

Taunton Deane Borough Council

Executive Committee June 22nd 2005

INTEGRATED WORKING FOR WASTE MANAGEMENT

(This matter is the responsibility of Executive Councillor Mark Edwards)

Lead Officer: Joy Wislade, Strategic Director

This report is being discussed at the Health and Leisure Review Panel on 16th June 2005. The recommendations from this Panel will be reported verbally to the Executive.

1. Summary / link to the Corporate Priorities

- 1.1 The purpose of this report is to update Members on the activities of the Council, as a member of the Somerset Waste Partnership (SWP) to progress more formal and integrated methods of delivering the services which manage municipal wastes. This report covers progress to date and a timetable for future action. It follows the Executive's decision in principle 12th January 2005 to create and manage waste services through a "Somerset Waste Board" (SWB).
- 1.2 This project supports the following corporate priorities: Environment & Delivery

2. Background

- 2.1 Waste management in Somerset is delivered through the actions of the five Somerset district / borough Councils acting as statutory "Waste Collection Authorities" (WCAs), and the County Council acting as the statutory "Waste Disposal Authority" (WDA). Members will be aware that through many years of collaborative working, joint service planning and commitment, the six Authorities acting together as the Somerset Waste Partnership have successfully delivered a huge range of improvements to service users, attracting significant levels of external funding. The SWP is now recognised as a national leader in the field of wastes management, and its performance ranks at third best in the country.
- 2.2 Despite the unquestionable benefits that collaborative working has delivered, and the success of the SWP which is currently managed through an informal Member / Officer Advisory Panel, the scale and nature of future waste management challenges in Somerset requires continuous evolution of thought and practice to make sure services can continue to be delivered effectively. The potential for contract integration and joint management arrangements was identified within the SWP's Continuous Improvement Plan, and over the past 18 months has been developed by the SWP Directors through a detailed Business Case. The outcome of this work, and the move to a "Waste Board" has now been adopted in principle by all six partners as a project each wish to deliver.

2.3 The core elements of this project, which have been developed in more detail following the Executive decision in January, are:

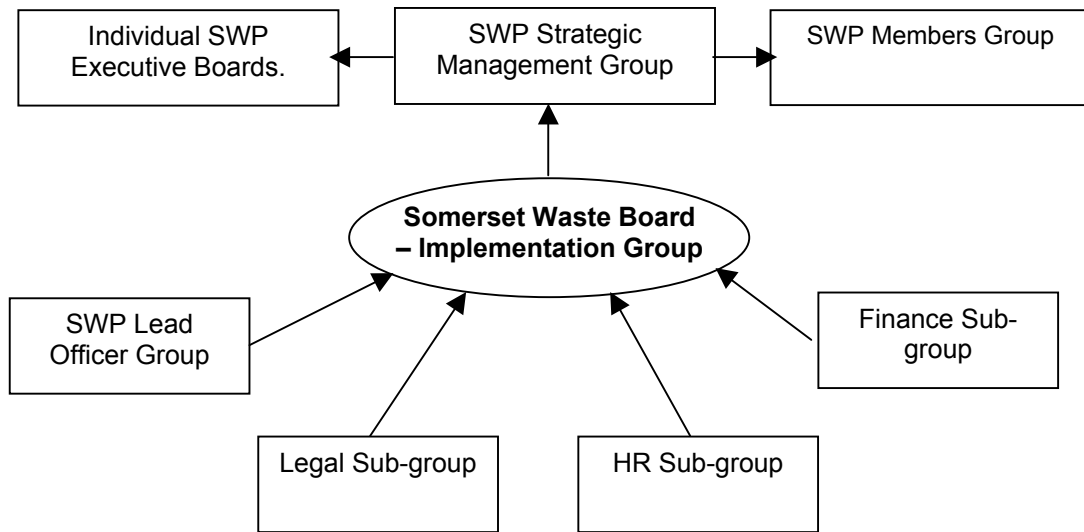
- A) The formation of a single Somerset Waste Board that has executive responsibility for all waste collection, disposal, and recycling services provided by all of the Somerset Councils;
- B) The establishment of a single client function of officers, responsible to the Board for delivery and management of the services;
- C) The tendering and management of contracts to provide the waste services (the packages of work to be agreed by the Board).

In terms of delivering this project, work has commenced in the following three main areas, of which it is envisaged that Members will specifically wish to have input to items 1 & 2. Note that the Strategic Director will maintain day to day responsibility for the detailed discussions to develop these items over the course of the project period, liaising fully with the Portfolio Holder and producing further Review Panel and Executive reports as required:

- 1) Constitutional arrangements (scope of responsibility, size of the Board, delegated authority, voting rights, etc.),
- 2) Management arrangements (establishment of organisation structure, location of Client side base, HR procedures to appoint to the Team, redeployment, etc),
- 3) Procurement Strategy (work packages, tendering arrangements etc).

