

OXFORDSHIRE WASTE PARTNERSHIP JOINT COMMITTEE**28 SEPTEMBER 2007****OWP SUPPORT AND DELIVERY STRUCTURE****1 Purpose of Report**

- 1.1 The purpose of this document is to consider the requirements necessary for an improved structure to support the delivery of the actions in the Joint Municipal Waste Management Strategy (JMWMS) and the Local Area Agreement (LAA) Environmental block targets. It addresses the principles only as the detail should emerge from wider engagement.

2 Background**2.1 Current Structure**

The OWP member and officer Joint Committee is supported by an officer strategy group which is the only body recognised in the OWP constitution. The officer Strategy Group is made up of senior officers from all partner authorities. In addition to this key group, there are two other groups which have developed as a consequence of the joint working by all authorities. They are:

1. Waste Operations Group; consisting of operations managers and officers concerned with information exchange, technology issues and joint policy development for waste management, recycling and street cleansing services.
2. Waste Projects Group; consisting of Officers responsible for the promotion of waste minimisation, recycling and education initiatives.

There are two further groups of significance. Firstly, OLEG, which consists primarily of Waste Enforcement Officers. This group undertakes joint and co-ordinated enforcement activity which contributes in part to the clean and green agenda. Secondly, there has been a clean and green group which has met on an ad hoc basis.

2.2 Need for Change

There are a number of issues and factors that influence the need for change. They are as follows;

- The current support structures have developed over time without clear focus and direction. These have been influenced by joint working possibilities rather than driven by OWP requirements. They now need to be better aligned to the delivery of the JMWMS actions.
- There will, in the future, be a growing emphasis on LAA targets in terms of development, delivery, monitoring and the future use of reward money and this needs to feature prominently is a revised support structure.
- Sufficient capacity needs to be created to improve performance in waste minimisation, recycling, waste disposal and the cleaner environment agenda.
- OWP now assumes the responsibility for the clean and green LAA target and must ensure it has robust mechanism in place to manage and deliver the actions associated with improved performance.
- Additional commitment will be required from all Oxfordshire Local Authorities if the OWP is to succeed in the future. This commitment needs to be at both Strategic

OXFORDSHIRE WASTE PARTNERSHIP JOINT COMMITTEE

Director and operational level and embraced within a more formal structure.

- Whilst partnership working can assist with service delivery and improved performance, it can be time consuming. Therefore, it is important that best use is made of all officers' time. Clarity of structure and purpose will assist in achieving this.

2.3 Oxfordshire Local Area Agreement 2006/09 Environmental Block Targets

The LAA2 targets from April 2008 have yet to be determined. It appears inevitable that climate change and green agenda will be prominent with a continued focus on waste minimisation and recycling. These will be considered when information is available. In the meantime, the current LAA targets are quoted below for information;

Waste and Recycling

1. To increase the recycling rate from 33% to 38% by 31 March 2009.
2. To recycle 4,875 extra tonnes of non-biodegradable waste between 2006/07 and 2008/09.

Clean and Green Targets

1. Reduce by 9% (from 2004/05 Oxfordshire average 20%), the proportion of relevant land and highways assessed as having combined deposits of litter and detritus, falling below an acceptable standard.
2. People who express satisfaction with cleanliness standards in their area to increase to 69.58% by March 2009.

2.4 Proposed Support and Service Delivery Structure

It is suggested that a support and service delivery structure should build on the current groups, is better aligned to the two LAA Environmental Block targets associated with waste and recycling and clean and green whilst at the same time focussing on the delivery of the JMWMS actions. One way of achieving this, is to establish three distinct groups with coordination between them achieved by the strategy group supported by the OWP Coordinator as follows:

Waste and Recycling Operations Group

This could have the prime responsibility for the service delivery of JMWMS and LAA actions for:

- Waste collection
- Waste disposal
- Recycling

To achieve this, it could continue largely as per the current Waste Operations Group with information exchange, sharing technological issues, developing joint policies and where appropriate, initiating and delivering projects requiring joint procurement. It is proposed that cleansing operations and enforcement activity be located in the following group.

