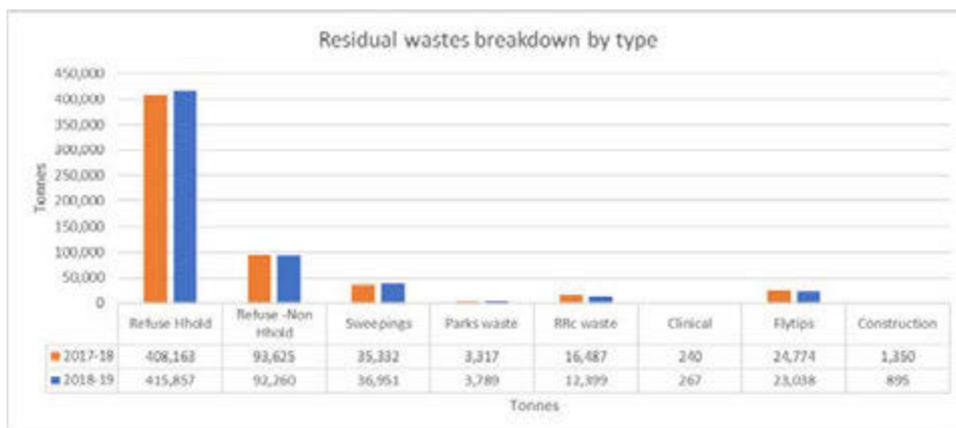
1.2.1. Volumes of both recycling and residual waste for the period April 2018 – February 2019 show a combined decrease of -0.89% (-6,129 tonnes) when compared to the same period in 2017/18. We are keeping under review volumes and the forecast for the year remains below those budgeted for. Economic uncertainty due to Brexit could be impacting consumers to be more cautious and therefore spending and throwing away less.

1.2.2. The charts below indicate the forecast predicted tonnages until the end of this financial year based on April – February actuals of 535,787 tonnes for residual wastes and then recycling and composting wastes of 147,771 tonnes (that includes green waste delivered to the RRCs). The projection shows a combined full year reduction of -0.75% (-5,622 tonnes) in 2018/19 un-audited figures when compared to 2017/18 which have been verified.





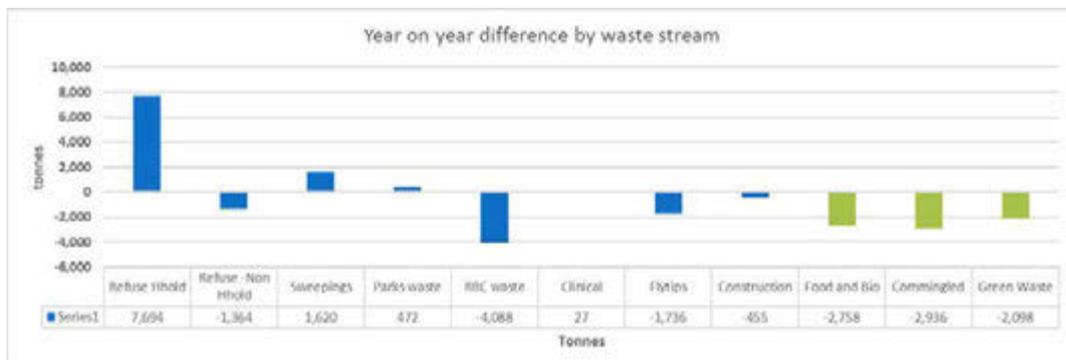
1.2.3. Further chart detail comparing 2017/18 actual figures and 2018/19 forecast to the end of the financial year illustrate the variances by the different waste streams as provided below.



1.2.4. The chart below paragraph 1.2.5 on the following page, details the full year on year forecast variances across the residual and recycling waste streams

and although there appear to be some significant differences these can be explained by changes in borough collections and delivery systems.

- 1.2.5. Part of the reduction in Re-Use and Recycling Centres (RRC) wastes is due to the residual waste from London Borough of Enfield's Barrowell Green RRC now being recorded in the refuse household column. From 15th December 2017, the waste from the Barrowell Green RRC is no longer collected and delivered under Authority arrangements but is instead delivered by LB Enfield contractors as bulky waste which is included in the refuse household column in the chart. The reduction in food and bio (mixed food and green wastes) can be due to London Borough of Barnet's change in food waste collections where it now ends up in the residual waste. Officers have recently noticed an increase in residual waste in the London Borough of Enfield. The reduction in green wastes are due to the sustained period of hot weather last summer.



