

Waste Pathfinder Project

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1. Recommendations

1.1 That the Joint Improvement Board considers this report which is submitted on behalf of the Waste Committee for Buckinghamshire and agrees to:-

- i) The scope, pace and timetable as set in paragraphs 3-6 and appendices 1 and 2.
- ii) An initial project budget of £75,000 for the purposes set out in paragraph 7 and appendix 3
- iii) The establishment of a Member/officer 'Project Board' to progress the project as set out in paragraph 9 and appendix 4 .
- iv) Note the key risks as set out in paragraph 11 and appendix 5 and that a detailed project risk register will be established

2. Project vision/objectives

2.1 The establishment of a "Joint Waste Authority" that maintains local democratic accountability whilst achieving the Pathfinder objectives of cost reduction, better use of capacity and improved service delivery.

3. Scope

3.1 Within scope

The waste management functions of the five Buckinghamshire authorities. These include the core functions that will form part of a "Joint Waste Authority" (JWA) as well as ancillary functions that will be subject to review during the project and may be included in the JWA or addressed through other methods of enhanced two tier working.

The core and ancillary functions are set out in appendix 1.

3.2 Out of scope

- i) The Strategic Planning Function of waste will remain with the County Council.
- ii) Other ancillary functions which are currently managed through waste service staff such as public toilet cleansing and markets management .

4 Benefits

4.1 Financial

Whilst the pathfinder bid has a key aim of cost reduction of up to £200,000, this is set against an environment in waste management where costs are rising rapidly. As such this project will aim to reduce the increase in costs that will occur without closer two tier working.

4.2 Non financial

Pathfinder bid benefits of ‘better use of capacity and improved service delivery. As with the financial benefit above, closer two tier working will aim to achieve this against a backdrop of increased costs where a lack of closer working may lead to deterioration in service.

5. Deliverables

5.1 The project will over three distinct phases ending with the establishment of a form of “Joint Waste Authority” acceptable to all five authorities in Buckinghamshire. At this point the exact detail and length of the phases has been estimated as it will be influenced by the final scope and the number of models considered for the proposed JWA and enhanced two tier working.

5.2 **Phase 1 (August 07 – February 08)** – Investigate a number of options for a JWA that will have differing levels of integration in terms of service, staffing, contracts and other resources. The phase 1 report will set out:

- i. The current baseline situation in Buckinghamshire e.g. current waste management arrangements, waste arisings, recycling rates etc.
- ii. The drivers of the pathfinder bid (business drivers)
- iii. The options for closer two tier working in detail including a business case for each. This would give some indication of the possible savings that each of the various options could achieve and will include an indicative time plan, alongside which would be an analysis of the political/ democratic implications.
- iv. An outline of the proposed steps towards stage 2 and 3 for each option.

By March 2008, the WCB will recommend to the JIB, preferred option(s) to take forward to phase 2.

5.3 **Phase 2 (Approx April 08- October 08)** – The preferred option(s) from phase 1 will be further worked up and developed. A business case will show a more in-depth /detailed cost benefit of each option(s).

5.4 **Phase 3 (November 08 – March 09)** – Assuming the benefits of the above option(s) have been demonstrated, this will see the implementation phase of the project. Depending on the type of option selected, the length and complexity of this phase could vary significantly. A report at end of phase 3 will assess the benefits to date.

5.5 The timetable is set out in appendix 2. – The timetable has been set to allow for the Joint Waste Committee to consider the proposals of the Project Board and for the Partner authorities to consider the recommendations of the Committee and therefore ensuring that reports brought to the JIB have received detailed Member involvement from the partners.

6. Timescales and key milestones

6.1 Within Project

Phase 1 report March 2008, Phase 2 report October 2008, Phase 3 report March 2009. Details of these milestones are as above and are set out in appendix 2.

6.2 Outside Project

The Local Government and Public Involvement in Health Bill will allow the creation of Joint Waste Authorities (JWA's) on a voluntary basis. This is likely to become law early in 2008 and around the same time DEFRA will publish guidance on what exactly a statutory JWA will be.

7. Estimated costs

- 7.1 To deliver the project during 2007/8 and 2008/9 a budget of £75,000 is required. This will provide administrative and external support to the work of the Waste Technical Officer Group and the Project Board TOG to assist in understanding possible barriers to moving forward and the risks and dependencies. Support required includes facilitated workshop/seminars for Members and Officers covering such areas as (but not exclusively) models for JWA's, legal issues, governance and other technical issues. This is set out in more detail in [appendix 3](#)

8. Project Board

- 8.1 A project board will be established with the following representation:

- One Council Member (not necessarily an Executive Member) from each constituent authority
- The CADEX lead for waste (Project Sponsor)
- Project Manager
- Senior waste managers from each constituent authority
- Lead Technical Officer for the Waste Committee
- Joint Waste Officer

9. Member involvement

- 9.1 In addition to the proposed Joint Officer/Member project Board, this project has the advantage of an established Joint Executive Committee the Waste Committee for Buckinghamshire that will review the project at its meetings. The structure for this is set out in [appendix 4](#)

10. Related projects / Work streams

- 10.1 There are a number of other local authorities moving towards various forms of joint working in waste from where experience could be gained. Other Pathfinder programmes that will interplay with the nature of the proposed Buckinghamshire JWA are those looking at "Back Office Functions" and "Procurement".

11. Key Risks

- 11.1 A number of risks have been identified and these are set out in [appendix 5](#). A detailed project risk register will be established as part of phase 1.

