

Engaging with Members & Chief Officers

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I&DeA
improvement and development agency

Workshop Format

- Presentation
- Discussion with questions
- Why IDeA at this workshop?–
 - DEFRA funded Waste Management Peer Review pilot programme

Waste Peer Review

- **Who are IDeA?**
- **What is Peer Review?**
- **Origins of the Waste Peer Review**
 - o Establish Waste Partnership Board
 - o Create the waste benchmark
 - o Launch Pilot Programme
 - Blackburn with Darwen Borough
 - Essex County
 - Birmingham City
 - Daventry District
 - Restormel Borough

The Waste Benchmark

Four Service theme headings

- Collection and disposal
- The council's corporate processes
- Future strategies and the development of markets for waste materials
- The management of waste from the authority's own stock and services.

Core Competencies

- Leadership
- Democratic Accountability & Community Engagement
- Performance Management

Working with Members and Chief Officers

- Benchmark and review process is different from inspection
- Balances strategic view with examination of operational management
- Interview Members, Chief Executive as well as Waste Managers, front line staff and stakeholders
- Focus includes Corporate Processes and Democratic Accountability
- What have we learnt from the review about working with Members and Chief Officers
 - o Corporate Commitment and leadership
 - o Public Involvement
 - o Scrutiny
 - o Strategic Alliances
 - o Waste Minimisation

(1) Corporate Commitment and leadership

Why is it important?

- Collection and disposal requires major strategic decisions, involves significant costs PFI and major long-term contracts.

What did we find?

- Varied between reviews, inconsistent leadership provided by members and senior management and waste not consistently seen as a corporate priority. Not always a clear link between waste service, waste strategy and other corporate strategies.

(2) Public Involvement

Why is it important?

- Members need to be involved in decisions affecting communities such as types of collection systems (e.g. alternate weekly systems) and location of disposal facilities. Collection increasing involves householders separating more waste. Members need to become keen advocates of change. Waste needs to be customer focused.

What did we find?

- Generally not so well done. Often no strong involvement of public in developing waste strategy, only some attempts to engage non participating households. The need for recycling generally well supported by residents and good BVPI satisfaction scores received for waste service and recycling. Some untested perceptions of public attitudes to increasing recycling.

(3) Scrutiny

Why is it important?

- A significant opportunity for Members to engage in scrutinising performance and into strategy setting. An opportunity for backbenchers to become advocates of waste service.

What did we find?

- Scrutiny not used for reviewing Waste. Scrutiny seen as a democratic service and not linked to performance management system. Less evidence that waste can demonstrate best value

(4) Strategic Alliances

Why is it important?

- Internal Alliances vital so that waste strategy feeds into other corporate strategies e.g. regeneration, cleaner safer greener and so that waste facilities can be provided within planning framework. External partnering with private and voluntary sector and neighbouring Councils are key to delivery.

What did we find?

- Varied between reviews, some good examples of alliances with private sector and voluntary sector and some good examples of partnering with neighbouring LAs. Some good internal alliances e.g. planning and links to other strategies- *but not universal*. Sometimes little awareness of waste outside waste service.

(5) Waste Minimisation

Why is it important?

- Waste Minimisation vital to reducing cost of collection and to managing the need for landfill.

What did we find?

- Some examples of outreach promoting waste min but generally focussed on encouraging composting and on Schools programmes. Good use of media especially in house newspapers to communicate waste messages. Generally more experience of street cleaning campaigns than of waste campaigns.

Questions (1)

Q1: What would make a difference for you in meeting your LATS/recycling targets?

Q2: Does waste management need more corporate support than in the past?

Q3: Does this description of peer review strike any chords for you in your authority?

Q4: What are the most important things for your council to do to enable it to meet LATS/recycling targets?

Questions (2)

Q5: How important to your waste management programme is community relations? How do you engage the community?

Q6: How do Members in your council get to grips with waste management issues and how effective is scrutiny?

Q7: Do you think peer review would help your council?

Q8: What do you feel are the key characteristics of an exemplary waste authority?

Contact

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