- 1.2.6. The out turn tonnage information for 2018/19 will be provided at the next Authority meeting.

1.3. Fleet Operators Recognition Scheme (FORS)

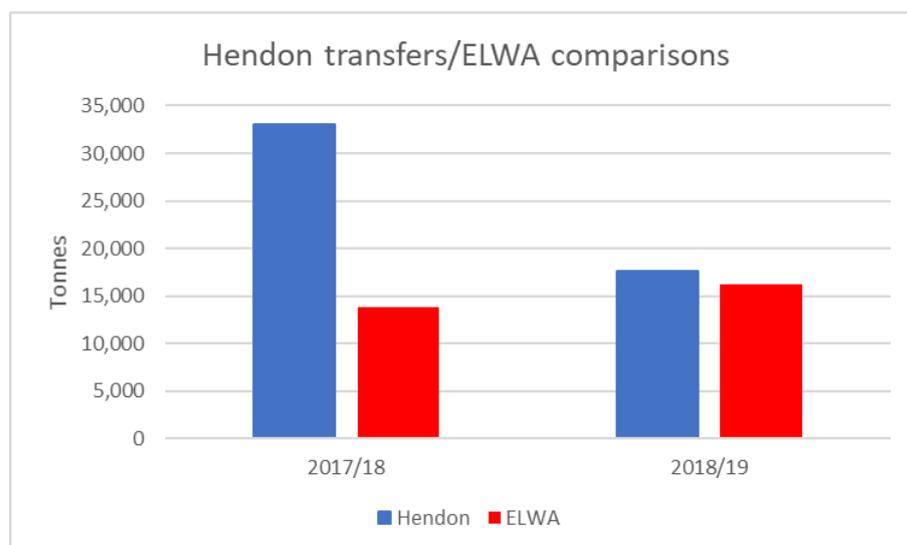
- 1.3.1. The Fleet Operator Recognition Scheme (FORS) is a voluntary accreditation scheme for fleet operators which aims to raise the level of quality within fleet operations, and to demonstrate which operators are achieving exemplary levels of best practice in safety, efficiency, and environmental protection.
- 1.3.2. There are three levels of accreditation (bronze, silver and gold). Gold accreditation confirms that there is dedication to driver and vehicle safety combined with improving operating practices through effective tyre and fuel monitoring. As such the Authority has made it a contract requirement for LondonEnergy Ltd (LEL) to maintain this standard throughout the contract as they have a large fleet of vehicles transferring our waste throughout North London.
- 1.3.3. Officers were recently made aware that in August 2018 LondonEnergy Limited failed an audit of the bronze standard (under FORS each standard is audited independently) which meant they also lost both their silver and gold accreditations. Two drivers had failed to complete a Safe Urban

driving (SUD) course. In October 2018 LEL were audited again for bronze accreditation which was passed.

- 1.3.4. Officers have decided not to take punitive action against LEL rather they must put a plan in place to regain the gold accreditation. The plan includes regaining Silver accreditation in the coming weeks and finally applying for Gold status within a further 6 months.
- 1.3.5. Officers will monitor progress and update Members accordingly and ensure LEL communicate effectively going forward the status of accreditations retained under the contract.

1.4. Hendon transfers of wastes

- 1.4.1. Members will recall that following the loss of turbine TA2 last May LEL advised that as incineration capacity at the Edmonton Energy from Waste facility (EfW) would be significantly affected, the amounts of wastes due to be transferred from Hendon would reduce to 21,000 tonnes from a budgeted amount of 32,000 tonnes. Officers revised Authority budgets in line with these estimates in the regular budget reviews.
- 1.4.2. The Authority makes a significant financial saving for each tonne transferred to the (EfW) from Hendon, in comparison with the costs of disposal via the Fomento de Construcciones y Contratas (FCC) subsidiary (FCC) Environment UK Ltd plant at Greatmoor which the destination of waste is leaving Hendon by rail. LEL balance the Authority's needs to bring waste across from Hendon with accepting direct deliveries from Hertfordshire County Council under contract and non- contracted tonnages from third parties including East London Waste Authority (ELWA) at enhanced gate fees. Third party waste can often be supplied at short notice and so can be a useful part of the mix ensuring that the EfW operates at the right capacity.

