

COMMITTEE:	SCRUTINY
DATE:	22 March 2004
SUBJECT:	Implementation of the Council's Wheeled Bin Refuse Collection Service and Recycling Service
REPORT OF:	Councillor Maurice Skilton and Councillor David Elkin
Ward(s):	All
Purpose:	To advise the Scrutiny Committee on the outcome of the review undertaken of the implementation of the Council's Wheeled Bin Refuse Collection Service and Recycling Service
Contact:	Mark Probyn, Head of Amenities, Telephone 01323 415240, or internally on extension 5240.

<p>Recommendations:</p>		<p>Members are requested to:</p> <ul style="list-style-type: none"> (a) note the content of the report; (b) acknowledge the effectiveness of the Project Management Board and Project Management Team in delivering its objectives; (c) acknowledge the excellent contribution made by residents of the Borough to ensuring the success of the implementation of the wheeled bin collection service and the significant increase in recycling now undertaken; (d) acknowledge the learning points; and (e) recommend to Cabinet the action points proposed by the Review Group.
<p>1.0</p>	<p><u>Summary and recommendations</u></p>	
<p>1.1</p>	<p>The Review Group has carried out a review of the wheeled bin and recycling box implementation programme which took place between February 2003 and November 2003.</p>	
<p>1.1</p>	<p><u>Outcomes from the Review:</u></p> <ul style="list-style-type: none"> (a) The implementation was well planned and well managed under the overall direction of a Project Management Board. (b) The Project Management Team, consisting of Council Officers and SITA's staff, responsible to the Project Management Board for the implementation, worked hard and cohesively to achieve its objectives. (c) The Project Management Team and Project Management Board reacted well, particularly when things did not go to plan. (d) The implementation was completed to time and within budgetary expectation. (e) Communication with the public was effective. 	
<p>1.2</p>	<p>Reflecting on the implementation of wheeled bins and the recycling service the Review Board would refer to the following issues, learning points, which should the Council embark on a similar implementation programme again would recommend should be taken into account:</p> <ol style="list-style-type: none"> 1. Ensure adequate time is available for pre-planning and consultation. 	

1.3

Recommendations of the Review Group:

The Review Group would make the following recommendations in the form of action points:

Action 1 That the work currently being undertaken by the Cleansing Contracts Manager to introduce recycling facilities within blocks of flats should continue to ensure that all residents of the Borough have the opportunity to recycle their waste as soon as possible.

Action 2 That the work currently being undertaken by the Cleansing Contracts Manager to address wheeled bins (and recycling boxes) that are left out by residents on the highway be continued with.

Action 3 That the delivery of lids for recycling boxes and wheeled bin 'change overs' should be completed.

Action 4 That the Council should consider further the introduction of a green waste collection service for residents of the Borough.

Action 5 That the Council should consider the development of its curtilage recycling service to collect plastics and cardboard and/or to provide suitable containers within its 'bring sites' to receive such commodities.

Action 6 That the Council provides information, in addition to that currently on the Council's website, through its Cleansing Community Forum on street cleansing frequencies.

Action 7 That the Council ensures that the momentum for waste reduction and recycling is maintained through education and community involvement.

2.0	<u>The Scrutiny Review</u>	
2.1	At their meeting on the 30 July 2003 the Council approved the annual programme of standard items and best value reviews for the Scrutiny Committee.	
2.2	<p>The reviews agreed include a review of the New Waste Management Contract. Further to this, at the same meeting on the 30 July, the Council resolved the following substantive motion: "This Council is extremely concerned that the implementation of the new Waste Contract has highlighted problems with regard to the disposal of garden refuse, and requests that:-</p> <p>(a) the relevant Cabinet Member undertakes a review of this situation, especially with regard to the entitlement of retired and less mobile members of the community; and</p> <p>(b) the Scrutiny Committee, when conducting the intended review of the new Waste Contract, includes the issue of the disposal of garden waste and in particular the issues raised by our elderly and less mobile residents."</p>	
2.3	Subsequent to the Cabinet Meeting on the 30 July 2003 Councillor Maurice Skilton and Councillor David Elkin (The Review Group) were nominated to undertake the review and to report to a future Scrutiny Committee in 2004.	
2.4	The Review undertaken by the Review Group has been carried out in accordance with the report adopted by Scrutiny Committee on the 9 July 2003 entitled "Effective Scrutinising". A copy of this document is contained within the "Review Papers" circulated to Members of Scrutiny Committee and which is available for inspection by Members in the Members Room, Town Hall, Eastbourne.	
3.0	<u>Scope of the Review</u>	
3.1	In early October 2003 the Review Group agreed the scope of the Review. The review is limited to the period February 2003 to the end of November 2003, which is the main period for the planning and implementation of the wheeled bin and recycling collection services.	
3.2	<p>It was further agreed that the following topics would be considered, but not necessarily exclusively, through the review:</p> <ul style="list-style-type: none"> · Communication · Service · Response · Green Waste 	

