

**JOINT OVERVIEW AND SCRUTINY TRANSITIONAL BOARD  
25<sup>TH</sup> APRIL 2008**

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**Transitional Waste Scrutiny Task Group  
Interim Report - April 25 2008**

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**PURPOSE OF REPORT**

1. To update the JOSTB on the work of its Transitional Waste Scrutiny Task Group.

**TERMS OF REFERENCE**

2. In respect of the waste collection and recycling services provided in Wiltshire:
  - a) To identify current service provision, standards and performance
  - b) To identify desired service provision, standards and performance for the new Wiltshire Council
  - c) To identify any anticipated issues or problems associated with the transition to the new Wiltshire Council.
  - d) To identify and recommend to the Implementation Executive preferred service delivery arrangements for the new Wiltshire Council.

**MEETINGS**

3. March 13 – Scoping of the Review  
  
March 20 – Tracy Carter (AD Operations WCC) - Joint Programme Lead  
Andy Conn (WCC) - Waste Services Manager  
Mr Toby Sturgis (WCC) - Cabinet Member for Waste & Planning  
  
April 7 - Tracy Carter (AD Operations WCC), Mark Smith (KDC)

**EVIDENCE**

4. The key goals of the Transitional Waste Board are:
  - a) Remove inefficiencies in the two tier structure

- b) Increase LA capacity to cope with change
  - c) Increase public trust in municipal waste management
5. The Board had created 5 sub-groups to realise these targets:
- i) Data & Performance Work Stream
  - ii) Transition – Collection & Disposal Service
  - iii) Transformation – Collection & Disposal Service
  - iv) Promotional Service for Waste
  - v) Enforcement & Regulation (Waste)
6. Each sub-project had a Project Initiation Document, with the overarching PID to be completed in early April. The fact that the 5 Councils already had an effective joint working relationship through the Wiltshire Waste Partnership had provided the programme with a head-start. Members were told that the project was being delivered effectively within existing resources and there were no plans at this stage to draft in additional staff.
7. There was a clear distinction between what would take place pre and post April 2009 i.e. transformation v transition. The task group is satisfied that milestones have been set for the short term, reflecting what would need to take place during transition, but feels that a more positive approach is needed in the long term to meet the key goals.
8. By June 2008 the Waste Board was expected to identify waste related expenditure by the 5 authorities to feed into the budget setting process for 2009-10. Other June 2008 targets include identification of pre-2009 efficiencies and the appointment of an interim management structure.
9. Harmonisation of the service was scheduled for April 2011, with the new Council determining its waste service for the county. The key April 09 target was to ensure a seamless transition of the service without any slippage in standards. The task group considers that this seamless transition to the new Authority is the minimum acceptable level of service provision to the public. Waste service provision is one area that the public view most closely and any drop of standard must be considered unacceptable by the WC. To this end, the task group believes that funding and resources during the transition and the early days of the new Authority must not just be adequate, but reserves must be readily available if needed.
10. The key risks identified by the Board were:
- i) Public expectations are higher than can be afforded
  - ii) Proposed savings are not achievable with the planned levels of service
  - iii) Significant industrial action by employees
  - iv) Drop in standards & performance during change process
  - v) Resources unable, in practice, to give the time necessary

## Conclusions

11. The working relationships developed through the Wiltshire Waste Partnership has provided the Waste Transition Project Board with a strong platform to deliver transition and transformation of its service.
12. The project is in its earliest stages, with PIDs just being developed or finalised. There is clear recognition of the associated risks and milestones have been set in advance of a finalised project plan.
13. The task group has been advised that the project is adequately resourced, although evidence of that has not been provided. The task group feels strongly that an additional funding stream should be identified and ring-fenced to guarantee sufficient resources to ensure a seamless delivery of Waste Services following Vesting Day. Similarly, extra staff resources should be identified and ear-marked. This was to reflect the importance of the new Waste Service both within WC and to the public.
14. The task group is keen to continue its role in monitoring service delivery during the transition and sees June as a key date for the project. Transformation is a longer term goal, but the task group is equally committed to ensuring that Scrutiny is involved in reviewing the development of these plans, especially the development of the transformation strategy which would be completed over the next 15 months. Whilst it is comparatively straightforward to identify a strategy for providing a unified service level across the County, it is far more difficult to see ways of staying ahead of ever more stringent Government targets for reduction of landfill. As well as avoiding fines for exceeding landfill allowances, there are incentives in the creation of an income from selling excess capacity on the Landfill Allowance Trading Scheme. The task group believes that O & S has a positive role to play in both these areas.

## Recommendation

15. **The JOSTB is asked to:**
  - **endorse the interim report of the Transitional Waste Scrutiny Task Group**
  - **approve the Transitional Waste Scrutiny Task Group to continue in its role of holding the Transitional Waste Project Board to account**

Transitional Waste Scrutiny Task Group:

Alan Hill – Chairman (NWDC), Dennis Brown (SDC), Tony Deane (WCC), Jonathan Seed (KDC), Mr Graham Hedley (WWDC)