Environmental Protection and Cleansing Operations Group

Again, its primary responsibility could be for the delivery of JMWMS and LAA actions for:

- Litter
- Fly tipping
- Abandoned vehicles
- Fly posting

OXFORDSHIRE WASTE PARTNERSHIP JOINT COMMITTEE

- Graffiti
- Street and highway cleansing
- Other cleansing

To achieve this, its activities would again be similar to the above group and include information exchange, sharing technological issues, joint policy development and when appropriate, activities involving joint activity e.g. coordination of enforcement. It would incorporate the current OLEG activities but its remit would extend beyond this and would require the input of other relevant agencies.

Clean and Green Projects Group

The primary purpose of the group is of initiating other projects similar to the current activities of the Waste Projects Group but with closer alignment to the JMWMS and LAA actions. In particular, it will concentrate on communications, education, special promotions and market research but its activities will be influenced and prioritised according to the delivery actions of the two operation groups. As a consequence, they will co-ordinate promotional activity, initiate communication projects and have a strong link with the Oxfordshire Press Officers group for this specific service sector.

2.5 Requirements to Deliver the Proposed Support Structure

It is intended that formal terms of reference be drawn up for each of the three groups in consultation with the current groups so that there is engagement with and clarity on what is expected of them. All three groups should report on a quarterly basis to the officer Strategy Group prior to each OWP meeting on their activity and performance in relation specifically to the OWP, JMWMS actions, LAA actions and performance monitoring. This structure will also be able to effectively link into the reporting requirements of the Public Services Board for the environmental block of the LAA. However, to successfully implement this support structure, the following implications and requirements have been identified;

- It is believed that it will be necessary for a strategic director or senior manager to chair each of the two operations groups in order to ensure alignment with OWP priorities, drive the delivery of relevant JMWMS actions and to ensure clarity of purpose and focus is achieved.
- It is recognised that change would be necessary to transfer the cleansing function from the current Waste Operations Group to the Environmental Protection and Cleansing Operations group.
- It is recognised that notable change will be necessary to establish the Environmental Protection and Cleansing Operations Group which needs to address the wider clean and green agenda whilst embracing the current work of OLEG. The engagement of waste enforcement officers is important to ensure that there is no loss of impetus from their current work.
- It is suggested that each group should be responsible and decide whether specific sub groups or project groups are to be set up to assist them deliver their actions.
- It will be necessary for each partner authority to commit officer time to the activities of these groups. This commitment will be in the form of leading and/or supporting specific actions thereby creating OWP capacity. This approach will be supplemented by external resource as appropriate.

3 Financial, Risk and Staff Implications

- 3.1 The proposals are essentially about minimising risk on a partnership of not achieving LAA and JMWMS targets. There will be staffing implications for each Oxfordshire authority to

OXFORDSHIRE WASTE PARTNERSHIP JOINT COMMITTEE

engage with, support and in some cases lead particular initiatives. Likewise, as the work of OWP becomes more complex and increases, it may need to provide additional support to the proposed groups as the extent of the activity is likely to be beyond the capability of one dedicated OWP post.

4 Areas Affected

4.1 All areas

5 Effect on Strategic Policies

5.1 The proposals in this report are about greater focus and alignment to the OWP's strategic priorities. The effect should therefore be positive.

6 Options or Alternatives

6.1 There are options where the activities of different groups can be combined or even broken down to require a greater number of support and delivery groups. It is suggested that the best balance between focus on what is needed to be delivered and overall capacity is through the proposed three group structure. There will be a need for review which is suggested after two year of operation.

7 Recommendations

The OWP is invited to agree

7.1 The support and delivery structure as proposed

7.2 That the precise terms of reference and operational aspects of each group be developed and finalised in conjunction with the existing groups; and

7.3 That the performance of the structure be reviewed after two years operation.

8 Reasons for Recommendations

8.1 To establish a robust and effective officer structure which supports the delivery of the actions in the Joint Municipal Waste Management Strategy and the Local Area Agreement environmental block targets.

9 Contact Officer

9.1 Author: Ian Davies Tel: 01295 221698

Email: ian.davies@cherwell-dc.gov.uk

Background Papers: None