3.3	<p>Additionally, it was decided to call witnesses for interview who would consist of :</p> <ul style="list-style-type: none"> · Members of the Project Management Board · Members of the Project Management Team · Representatives from Residents Groups · Representative from the Voluntary Sector <p>Further, it was agreed that a written response would be requested from a representative of Otto (UK) Ltd. (Wheeled bin supplier and deliverer); and the Editor, Eastbourne Herald.</p>	
3.4	<p>Interviews would be conducted over 2 half days in January/February 2004, on dates to be agreed. It was agreed that no more than ten interviews, using set scripts, would take place. The Review Group agreed that the interviews would take place in private although there would be a Forum to which Community and Voluntary representatives would be invited to attend.</p>	
3.5	<p>Additionally, a notice was published in the newspaper advising of the review, giving an opportunity to residents to contribute to the review. A notice was published in the Eastbourne Herald on the 12 December 2003. The Review Group agreed subsequently that an invitation to contribute to the Review should also be placed on the Council's website. This was done in January 2004.</p>	
4.0	<u>Background Papers</u>	
4.1	<p>A detailed review of the Implementation of the Council's New Refuse Collection Contract is provided in "Review Papers". A copy of the "Review Papers" has been circulated to Members of Scrutiny Committee and is available to Members in the Members Room, Town Hall, Grove Road, Eastbourne. The "Review Papers" contain a detailed overview of the implementation and further review, correspondence, interviews and other relevant information.</p>	
5.0	<u>Review Groups Initial Comments</u>	

5.1	When considering this review the Review Group has been mindful of the scale and complexity of the project which would involve potentially every one of the 43,500 plus households within the Borough and others who receive a household waste collection service.	
5.2	<p>The Review Group is aware of the work of the Project Management Board in directing the project and the members of the Project Management Team who implemented the change to a wheeled bin refuse collection and curtilage recycling service to some 37,500 properties.</p> <p>Other premises including flats and houses in multiple occupation have a range of different facilities including bulk bin storage and recycling facilities that have been provided further to negotiation with managing agents and residents wherever possible. This work is ongoing.</p>	
5.3	<p>The Review Group is particularly mindful of the need to manage change effectively and that through change there would be complaints to address.</p> <p>These, in the event, not only arising from the change in service arrangements from a 'back door' to curtilage collection but also through reaction to the significant rise in Council Tax in 2003/04.</p>	
5.4	The issue of 'green waste' which peaked in the summer of 2003 was an additional issue to address. Green waste is considered later in this report.	
5.5	<p>Other issues considered relevant to this review include:</p> <ul style="list-style-type: none"> · The reasons for introducing a wheeled bin and recycling collection service and in particular the need to manage the household waste stream assisted by the Council's endorsement to a 'no side waste' collection policy. · The need for the fortnightly boundary recycling collection service to be wholly successful in meeting its objectives to enable significant improvement in the Council's recycling rate from just over 7% to potentially 12% in 2003/04 and 18% in 2005/06 within available budgets. · The need for a 'flexible' approach to the introduction of wheeled bins and the recycling box collection service through which the Project Management Team took great care to avoid confrontation with residents and to look wherever possible to 'accommodate' alternative arrangements. (The Review Group is aware however of the provisions of the Environmental Protection Act that would enable the Council to prescribe the nature of the bin and also its collection point should it choose to do so.) · The need for effective communication with the public. · The issues the Contractor, SITA (UK) Ltd (referred to in this Report as SITA) would face from the start of a new contract with many staff transferring from Serviceteam Ltd, the previous contractor. · The need for the Contractor to change the working practices of its labour force involved with the collection service, progressively over a six month period as the service would change from a 'storage point' collection service to a boundary point wheeled bin collection service and recycling service. 	

distributor had failed to deliver the necessary bins to SITA's premises in Pevensey Bay Road due to a problem with bin manufacture. With the resultant effect that this caused both EBC staff and SITA's staff to be 'very busy' in planning alternative arrangements for the delivery of bins that would eventually be received later in that week with a postponement of the 'second weeks' deliveries to residents by two weeks.