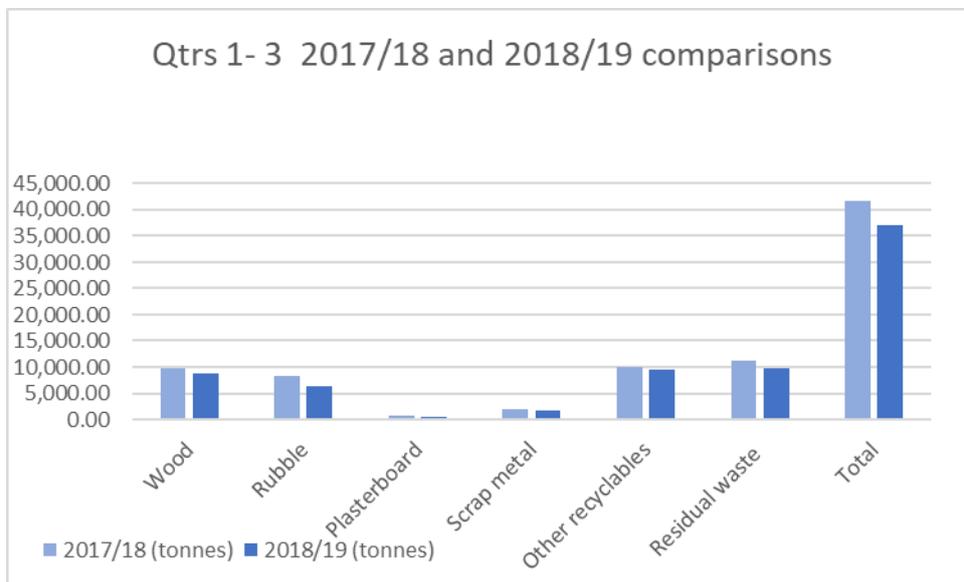


- 1.4.3. The Authority keeps under review the tonnage which LEL takes in from different sources so that in contract dialogue with the company we can understand the judgements which LEL are making about waste deliveries at the EcoPark to ensure the right balance of maximising operational efficiency and the financial rewards to either the Authority or LEL.

1.5. Reuse and Recycling Centre (RRC) service

- 1.5.1. The table below illustrates the service provided by LEL at six RRCs whilst Bywaters provide the service at the seventh (Gateway Road Leyton). The latest verified tonnage comparison information (Q1-3 2018/19 compared to the same period in 2017/18) is provided in the table and chart below.

Qtrs 1- 3 2017/18 and 2018/19			
Material	2017/18 (tonnes)	2018/19 (tonnes)	Difference (tonnes)
Wood	9,753.88	8,756.88	997.00
Rubble	8,173.31	6,450.55	1,722.76
Plasterboard	647.97	576.16	71.81
Scrap metal	1,944.61	1,830.82	113.79
Other recyclables	9,922.53	9,539.44	383.09
Residual waste	11,269.72	9,783.33	1,486.39
Total	41,712.01	36,937.18	4,774.83
Recycling rate	72.98%	73.51%	

