



HERTFORDSHIRE WASTE PARTNERSHIP

MEMBERS' GROUP

25th January 2010

Item 12: Draft Work Programme for 2010/11

Author: Duncan Jones (01992 556150)

1 PURPOSE OF THE REPORT

- 1.1 To present for discussion a draft work programme for each HWP officer group and sub group for 2010/11. At this stage the draft programme is presented in a narrative form for discussion purposes.
- 1.2 The draft work programme was presented to Heads of Waste and Directors' groups in November and December and is currently being consulted on with each of the sub groups with a view to the programme being formalised at the next Directors' meeting in March.
- 1.3 To this end the draft programme is being presented to allow the Members' group to contribute to this process with feedback incorporated into the final programme.

2 BACKGROUND

- 2.1 At their meeting on the 30th March 2009 the Directors' group discussed and agreed that as a group they should be setting the annual work programme for the Heads of Waste group (HoWG).
- 2.2 This report represents the initial response to that concern and presents draft work programmes for each of the officer groups in the HWP for discussion.
- 2.3 However, before considering specific programmes it is important to remind ourselves of the relevant context under which the draft programmes should be considered.
- 2.4 As noted in previous reports the joint procurement and strategic alignment of waste collection services is a key feature in the JMWMS (core objectives 3 and 8), and Memorandum of Understanding (clauses 4.1 and 5.6). Joint service procurement is also a main feature of the work programmes for both the Directors' group and HoWG as detailed in the Terms of Reference.

2.5 Therefore clearly as much possible work programmes need to be geared towards achieving these objectives.

3 DRAFT WORK PROGRAMME

3.1 Directors' Group

3.1.1 Previously reports have commented on the lack of progress with respect to some of the strategic issues linked to the development of the HWP, i.e. discussions around governance and the joint procurement of services.

3.1.2 Therefore taking on board recent agreement to create a Directors' sub group to look at some of these issues the group needs to take on a primary role by examining the following issues :-

- **Governance** – In May 2006 as one of the background papers to the Joint Strategy Eunomia published a report assessing various options for evolving partnership arrangements. The report can be downloaded from the WasteAware website - <http://www.wasteaware.org.uk/strategy/partnershipoptions.pdf>. However, since the report was produced there have been seismic changes in the 'governmental landscape' which need to be considered. Therefore it is suggested that the Directors' group look to revisit this exercise with a view to determining what advantages and disadvantages exist with respect to different service delivery models and / or governance arrangements including specifically the size and scope of any potential savings that could be made across the two-tier structure through different ways of working in part to address the financial environment which we are about to move into.
- **Partnership Survey** – from a 'Partnership perspective' it is evident that in some areas there is disconnection between the strategic direction and evolution set out in the Memorandum of Understanding and Terms of Reference and work 'at the coal' face. Therefore efforts need to be made to 'reset' our collective understanding in terms of how each officer group is contributing towards these strategic aims. Stage 1 of this process will be to develop a questionnaire to tease out perceptions with respect to the 'health' of the HWP at each level to illustrate where the disconnects exists.
- **Joint Procurement** – the Directors' group needs to map out and prioritise where collective efforts should be concentrated with respect to opportunities to pursue joint procurement of waste related services. This will start with a mapping exercise to be presented at the Directors' meeting in December which will look at current activity, contract dates and geographical considerations.
- **Partnership Event** – stemming from discussions at the last Directors' meeting plans will be put together for a one off event where issues arising from the work detailed above can be set against future external pressures which may have a bearing on how we deliver services in Hertfordshire. The event will take the form of a special meeting where relevant external speakers were invited to illustrate how they see waste management in the UK evolving based on the likely future challenges, i.e. moving to carbon based targets etc.

3.2 Heads of Waste Group

3.2.1 Based on work carried out in 2009/10. The 2010/11 programme for the HoWG needs to build on a number of key areas as suggested below :-

- **Packaging Consortium** – subject to a successful conclusion to the procurement process, February next year will see the implementation of the new packaging consortium for glass, cans and plastics. However, to derive the fullest possible benefit from the consortium the HoWG needs to lead on ensuring that the range of materials which are able to be collected under the consortium are reflected in the range of materials collected by each constituent authority. This will need to include not only physical changes to collection systems but also any and all supporting public relations material to ensure messages being sent to Hertfordshire's residents are as consistent as possible. The same process could also be applied to the newspaper consortium to ensure that the efforts of residents are based where possible on a common understanding.
- **Collection Policies** – it is not uncommon for neighbouring authorities to have different policies linked to specific service provision. However, most policies represent custom and practice and are rarely reviewed to ensure they are still relevant. In addition they can also be the source of some disquiet among residents with residents in one part of the County treated different to those in other parts for reasons that are nothing more than historic precedent. The draft work programme therefore suggests itemising each of these policies to see what changes can reasonably be made to align them, i.e. assist lists, side waste policies, bulky waste, asbestos etc.
- **Creation of HWP Risk Log** – despite an objective to update the HWP risk management plan being part of the work programme prior to September 2008 to date no such plan has been created. The HoWG should address this issue. This may necessitate formalised training in an appropriate risk management methodology. From a practical standpoint this work could be incorporated into the review of the joint strategy as discussed elsewhere on the agenda.
- **Recycling of Fly Tipped / Street Cleansing Wastes** – despite discussions with respect to this issue on a number of occasions during the last 12 months little progress has been made. The Heads of Waste group should aim to resolve this issue during 2010/11. This will require a renewed effort to supply data relevant to the exercise so its potential contribution towards the aims of the joint strategy can be assessed.
- **Joint Strategy Review** – reported elsewhere on the agenda is a scoping report with respect to the review of the joint strategy. Subject to any changes made by the Directors' and Members' groups in December and January the Heads of Waste group should build in the various elements of the review into the 2010/11 programme.