The press coverage overall which has been relatively supportive, but had tended to focus on issues raised by individual residents which, did not necessarily reflect the views of all residents. Recognising that some 37,500 households now receive a weekly wheeled bin refuse collection service and fortnightly recycling collection service; with a total refuse collection service being provided to some 43,500 households.

6.0	<u>Further understanding</u>	
6.1	<u>Staff</u> The staffing resource available to the Council for the implementation mainly consisted of those staff employed within the Cleansing Group, reception staff at 68 Grove Road, and the Council's telephonists.	
6.2	Two additional staff have been employed in the Cleansing Team for the period June 2003 until the end of May 2004. One officer has been seconded to the Group for the period and a number of temporary staff were engaged to provide additional telephone cover and administrative support. These staffing arrangements were considered adequate, although many staff worked long hours during the period to meet the expectations of the implementation programme.	
6.3	SITA's staffing arrangements were considered adequate. SITA also seconded staff from other service locations and engaged additional staff to meet the increase in telephone calls and need for further administrative support.	
6.4	<u>Correspondence</u> Correspondence dealt with by the Council through the implementation period was significant. Over six thousand letters were received through the implementation period. Each letter required database entry and where appropriate response by letter, telephone call and/or personal visit. The significant number of emails received and responded to during this period is unrecorded.	

6.5	<p><u>Telephone calls</u></p> <p>The Council's Cleansing Group received 2898 telephone calls in April 2003 which increased to over 8000 calls per month in July, August, September and October.</p>	
6.6	<p>SITA received just under 2000 calls in May 2003, which increased to 7500 in June and July, with increase to 13,000 in August and 22,000 calls in September.</p>	
6.7	<p>With a limit on the number of lines to both SITA and the Council it is perhaps understandable why a complaint is levied against both in terms of the many residents finding the telephone to be engaged or that they were transferred to an answerphone facility.</p>	
7.0	<p><u>The Outcomes from the Review</u></p>	
7.1	<p>The Review Group has reviewed responses received to a public notice, questions posed on the Council's website, other correspondence and from a number of interviews with key stakeholders involved in the implementation of the wheeled bin and recycling collection services. Against the topics identified at 3.2 above, the Review Group conclude:</p>	
7.2	<p><u>Communication</u></p> <p>Communication throughout the project was found to be effective. It is believed that the Project Management Team, with the endorsement of the Project Management Board, worked hard at every stage in the development and implementation of the project to keep residents fully informed. Residents expressed this view at the Forum held further to this review.</p> <p>Recognising the scale of the project, which affected every household in the Borough, communication took many forms including direct mail, mail, response, telephone response, correspondence, public meeting, surgery and personal visit involving both the Council and SITA.</p> <p>It is accepted however there were things that could have been done differently and which could have, perhaps, been improved with additional resource. However, as learning points, accepting that communication was in the main very good the Review Board believes that:</p> <ul style="list-style-type: none"> · It would have been helpful had the original letter sent to all residents in February 2003 included the dimensions of the wheeled bin in picture format to promote a better understanding of what a wheeled bin would look like. · It would have been helpful had the Project Management Team written directly to residents of blocks of flats explaining what provision, or what arrangements could be made for their individual premises in terms of the storage and collection arrangements for recycling. · The monitoring of the implementation of the wheeled bin and recycling services could have been more effective had a joint database been able to be set up between SITA and Council prior to the commencement of the implementation. · It would have been helpful had both the Council and SITA had access to a greater number of telephone lines (and additional staff) to 	

7.3

Service

The Review Group understands fully the difficulties involved with implementing a change for some 37,500 households from a storage point collection service to a wheeled bin collection service and recycling service. It also recognises the difficulties for the Contractor whose work force of over 50 staff had to come to terms with a major change in collection arrangements.