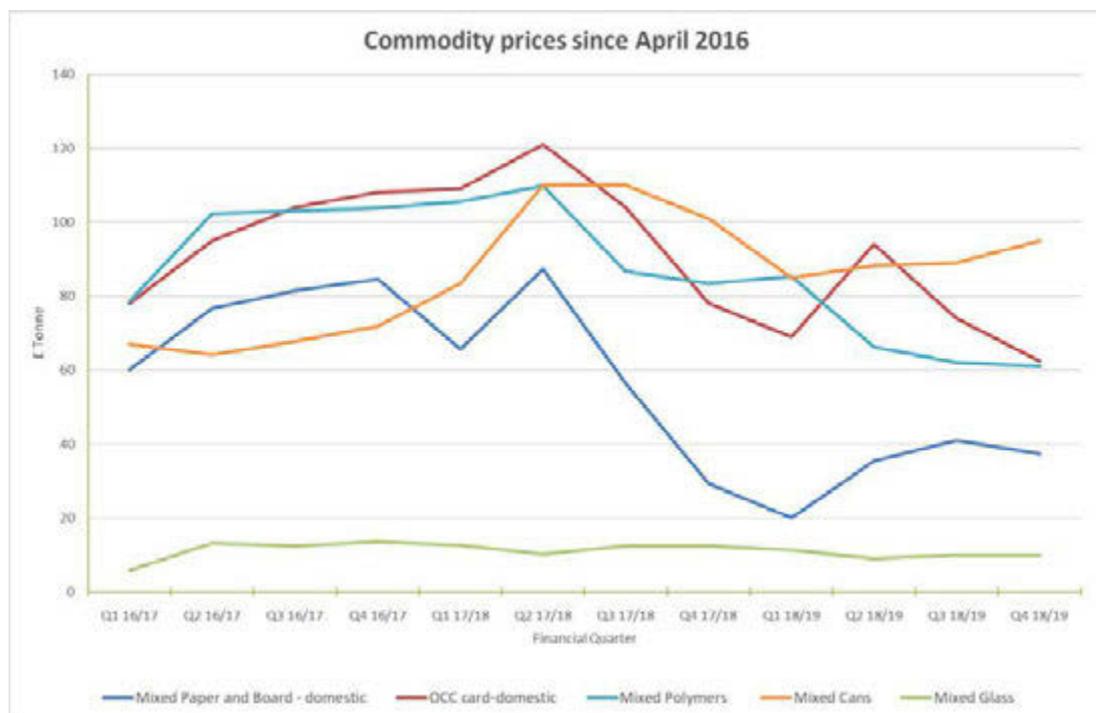


- 1.5.2. Whilst there is circa a 4,770-tonne or 11.5% reduction in 2018/19 these are mainly distributed across the waste streams more commonly associated with trade wastes (rubble and wood) and together with the reductions in residual waste is a positive indication that measures taken in combatting trade wastes at the RRCs (implementation of the van booking system as well as restrictions on the amounts of rubble that can be received) are working.

- 1.5.3. Members will note there is also a slight increase in the overall recycling rate of 72.98% for Quarters 1-3 2017/18 to 73.51% for the same period in 2018/19.
- 1.5.4. Officers have provided a copy of the Reuse and Recycling report for when site visits to Surrey County Council and Buckinghamshire occurred in Appendix A.

1.6. Commodity prices

- 1.6.1. Previous strategy and services reports have informed Members on the value of recyclates. The chart below provides the latest market information and shows the commodity prices for mixed paper, card and mixed polymers has further reduced whilst the price for mixed cans has increased.



- 1.6.2. Prices remain relatively buoyant despite the continued uncertainty of Brexit. There is a continued focus on quality with the paper mills and the Authority contractors are investing in equipment to ensure these specifications are met enhancing the value of the materials paid to the Authority.

1.7. Other matters

- 1.7.1. Officers have been approached by Capita/London Borough of Barnet for works to install a retaining wall on the existing Hendon waste transfer station site to allow for road access to the Capita works area located adjacent to the south of the site's boundary.
- 1.7.2. Following a request from colleagues at London Borough of Islington, together, officers are looking at the feasibility of installing an Automatic

Number Plate Recognition (ANPR) barrier system at the Hornsey Street entrance of the Hornsey Street waste transfer station and depot.

- 1.7.3. Members will recall that Authority Officers were going to hold a training session for officers of the seven constituent Boroughs in how the reporting functions of the Waste Data Management System (WDMS) and Quarterly WasteDataFlow sheets work which the Authority provides to Boroughs to report to Department Environment Food Rural Affairs (DEFRA). That training took place on Tuesday 12th February at Berol House and all 7 Boroughs were represented.
- 1.7.4. A key outcome of the training was to form a working group of data officers to discuss developments and queries with regards to data management. This group will meet periodically to form the specification of a replacement of WDMS, to discuss improvements to the WasteDataFlow sheets and will work to ensure that data is reported consistently across North London.
- 1.7.5. Officers are assisting Borough Officers in the production of Reduction and Recycling Plans (RRP's). This includes liaising with the Greater London Authority (GLA) and their consultants in providing data for Boroughs, so the plans are developed with sound evidence. Words will be provided in areas of the RRP's where the Authority manages or influences a service.