2.4 The appointed Project Manager for this work, Lou Evans has now produced a detailed Project Plan to co-ordinate work over the next eighteen months, the main elements of which are summarised in SECTION 2.6 below. The project will be a regular item on the SWP Strategic Management Board and the full SWP, which meets every quarter. In addition, a dedicated "Somerset Waste Board Implementation Group" (chaired by Lou) has been created to co-ordinate the dedicated legal, HR and finance officers involved with the project. These three sub-groups will be led by Bob Brown (Sedgemoor), Jill Sillifant (Taunton Deane) and Donna Parham (South Somerset) respectively. The established SWP Lead Officers Group will also report into the Group via Steve Watts (West Somerset), Teresa Harvey (Sedgemoor) and Lesley Rowan (Mendip). This is shown on the diagram below in Section 2.5:

2.5 The Somerset Waste Board Implementation Group – Reporting Lines



2.6 For information, the principal elements of the Project Plan together with key dates for decisions are listed below in the three main project areas of “Officer decisions”, “Procurement timetable” and “SWP / Member decisions”. The detailed elements of the work to progress and agree the elements contained in the latter will be worked up and presented to each partner authority in due course.

Officer Decision	Key End Dates
Project Plan Sign-up	9th June 2005
Agree 'Working' Vision	18th July 2005
Agree new financial model	23rd August 2005

Procurement Timetable	Key End Dates
OJEU notice	29th July 2005
Tender evaluation & negotiation	March-July 2006
Partner Authority briefings	August-06
Contract award	September-06
Mobilisation	September 2006- January 2007
Contract start	1st February 2007

SWP/Member Decision Timetable	Key End Dates
Agree SWB Vision & Scope	15th September 2005
Agree SWP Constitution principles	15th September 2005
Agree SWB management structure	1st December 2005
Agree draft constitution / heads of term	1st December 2005
Agree service development strategy	1st December 2005
Sign SWB final constitutional agreement	2nd March 2006

Note, it was originally thought that the launch of the new contract could be earlier than February 2007, but following detailed consideration it has become clear that more time is needed to resource and deliver the significant workload involved with a project of this type. Taunton Deane's current Waste Collection contract ends in March 2006. However, due to the fact that our current contractor is willing to continue working with us under the current agreement the risk imposed to TDBC by this delay is considered to be minimal.

3. Consultations undertaken

- 3.1 The origin of this project lies in the development and adoption (2003) of the Joint Service Improvement Plan for the SWP authorities, which involved a very broad range of consultations from Members, staff, stakeholders and the public. The SWP have concentrated on Contract Integration and the concept of the Waste Board as a serious project since October 2003, and there have been a host of meetings of the SWP to progress this across the course of 2004/05.

Staff of the partner authorities have been briefed by their relevant senior manager as the project has developed and it is proposed to co-ordinate communications through a lead officer working on behalf of all six partners.

Unions have been briefed on the project by individual partners, and core Officers will take the advice of HR personnel as to when to undertake more formal consultation as, when and if appropriate to do so.

SWP Members have been fully briefed and have given input to the project through the regular meetings of the Somerset Waste Partnership over the past 6 months in particular.

4. Implications

- 4.1 The central drive of this project is to ensure that a key service which is delivered to a great number of people by a number of partners becomes even more streamlined, efficient and accessible. This will only be possible through the

development of more formal working arrangements for the SWP which centre on making decisions for the benefit of customers overall, and thus move to more equitable and accountable service provision.

- 4.2 The project also demonstrates an example of the way in which services across Taunton Deane will need to continually investigate new and innovative ways to operate in response to increasing funding pressures, the report of Sir Peter Gershon, and the general modernisation agenda for public service. It is the belief of the SWP that we are in a position to lead and shape this style of working, rather than have it imposed upon us later. The project should also be

viewed as natural progression for the long-standing and successful SWP to which all six Somerset authorities are committed. The proposal therefore directly supports Taunton Deane's commitment to, and benefit from partnership working.

- 4.3 In respect of service procurement, the WCAs of Somerset stand to gain from tremendous available efficiencies by connecting with the market as one unit, rather than five separate elements. It also gives the opportunity for SCC to play a part in the development of such contracts that will offer a key opportunity to align future waste collection practices to the requirements and outcomes of their long-term waste strategy.

- 4.4 There are a number of risks relating to a project of this scale, which will be managed by the development and maintenance of a Risk Register by the Project Manager. It is the belief of the SWP however, at Director level that such risks can be mitigated over the course of the next eighteen months through cross-authority commitment to this project.

- 4.5 This project is an opportunity to continue to strive for service excellence, and has been supported by external grant awards from central government keen to establish an exemplar model of two-tier working in the provision of waste services.

5. Recommendations

- 5.1 The Health and Leisure Review Panel is asked to support the following recommendations to the Executive:

1. To note and agree the timescale for project delivery,
2. To empower the Portfolio Holder (Environment) to lead the negotiations to develop the project on behalf of the Authority through the SWP and to delegate the Officer lead for the development of the project to the Strategic Director (Joy Wislade)
3. To note and approve the adequate resource of Officer and Member time required to deliver this project.