3.3 WasteAware Sub Group

3.3.1 Continuing with the proactive nature of their approach the WasteAware group has given early thought to the areas they would like to tackle including :-

- **Re-Use** – this would take the form of a general public relations push on how to link into various re-use activities available locally and via mediums such as the internet.
- **Home Composting** – continued promotion of the county wide scheme that sees Hertfordshire's residents able to purchase compost bins at a single rate regardless of where they live in Hertfordshire.
- **Real Nappies** – further promotion and enhancement of the real nappy scheme based on the results of the review conducted in the autumn of 2009 as previously reported to the group.
- **IT Takeback** – since August work has been underway to scope out and put together provisional plans for IT take back events at various locations across the County. However, to date we have been unable to secure sponsorship for the event, which means that to proceed on a similar basis to last time the constituent authorities are looking at a combined cost of £23,500 - £26,500 dependent on how many units are actually refurbished.
- **Love Food Hate Waste** – having concentrated on this topic during 2009/10 the group wish to continue to promote this initiative as it supports waste reduction, minimisation and re-use.
- **Schools Packs** – whilst work has already commenced with updating the schools packs previously put together for key stages 2 and 3 this work is likely to stretch into the new financial year and will need to consider new guidance recently published by WRAP.
- **Brand Application** – 2009/10 has seen the successful integration of recovery into the WasteAware brand which has been refreshed to reflect the full waste hierarchy. In turn in order to ensure consistent application of the brand across the Partnership HWP officers in conjunction with the WasteAware sub group and the Districts Communications group need to actively promote understanding and use of the brand.

3.3.2 Each of these actions has the advantage of being generic in nature meaning that they can be applied in each of the constituent authorities without the need for programmes to be adapted to specific local circumstances.

3.3.3 However, this does not prevent individual districts choosing to enhance certain aspects such as those that elect to provide additional subsidy for the real nappy campaign.

3.4 Operations Sub Group

3.4.1 Linking in with the strategic context outlined in paragraph 3.1.1 the draft work programme for the operations sub group is designed to contribute towards the continued realignment of collection services across the County :-

- **Waste Container Procurement** – this work stream has already been initiated and is designed to see if savings can be achieved through the joint specification and procurement of waste containers ranging from kerbside boxes to 1100 litre trade waste bins. The group is currently gathering data on the ‘typical’ annual purchases in each authority. On the assumption that potential savings are worth the effort the next stage will be to scope out a framework agreement whereby one of the districts will purchase containers on behalf of the HWP.
- **Data Collection Phase II** – Analysis is currently being put together to assess the resources used within the different collection models, i.e. how many crews, the number of operatives etc. Whilst this work will need to take into account any district specific considerations it nonetheless has the potential to indicate how other areas such as route optimisation work might be able to generate efficiencies.
- **Vehicle Procurement** – Starting with the DSOs the group should look to map out likely vehicle needs during 2010/11 to identify opportunities for joint procurement either through a dedicated Hertfordshire agreement or through one of the existing frameworks which work in similar fashion to groups like the Eastern Shires Purchasing Organisation.

3.5 Street Scene Sub Group

3.5.1 Perhaps one of the most important areas in 2010/11 will be issues tackled by the Street Scene sub group including fly tipping and graffiti removal. Recent reports and discussions on both issues illustrate historical perspectives that are becoming increasingly entrenched reinforced by parochial reactions based on two-tier boundaries.

3.5.2 Therefore for both graffiti and fly tipping, and as approved at the Heads of Waste meeting in October work has commenced to assess the total sum of resources employed by the districts and the County. Once calculated consideration can be given to assessing the potential in deploying the combined resource in different ways in pursuit of achieving better value for money from the resources used.

3.5.3 This will require a change of thinking across both tiers which so far is predicated on the assumption that each individual authority will continue to provide ‘their bit’ which is unlikely to be sustainable as resources continue to be squeezed.

3.6 Waste Data Sub Group

- 3.6.1 The Waste Data Sub group was originally formed to assist the constituent authorities in the generation, capture and inputting of waste related data into DEFRA's online database – Wastedataflow.
- 3.6.2 The current general level of competence with respect to this function is such that meetings are held on a quarterly basis. Therefore with this as a background no specific actions for this group have been identified.
- 3.6.3 The group continues to provide mutual support to one another on various waste data issues and is well practised in mentoring officers new to this area of work.
- 3.6.4 That said given this situation the HoWG may wish to consider tasking the sub group with looking into specific performance indicators and their relevant data sets such as those relevant to NI 195 to ensure on going confidence in the data.

4 Recommendations

- 4.1 The Members' group consider the draft work programme as presented in the report highlighting any changes they would like to see.
- 4.2 That any such changes are incorporated into a final version of the 2010/11 work programme that will be presented to the Directors' group in March for final approval.
- 4.3 That progress reports continue to be presented to HWP Members' group on a regular basis.