2. COMMENTS OF THE LEGAL ADVISER

- 2.1. The Legal Adviser has been consulted in the preparation of this report and comments have been incorporated.

3. COMMENTS OF THE FINANCIAL ADVISER

- 2.1. The Financial Adviser has been consulted in the preparation of this report and comments have been incorporated

List of documents used:

WasteDataFlow - national web-based waste data system

Available at <http://www.wastedataflow.org/>

Our Waste, Our Resources: A Strategy for England, HM Government, 18 December 2018, Available at: <https://www.gov.uk/Government/publications/resources-and-waste-strategy-for-england>

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APPENDIX A: REUSE AND RECYCLING REPORT

Re-use and Recycling Centre (RRC) report

Annie-Laure Menyonga

Monitoring Officer

NLWA

08.01.2019

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1. INTRODUCTION

The role of the NLWA monitoring officer is to monitor the waste management contracts we have with LondonEnergy Ltd (LEL) and Bywaters for the operation of the reuse and recycling centres RRC in the North London Authority area. As part of this role the head of Services and Strategy suggested that the monitoring officer visit at least two sites managed by different contractors and located outside of the Authority area. The purpose of this was to see how other sites were managed and whether there were opportunities to improve our site operations and partnership working based on what was observed.

In particular the following points were explored:

1. The site induction process
2. How the RRC client monitored their contracts.
3. How the sites were managed and whether examples of best practice could be applied at our RRCs
4. The performance of the Reuse shop
5. Any improvements the client or contractor would make to the contract since it was implemented.
6. Conclusions from the visits

2. EARLSWOOD COMMUNITY RECYCLING CENTRE (REDHILL, SURREY)

In November 2018 the NLWA contract monitoring officer and contract manager visited the Earlswood Community Recycling Centre in Redhill. This site has a reuse shop and a waste transfer station on its premises. The site is one of fifteen sites managed by Suez in partnership with Surrey County Council, with four of the sites hosting re-use shops

NLWA staff met with the Suez Regional Operations manager and the Waste Contract manager for Surrey County Council and on arrival at the site there was a ten-minute induction outlining health and safety procedures and the location of the welfare facilities. This followed with a meeting where the client contractor relationship was discussed and then a walk about of the site which included a visit to the reuse shop.

Points of note:

- Clear evidence of partnership working: Strong relationship between client and contractor both working to make mutually beneficial improvements and add value to the contract.
- Ideas from contractor are shared with the client and agreed prior to implementation
- Use of front end loaded strategy (invest on front end) and back end savings to making the service efficient
- Market testing on pricing done within the contract (movable contract on the margin to suit both parties)
- Managers have regular one to ones with their staff empowering and supporting their development
- Structured management hierarchy in place
- Meet and greet on arrival for everyone
- Entry barrier and height barrier to manage site access
- the contractor has a strong enforcement approach on abuse by members of the public and trade waste, supported by the use of bodycams.
- The site was very clean and litter bins & brooms are located around the site for easy access when sweeping and litter picking
- There is an operative dedicated to opening black bags to take out recycling, diverting an additional 30% of materials through this exercise. 10 % of the value of the recycling is rewarded back to staff
- Some waste such as tyres, plasterboard, rubble is charged for.

- The Council staff used handheld Personal Digital Assistants (PDA's) as a reporting tool.
- The contractor provides a monthly report on performance against key indicators in the contract
- The reuse shop generates an average of £2,500 per week. For the network of shops this equates to a profit of around £400k per year of which Surrey CC receives around one quarter (£100k).
- PAT testing of WEEE on site particularly TV's and lights
- Communication for the shops clearly shows financial support for local charities and how some of the money is used to offset running costs of the RRCs
- Community involvement: residents get to nominate four charities every quarter who will get a share each of the 10% net profits from the shops

3. ASTON CLINTON HOUSEHOLD RECYCLING CENTRE (AYLESBURY, BUCKINGHAMSHIRE)

In November 2018, Aston Clinton HWRC in Aylesbury was the second RRC visited by the NLWA monitoring officer and two colleagues from the NLWA operations team. It is one of ten sites in Buckinghamshire, all managed by FCC Environment through a contract with Buckinghamshire county council. Personnel from both Buckinghamshire Council (waste contract team leader, monitoring officer and a waste awareness officer) and from FCC (site manager and site supervisor) met us on site.

