

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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**REPORT TO:** Leader and Cabinet 14 July 2005  
**AUTHOR:** Housing and Environmental Services Director

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### BEST VALUE REVIEW OF WASTE MANAGEMENT, RECYCLING & STREET CLEANING

#### Purpose

1. The purpose of the report is to seek approval of Cabinet on the findings of the above Best Value review following consideration by the Waste Management Advisory Group and the Scrutiny and Overview Committee. **The Review document is enclosed separately.**

#### Effect on Corporate Objectives

2. 

Quality, Accessible Services	The quality of village life for residents and visitors will be achieved with an efficient and cost effective Best Value service through partnership working, which utilises the most sustainable delivery options.
Village Life	
Sustainability	
Partnership	

#### Background

3. The Best Value review started in May 2003, but due to the workload involved in introducing the new recycling wheeled bin service, staff were diverted to complete that task.
4. There has also been an external two-stage procurement strategy feasibility study carried out by RSM Robson Rhodes who produced their final report in April 2005. This external process has formed a major Best Value challenge part of the overall review and the findings form a fundamental part of the overall action plan for the service.
5. The Waste Management Advisory Group considered the report at its meeting held on the 13 June, followed by Scrutiny and Overview Committee on the 16 June. Both sets of unapproved minutes are attached for Members attention (**Appendix 1 and 2**).

#### Considerations

##### Scope of the review

6. The Scrutiny & Overview Committee identified a high level scope for the review, which was to test out and report on eight key hypotheses, which were:
  - (a) *The Council has effective working relationships (including with other council and with the Local Strategic Partnership) to deliver a long-term municipal waste management strategy.*
  - (b) *The Council has in place a long-term municipal waste strategy with clear objectives and timescales.*

- (c) *The Council has linked its municipal waste strategy with its other policies and objectives such as LA21, environmental and community strategies.*
  - (d) *The Council has put in place effective local arrangements to reduce waste and maximise recycling, composting and recovery of value.*
  - (e) *The Council has successfully raised awareness locally of the costs of dealing with waste and the part, which individuals can play in reducing the amount of waste.*
  - (f) *The Council has effectively involved local people on decisions on waste and worked with community-based schemes to promote re-use and recycling.*
  - (g) *The Council has rigorously assessed the formation of consortia or other procurement methods to achieve cost effective service delivery.*
  - (h) *The Council has put in place arrangements for street cleaning which meet the views of residents, utilise partnership with parish councils or other partners, and is part of an integrated approach to the appearance and environmental quality of South Cambridgeshire.*
7. The review has been wide ranging and crosscutting to include all waste service elements that the customer might need, which includes:
- (a) Integrated refuse and green waste collection scheme
  - (b) Recycling (kerbside and banks)
  - (c) Waste minimisation promotion and education (not the service itself)
  - (d) Street cleaning
  - (e) Abandoned vehicles
  - (f) Fly-tipping
  - (g) Graffiti
  - (h) Commercial and trade waste collection, focusing on municipal waste
  - (i) Commercial element
8. This report is structured around the eight key hypotheses and it focuses on identifying weaknesses in the current plans.
9. An action plan has been developed which is shown at **Appendix D** in the Review document.

Conclusions of the Review Team on the key area to be addressed

- 10. The service has significant achievements to its name (e.g. exceeding national recycling targets) and has demonstrated an ability to rise to significant challenges (e.g. introduction of the new wheeled bin service).
- 11. This is a fast changing service with a need to address national targets, significant and numerous new British and European legislation and to ensure SCDC continues to address customer concerns.
- 12. There is a need to continue to explore the most appropriate procurement method to ensure that the most appropriate Best Value option is implemented.

**Financial Implications**

- 13. The externalisation options appraisal will need to be funded and was not identified within the 2005/06 budget setting process. It is difficult to say exactly how much finance will be required to carryout the appraisal but it is anticipated this would be around £20,000 to £30,000. If Members agree to the appraisal then further reports will need to be presented requesting the requisite financing to be found.

14. There are no further financial implications at this stage. Should the action plan work identify any financial implications then these will be put through the normal budget setting process for approval before implementation.

### **Legal, Staffing & Risk Management Implications**

15. As in the main reports.

### **Consultations**

#### Management Teams view

16. Management Team considered the findings of the final RSM Robson Rhodes report and supported:
- (a) A recommendation to Cabinet to fund a full options appraisal of the various externalisation models, including in house bids, and this to be reported back to Members for decision.
17. The Waste Management Advisory Group and Scrutiny and Overview Committees views are expressed in the unapproved minutes attached and have been incorporated into the recommendation below.

### **Recommendations**

18. Cabinet is recommended to:
- a) Note the contents of this wide-ranging Best Value Review.
- b) Accept the action plan (Appendix D of the Review) as being a robust plan of action that in many cases will involve subsequent reports to Members with more detail before implementation.
- c) Note the outcome of the RSM Robson Rhodes phase 2 report (**Appendix C in the Review document**); and
- d) Agree to fund, subject to the outcome of Council Tax Capping, a full options appraisal of the various externalisation models, including in house bids, and this to be reported back to Members for decision.

**Background Papers:** the following background papers were used in the preparation of this report: RSM Robson Rhodes Phase 1 report; RSM Robson Rhodes Phase 2 report; Reports and documents as referenced within the Best Value Review Report

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