

HERTFORDSHIRE WASTE PARTNERSHIP

MEMBERS GROUP 26th January 2009

Item 10: Work Programme

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1 Purpose of Report

- 1.1 To take account of progress made in a number of areas since the work programme was last updated. To discuss new work streams and present a revised programme for the period 2009 – 2011 highlighting the main issues.

2 Background

- 2.1 The work programme was last presented on the 19th September 2008. Since then a number of work streams have come to an end and a number of new ones have been identified.

3 Main Changes

3.1 Residual Waste Treatment

- 3.2 The Outline Business Case (OBC) linked to the residual waste procurement programme was submitted to DEFRA on the 31st October 2008. The next key stage in the process is approval of the OBC by HM Treasury in February / March 2009.

- 3.3 Other updates under this heading reflect the need to reconstitute the residual waste procurement team to include support from external consultants linked to implementation of a communications strategy which will commence as soon as the OBC has been approved.

3.4 Refuse Collection

- 3.5 To date a review of current collection methods for kerbside recycling, residual wastes, collections from flats, trade waste customers and bring schemes has been completed. This review was intended to be factual only and did not pose questions with respect to the validity of the collection methods used.

- 3.6 The memorandum of understanding and work streams linked to the development of joint decision making envisage that collection strategies will be aligned overtime. Such alignments will need to be supported by strong business cases.

- 3.7 However, given the number of boroughs / districts involved; the mix of private contractors and direct service organisations; as well as different collection methods and frequencies it is recommended that efforts are concentrated on a number of 'natural alignments' that already exist. This will also be more efficient taking into account existing contractual relationships.
- 3.8 To initiate this process boroughs / districts have been asked to outline their procurement needs from April 2009 onwards with respect to waste related equipment and services. Outlines are expected to include informal expressions of interest in working together towards joint service provision.
- 3.9 The revised work plan also includes a target for the Hertfordshire Waste Partnership, (HWP) to formally agree a trade waste policy by April this year, (reported elsewhere on the agenda).

3.10 Governance

- 3.11 The last work plan centred around the need to obtain HWP approval of the Memorandum of Understanding (MOU) followed by further investigation into governance options with a target to identify preferred choices by July 2008; HWP approval by October 2008 and formal adoption by individual partners by January 2009. To date progress has included formal adoption of the MOU and the Annex.
- 3.12 The next and most pressing governance issue is the need to formally adopt an Intermediate Inter Authority Agreement, (IIAA) which will specifically underline the relationship between the county council and the boroughs / districts linked to provision of long term residual waste treatment capacity. The IIAA is a legally binding document and in effect is a prerequisite for securing PFI funding from DEFRA to support Hertfordshire's residual waste procurement programme. Endorsement of such a document by all eleven HWP authorities could have a major impact on the net cost of residual waste treatment for Hertfordshire's council tax payers over the next 25 years.
- 3.13 To support this process workshops were held on the 20th November and 8th December at which borough / district, county and partnership officers, supported by public sector legal specialists Sharpe Pritchard, began working through the issues pertinent to an IIAA. A third workshop was held on the 13th January 2009 at which a number of remaining issues were resolved. The work plan has been updated to reflect this process.
- 3.14 However, this still leaves work to be undertaken on assessing and agreeing options for new governance arrangements. An investigation is currently underway into different joint governance systems that have been implemented in other waste partnerships. Of particular importance are the critical success factors on which to base recommendations with respect to establishing joint decision making mechanisms for the HWP.

- 3.15 To be clear whilst this investigation is underway it is being kept separate from the IIAA process in order to ensure that the IIAA is agreed on time and is not unnecessarily delayed due to any difficulties stemming from wider governance discussions.

3.16 *WasteAware Campaign*

- 3.17 Since the work plan was last updated a number of initiatives have continued including the promotion of home composting and real nappies together with the annual schools project.

- 3.18 The draft work programme for 2009/10 includes these work streams some of which will be subject to reviews as well as funding and tendering exercises. Potential new areas of work include looking at options for establishing a re-use programme as well as systems to monitor the effectiveness of the WasteAware campaign linked to performance indicators agreed for the HWP as a whole.

- 3.19 One particular area that needs to be revisited is the debate around the appropriate use the HWP logo. Discussions concerning bids for funding from the waste infrastructure capital grant indicate that boroughs / districts continue decide on an individual basis when, where and if to use the logo. This has led to repeated discussions on this topic with little sign of a common approach. The creation of a specific work stream to address this issue should look to establish protocols that can be agreed by the HWP so this issue can be resolved. This could also address issues around aligning the HWP brand with other generic national branding.

- 3.20 In addition to the above the WasteAware campaign will also need to be adjusted to achieve synergies with the residual waste communications strategy.

3.21 *Waste Strategy Review*

- 3.22 Since Hertfordshire's joint municipal waste management strategy was agreed in July 2007 a number of key service developments have been implemented with further significant changes scheduled during 2009. At the same time the waste sector is being significantly affected as a result of global economic problems which are seeing impacts across the industry.

- 3.23 Given this environment it is recommended that the HWP reassesses the types and levels of risk that could prevent achievement of joint municipal waste management strategy targets. The revised work plan has scheduled this work to commence in April 2009; the findings from which will be presented to the Directors / Members cycle in September / October 2009. Consideration was given to updating the assessment earlier. However, volatility in markets for recyclables is changing the picture almost on a daily basis which could quickly render any assessment out of date. Therefore it is anticipated that starting the process in April will give sufficient time for the markets and the wider sector to stabilise in relative terms.

- 3.24 In addition to updating the strategy risk assessment the revised work plan has altered the timing of progress reviews for the strategy to coincide with information from Wastedataflow to allow for assessment of full year tonnages. Partnership officers will develop a standardised reporting format linked to the strategy action plan to facilitate these reviews.
- 3.25 To supplement the progress reviews the revised work plan includes a full strategy review starting in July 2010 which will highlight any gaps in performance. This work in turn should lead to a revised action plan to address these gaps which will be presented to the HWP for further consideration.

4 Consultation

- 4.1 The revised work programme was presented to the Heads of Waste group on the 21st November 2008 and incorporates feedback from this meeting. This report and the revised work plan were noted by the Directors' Group at its meeting on the 15th December 2008.

5 Recommendations

- A. That the revised work plan be noted.
- B. That the Members' group comments on any additional work streams that they feel should be incorporated into the plan and / or proposed changes to timings for individual elements.