There was a site induction covering the operational procedures and welfare facilities which took about 10 minutes.

The representative from the Council explained that closure of two of its ten RRCs was being considered and also the introduction of charges for some types of waste at the remaining sites. A consultation exercise about these proposals was underway at the time of the visit. These included charging for construction and demolition waste at £2.50 per 25 litre bag, £4 for tyres, £2.50 per 25 litre bag of soil and £10 "per equivalent size to a door 2m x 1m" of 'chargeable' wood. The changes would reduce the cost of the county's RRCs service and reduce spending by up to £1.2 million.

Other plans included reduced opening times from seven to five days per week for two sites, as well as closing one site permanently in September 2019 as many of the site's visitors (32%) were from the neighbouring Council.

In January 2019 all the proposed changes were all approved. (See information from LetsRecycle 9th January 2019)

Points of note:

- In depth induction focussing on the importance of Health and safety
- Very clean site / no litter at all
- Clear site line markings
- Evidence of further recycling (Oil filters and Bulky waste)
- Shredder to shred mattress (purchase cost, £500K return in value not clear)
- Signage explains where waste goes or how it is transformed and are not just about naming the waste type.
- Existence of shop widely publicised around the site reminding people they can divert items suitable for reuse.
- The contract is closely monitored closely with a strong focus on service level agreements, key performance indicators and defaults. Both client and contractor understand and agree the process with no apparent tensions on either side.

- Signage was visible and in good condition. There was Pat testing on site for the electrical items sold and a regular supply of reuse items for the shop from other sites delivered up to 3 times a day during the summer.

4. NLWA REUSE AND RECYCLING CENTRES (NORTH LONDON)

There are eight RRCs within the North London Authority area. Six are managed by LEL (our main contractor), one by Bywaters (Gateway Recycling Centre in Leyton), and Barrowell Green recycling centre which is managed by Suez on behalf of LB Enfield. The sites accept a wide range of recyclables including some of the more difficult items such as paint and gas cylinders and had an average recycling rate (excluding Barrowell Green) of 71% in 2018.

There is currently a reuse shop (Second Time around) at Kings Road RRC centre in Chingford, which is managed by LEL and more recently a shop at Barrowell Green RRC. Second Time around is well used and has an average income of around £1,500. Another shop was open at Summers Lane, but this closed last year while the mess room facilities and site improvements are being implemented. All sites are being fitted with new or refurbished staff / office facilities.

All the sites are fitted with height barriers, have CCTV and use an online van booking system to deter commercial waste which the NLWA RRCs are not licenced to accept. There are also limits on the number of bags of soil and rubble that can be deposited at any one time and a restriction on the number of van visits to five per year. Staff also have body cams and are trained for use of the site plant, updated on health and safety matters and new policies and procedures.

Our contract with LEL is fixed on a yearly basis and we get most of our performance and tonnage information (for monitoring and invoicing purposes) via the Gatehouse weighbridge system.

We liaise regularly with LEL staff on RRC activities and currently have a more formal monthly client liaison meeting with LEL to go through operational issues across all the sites (including the RRCs) where there is a set agenda.

The following information provides a comparison between the sites visited and the NLWA RRC.

5. Table 1: COMPARISON TABLE / RRCs

	LEL / NLWA	SUEZ / SURREY	FCC / BUCKS
POPULATION	2, 202 ,344	1, 185, 321	535, 918
HOUSEHOLDS	811, 810	490, 110	218, 900
DENSITY (persons per km2 or sq mi)	7341/km2 (19014 / sq mi)	712/km2 (1,840/sq mi)	342/km2 (890/sq mi)
AREA SURFACE	300 km2 (115.83 sq mi)	1,663 km2 (642 sq mi)	1,565 km2 (604 sq mi)
NUMBER OF SITES	8	15	10
TONNAGE (2017/2018)	67,000 tonnes	95,642 tonnes	57,743 tonnes
TOTAL AUTHORITY RECYCLING RATES	31.2%	54.8%	56.6%
Operational CONTRACT COST excludes disposal costs	Over £2.1mill / 8 sites	£4.4 million	£2.5 mill / 10 sites

