

EXECUTIVE MEMBER RESPONSE	
<p>NAME OF TOPIC GROUP: THE HERTS WAST PARTNERSHIP</p> <p>CHAIRMAN: RICHARD SMITH</p> <p>SCRUTINY OFFICER: NATALIE ROTHERHAM</p> <p>DATE OF SCRUTINY: 4 & 9 NOVEMBER 2016</p> <p>EXECUTIVE MEMBER: RICHARD THAKE</p>	
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RECOMMENDATIONS:	EXECUTIVE RESPONSE:
<p>2.1 The HWP should aim to increase and strengthen its role and influence to drive forward further progress by focussing on whole system costs as a way of driving up performance and driving down spend. (3.3, 3.4, 3.6, 3.10, 3.22, 4.1, 4.3)</p>	<p>The HWP has worked hard to establish, improve and maintain mechanisms that, within the constraints of the current 2 two tier setup, look to share the costs and benefits of moving waste management practices up the waste hierarchy.</p> <p>The continued operation of the Alternative Financial Model (AFM) is perhaps the best example of the HWP's approach in this regard. However, recent events, including changes to organic waste services, have persuaded me that further work is needed to really test whether in fact the AFM does properly account for whole service costs. I have therefore asked officers to bring forward the next AFM Review (originally scheduled for 2018) as part of the HWP work programme to 2017/18, with an emphasis on ensuring that any future model fully account for waste collection and disposal costs, including residual waste, dry recyclables and organics. An update of the review will be provided to the Monitoring of Recommendations Topic Group.</p>
<p>2.2 The HWP should focus on further reduction of residual waste as the priority and consider how joint working and a more unified approach to waste collection and</p>	<p>The continued and on-going reduction of residual wastes should remain a top priority for all HWP Partner Authorities as a guiding principle which they address as part of all future decisions with</p>

<p>disposal can help achieve this and reduce costs. (3.11, 3.12, 3.14, 4.4)</p>	<p>respect to the waste services they provide.</p> <p>Linked to the exploration of whole service cost thinking, I would encourage the HWP Partner Authorities to analyse and determine which service configurations lead to the maximum capture of both dry recyclates, as well as organic wastes (garden and food wastes), whilst also driving down residual waste levels. Additionally, it would be beneficial to then put in plans to move to such configurations, as and when opportunities present themselves, i.e. when replacing collection fleets and; letting new collection contracts or implementing new services. Early discussion and engagement with the waste disposal authority is essential when making such service changes and I have asked officers to ensure they provide assistance and input when required.</p> <p>Where service changes do improve performance and drive down costs, HCC should also consider what financial support it may be able to provide.</p> <p>I believe it is imperative that the HWP continues to explore how joint working can contribute towards the twin objectives of both improvements in standards and performance as well the need to drive out savings.</p>
<p>2.3 Further consideration should be given by HWP partners to maximising and increasing joint procurement activities and consortium arrangements. The HWP has a role in highlighting examples of authorities entering into combined collection arrangements who have retained autonomy over the standards and scope of the services in their areas. (3.15, 3.17, 3.18, 4.3, 4.6)</p>	<p>The HWP has a long established track record of joint working, with various consortia currently in place for a range of paper grades, textiles, mixed dry recyclables as well as seven different contracts that between them provide outlets for mixed organics as well as separated food and garden wastes.</p> <p>I also note that the draft work programme for 2017/18, currently being considered by the HWP, includes additional consortia work on round optimisation, clinical waste, textiles and vehicle</p>

	<p>procurement.</p> <p>Such work streams together with the gradual alignment of collection methods across the Partnership have helped the Partnership to achieve both national and European targets some 4 years ahead of schedule.</p> <p>However, perhaps more importantly, the HWP's track record is about to be significantly enhanced as result of Hertfordshire's first joint contract for waste, recycling and street cleansing services about to be let by East Herts and North Herts.</p> <p>This 'Hertfordshire first' is projected to deliver savings in region of £700,000 per annum, whilst maintaining and enhancing service standards and performance. The East Herts & North Herts example is indicative of what could be possible as a result of Partner Authorities coming together to jointly procure services.</p> <p>As such, I would urge the remaining Partner Authorities to consider how such an approach might deliver similar benefits for themselves. To this end I would particularly like to highlight the role of East Herts and North Herts Members in helping to deliver such an important project for the Partnership which demonstrates just what is possible if approached in the right way. I would encourage Members to engage with their counterparts in East and North Herts to understand how they successfully addressed a number of the key barriers to joint working including (most notably) the ability to vary service specification with a single contract to best reflect the needs of the individual Authorities.</p>
<p>2.4 Political leadership is essential to the success of the HWP. Further work, development and engagement of senior Members should be considered to encourage district/borough leaders and ward members to adopt a</p>	<p>The HWP has put in place various initiatives and mechanisms, such as the joint municipal waste management strategy and Herts Waste Partnership Agreement to try and improve the way the Partnership works, with some degree of success. However, more</p>

<p>more proactive role in driving forward further improvements to waste collection and disposal. (3.19, 3.22, 3.24, 3.25, 4.3, 4.5)</p>	<p>needs to be done to ensure the principles of the Partnership are maximised.</p> <p>The work of the topic group has been reported to the Hertfordshire's Chiefs Executive Group, will be discussed at a HWP Members Group meeting and I will promote these recommendations for discussion at the Hertfordshire's Leaders group. An update will provided at the Monitoring of Recommendations Topic Group.</p>
<p>Any other comments on the report or this scrutiny?</p>	