APPENDIX 1

1. Core functions:-

- Residual waste collection and disposal
- Recycling and composting collections
- Sales and processing of recyclable and compostable materials
- Household Waste and Recycling Centres (HWRC)
- “Bring” schemes” for recycling
- Clinical waste collections
- Bulky household waste collection.

2. Ancillary functions

- Street cleansing
- Litter collection
- Trade waste
- Abandoned vehicles
- Fly tip removal
- Hazardous waste collection and disposal
- Educational and promotional activities for recycling, waste minimisation etc.

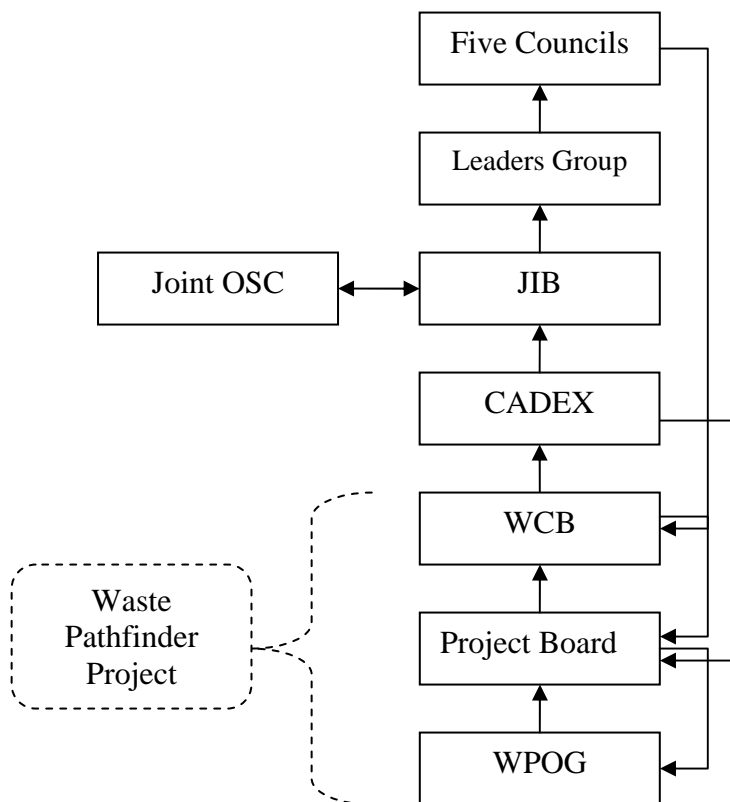
APPENDIX 3**Breakdown of estimated costs** from paragraph 7.

The costs are for the period 2007/8 and 2008/9

	Subject	Cost
1	Facilitated workshops with Project Group and Joint Waste Committee, including all follow up works etc, using specialist consultancies such as ENTEC, AHA (whom we have already worked with). Considered that up to 10 required at an average cost of £2500	£25,000
2	Administrative support and some backfilling of technical officer work in partner authorities	£20,000
3	Consultancy support on specialist areas, e.g. cost analysis, assets, JWA models, Governance, quality reviews/audits of proposals including some backfilling of professional/ support work in partner authorities	£30,000
	TOTAL	£75,000

Structure see paragraph 9

Governance Structure of the Waste Pathfinder Project



WASTE Pathfinder Project: The diagram illustrates the three groups (bracketed as the Waste Pathfinder Project) that will govern this element of the project and how they sit beneath the overall Pathfinder governance structure.

WCB (Waste Committee for Buckinghamshire): Is the Joint Executive Committee that has been in existence since 2003 with an aim to foster more aligned working in the delivery of the waste management across the county. As such it provides a ready made means to give political endorsement to any project proposals. The WCB meets on an approximately quarterly basis.

Project Board: This is a new group with member representation that has been introduced to strengthen political engagement and decision making, and to initially test the political feasibility of proposals and provide a steer to officers and inform the WCB. The Project Board will meet on a 4-6 week basis.

WPOG (Waste Pathfinder Officer Group): This is a new officer only group which will inform the Project Board by undertaking the core research and detailed work of the project. It is not intended that the WPOG will report to the Project Board on a fixed schedule, but on a sufficient basis such that the members can ensure the WCB are able to recommend taking the project forward at the end of each phase to the JIB. It is likely though that the WPOG will meet on approximately a fortnightly basis.

The solid black arrows indicate the formal route of decision making and feedback. There is naturally an expectation of communication across most of the groups, so for ease of viewing this is not shown on the diagram.

Table of key risk see paragraph 11

- Tenders during project: Energy for Waste contract that will be awarded in 2009. The County will want to avoid uncertainty amongst bidders during any changes. Similarly refuse and recycling collection contracts to end in Wycombe District Council (2010), Chiltern District Council (2011). Tendering process to start in late 2007 early 2008
- Staff retention: The process towards a JWA creates uncertainty and there is a risk that experienced and essential staff will be lost to other local authorities or businesses.
- Failure to end up with improved services or even maintenance of service levels and the effect on the implementation of the existing Waste Strategy actions.
- Statutory JWAs: The exact details of these are still emerging from central Government.
- Communications with media, public and other local authority employees. It is essential that a communication protocol is established to inform these groups.
- Property issues: New property for JWA may be required and transfer of assets.
- Failure of Buckinghamshire Pathfinder bid to Government. This could affect political impetus to the process and may remove any possible central Government support.
- An assumption that funding mentioned above is delivered and resources remain the same so that the project will progress to stages 2 and 3.