MEET & GREET	No. Except to open for vans	Yes. Operative at barrier.	No. But small weighbridge at front
SECONDARY BARRIER	No. Only height barrier	Yes for everyone. Also height barrier	No. Only height barrier
VISITOR INDUCTION	Not at any RRCs	Yes. Paper and sign	Paper and sign
VANS ACCEPTED	Yes. 6 sites only	Yes to bigger sites only	Yes with permit. No limit. Trade waste payable @ £168 + vat
CLEANLINESS	Some sites cleaner than others. Very dusty; lots of leaves	Very clean. 1100L bins dotted around site for easy cleaning	Very clean
LINE MARKINGS/TARMAC	Mostly faded Needs updating/repared	Very visible. In good condition	Very visible. In good condition
SIGNS	Mainly ground level and need updating/replacing	Height level. In good condition. Visible and easier to read	Height level. In good condition. Visible and easier to read
FURTHER RECYCLING	Nothing in place currently	Dedicated operative opening black bags	Separate container for bulky waste
COMMUNICATIONS	Directional mainly	Informs about what happens to waste	Directional mainly but less bland
CHARGEABLE WASTE	None	Plasterboard, Tyres, Rubble (card only)	Now charging for wood, soil & rubble
MONITORING OFFICERS	1	Team of 5 people dedicated to RRCs and 2 monitoring officers	2 officers. (1 for 5 RRCs each)
MONITORING INTERFACE	Paper	PDA	Paper and comprehensive. 3 copies per page
KPIs / DEFAULTS	KPIs listed Management decision on defaults	KPIs listed, followed, fines given but emphasis more on added value	KPIs listed, enforced and backed up with default through process
REPORTING OF SERVICE / MEETINGS	Client liaison meeting	Delivery plan (SLA, KPI's, paperwork inspection)	Monthly meetings & Report

6. Table 2: COMPARISON TABLE of Re-Use SHOPS

	LEL / NLWA	SUEZ / SURREY	FCC / BUCKS
SHOP VISITED	Second Time Around (Kings Road RRC)	REVIVE (Horley Road, Redhill)	South Bucks Hospice (Aston Clinton)
OPENING TIMES	Wed-Sat (& 1 st Sunday of Month) 9-4pm	Mon-Fri (8-4pm), Sat-Sun(9-4pm)	7 days (9-4pm Summer; 9-6pm winter)
EMPLOYEES Full time FT Part time PT	2 FT 1 PT No driver dedicated to site/shop	2 FT 1 driver/pat tester	3 FT 2 drivers (1 per 5 sites) 1 pat tester

NUMBER OF SHOPS	1	4	4
RESIDENTS PER SHOP	275K	79K	54K
SHOPS RUN BY	LEL	SUEZ	South Bucks Hospice (Charity)
WEEE ITEMS	None	TV, lamps & vacuum cleaners	Almost everything except large items
PAT TESTING	No	Yes. Dedicated operative	Yes. Dedicated operative
OTHER BIG SELLERS	Furniture	Bicycles	Guitars Chairs (December) Lawn mower (March/April)
VANS	1	1	1
DELIVERY SCHEDULE	once a week	3 times a week	Daily. During summer could be up to 3 times a week
INCOME/SALES REVENUE	£83,000 / YR £1300 AVR/WK	£2500 AVG/WK Per shop	Confidential
HOW IS INCOME SHARED	Offset against running costs. Profit return to NLWA	Offset against running costs	Confidential
COMMUNICATION	Website/leaflets	Website/leaflets	Website/leaflets/posters
PUBLICITY	Very little	Info about prices of items displayed around shop	Info about shop displayed around the site
PRESENTATION OF SHOP	Some items labelled. No price list.	Well presented. Items labelled and price list displayed across the shop	Could be better organised and presented

7. RECOMMENDATIONS

NLWA aspires to improve the recycling rate at its RRCs and manage them within budget as efficiently as possible while optimising the value of the materials received. To facilitate this, the current RRC service is being reviewed and compared with other RRC contracts such as the two outlined in this report, so that a programme of improvements can be agreed and implemented.

The recommendations made below are based on observations from the Buckinghamshire and Surrey site visits and range from simple tasks with very little cost involved to more strategic measures requiring members' engagement and feasibility studies. They are made to improve the service at the NLWA RRCs, considering best value, efficiency and effectiveness.

RRCs

- Introduce a 'meet and greet' function at the sites accepting vans to reduce trade waste. Risk assessment and feasibility study to be done to ascertain if added cost will add value
- Name badge to be clearly displayed / pinned on the lapel of clothing. Gives a human face to the service and improves relationship between site staff and residents.
- Fit netting on fence parameters to aid cleanliness and stop litter.
- Agree a budget to make site improvements such as line markings etc.

- Site operatives to have forum to allow consultation where ideas are shared with senior management
- More information available about recycling and where materials go and how they are reused.
- Consider adjustments of opening times. Winter and summer hours (such as currently in place at Barrowell Green)
- Tasks to increase recycling rates: mattress recycling, adding a bulky waste skip, opening and sorting through black bags (Would need a cost / benefit analysis).
- Considering charging for items such as tyres (at the moment only accepted at summers lane but service in demand backed by telephone queries we receive). Other waste types such as Rubble and plasterboard (above the agreed quota per resident) can be considered.
- Continued development of staff through training and engagement senior staff
- LEL to continue to develop best practice methods of working by perhaps visiting other contractors
- Tougher cleaning regime to be implemented on sites. Sites need increased maintenance schedule.
- Resident should be encouraged to use feedback/comment cards on site should they wish to (it will help respond better to needs, improve service and lessen the number of complaints)

SHOPS

- Every site to be serviced once a week making the shop supplied at least 4 times a week
- Tunnel tent to be fitted so furniture and items not exposed to the elements.
- Turn current storage room into a better laid out and presented display area
- PAT tester to be based at Kings Road /could also serve as driver to pick up items from sites to the shop (should electrical reuse commence)
- Shop to be better advertised from main gate (bigger sign)
- Signs about the shop to be put up at all the sites
- Item from Hornsey Street to be included within the round; items are of good quality and are mainly furniture due to the affluence of the area. Currently it is collected by Brightsparks (London Borough of Islington charity) but they cannot keep up with volume and some good items regularly end up in recycling or residual waste
- More communication about the purpose of the shop, how the revenue from sales goes back into community
- Revenue could be spread so to include the local community; maybe charities within the authority. Does not need to be a huge amount but community participation and good causes are important as they motivate residents.
- Opening a second shop in Summers Lane RRC, or South Access Rd. residents request for this service as Chingford is not easily accessible from Islington or Camden.
- Regis Road has a mezzanine area within the storage area that has potential to serve as a shop floor. There have been issues in the past concerning reuse on site but with careful planning this time round, the outcome can be different. The space on site is limited but some measures can be put in place when a shop is created so as not to disrupt daily operation on site. Limiting the number of days opened, perhaps opening for a few hours only on those days etc.

8. PHOTOS



Shop at Earlswood (Clear information)



Earlswood (Tunnel at the back and fence to contain items)



Earlswood (Information about waste)



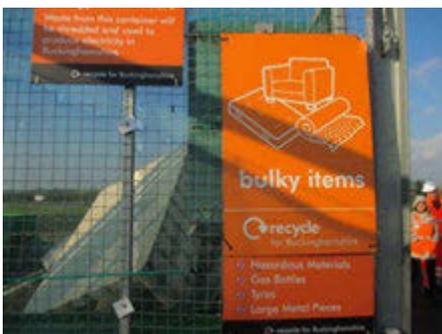
Earlswood (Black bag sorting post)



Earlswood (One of many litter posts)



Earlswood (Meet and greet)



Aston Clinton (Bulky waste recycling)



Aston Clinton (Litter free)



Aston Clinton (PAT testing workshop)



Aston Clinton (Advertising the shop)



Regis Road RRC (NLWA) 2007



Regis Road RRC (NLWA) 2018



Kings Road 1 (Items under rain)



Regis Road (Usable empty space)