Through this process, recognising the phased implementation of the wheeled bin and recycling services; changes in collection arrangements; over 2000 'assisted collection' arrangements; and other incidental changes the Review Group concludes:

- That this change was carried out effectively, although it is accepted that a number of residents did experience difficulties with their collection arrangements during this period.
- It is regrettable that some residents were frustrated by not being able to communicate effectively with the Council's Cleansing Office or SITA's Helpline due to an overload on both telephone systems at peak times.
- It would have been helpful had the Project Management Team written directly to residents of blocks of flats explaining what provision had been made, or what arrangements could be made for their individual premises in terms of the storage and collection arrangements for recycling and waste.

7.4	The Review Group further believes that by the time of the completion of the wheeled bin delivery and recycling box implementation in early November the greater number of residents were receiving a satisfactory refuse collection and recycling collection service.	
7.5	<p><u>Response</u></p> <p>The Review Group understands the problems encountered through the implementation process and is conscious of the commitment of staff involved in the implementation process to respond to any problem or issue that arose during the process.</p>	
7.6	The Review Group believes that a major success in the implementation was the pragmatic approach by members of the Project Management Team to resolve a concern or complaint raised by resident, Member or indeed anybody else involved with the process.	
7.7	The Review Group is also mindful of the response of the Project Management Team, particularly when 'things went wrong'. Understanding that in June 2003 there was an expectation that some 1200 households would receive their wheeled bins when on the Monday of the week of delivery the bins had not been delivered by the Manufacturer. It is a credit to the Project Management Team and Project Management Board that only they, and not the public, would have been aware of the difficulties encountered or the need for a revised timetable communicated to each household concerned.	
7.8	The Review Group is also mindful of the very effective reaction to the non-collection of green waste and the effective management of this situation by both the Project Management Team and Project Management Board.	
7.9	<p><u>Green Waste</u></p> <p>The Review Group, further to the Council Meeting on the 30 July 2003, has considered the issue of the disposal of garden waste and in particular the issues raised by the elderly and less mobile residents of the Borough.</p> <p>Arising from this, the Review Group is aware of the Council's interest in providing a green waste collection service but is mindful of the significant cost implications to collect and dispose of green waste to a composting facility, which would also enable the Council to improve its recycling rate.</p> <p>From the Residents Forum, it was understood that residents would not wish to pay for the additional service and felt that this should be provided through Council Tax. Home composting was also acknowledged as an option.</p> <p>The Review Group is aware of the Council's present free 'green waste sack scheme' available to senior citizens and would wish this to continue until such time that a suitable alternative can be provided.</p> <p>On green waste the Review Group concludes:</p> <ul style="list-style-type: none"> · The Council's 10 year waste strategy requires a report to be brought to Cabinet on the potential for the disposal of green waste to composting, no later than September 2004. 	

7.10	<p><u>Reviews</u></p> <p>The Review Group is aware of the work undertaken by both Project Management Board and Project Management Team in reviewing their actions through the implementation programme and ‘changing direction’ to respond to need.</p> <p>The Review Group is aware of this particularly in terms of:</p> <ul style="list-style-type: none"> • The green waste issue (referred to above). • The need to advise residents in writing of their refuse collection point, particularly in the new Refuse Collection Rounds 5 and 6. • The need to communicate with managing agents of blocks of flats, particularly where storage facilities were found to be inadequate. • The need to establish collection arrangements for guesthouses and hotels where separate residential accommodation is provided. 	
7.11	<p><u>Press</u></p> <p>The Review Board understands the importance of the role played by the press in advising residents on the new services and also through ‘letter pages’ which provide a forum for residents to raise their concerns and issues.</p> <p>It also recognises that some 37,500 households now receive a weekly wheeled bin refuse collection service and fortnightly recycling collection service with a total collection from over 43,000 households and believes that press coverage overall, although challenging, assisted the implementation programme.</p>	

7.12	<p><u>Elected Members</u></p> <p>From their inquiries with the Project Management Board the Review Board believes that Members might have been kept better informed by their representatives on the Project Management Board. In reaching this conclusion the Review Board is mindful of the challenges on Members and with Cabinet and Shadow Cabinet Members in particular. The Review Board accepts that communication from the Project Management Board to Members is important and would look to improve this in any future project of this nature.</p> <p>The Review Board accepts that all Members were kept fully informed on the implementation process by series of Briefing Notes prepared by the Project Management Team, on the implementation timetable for surgeries, bin and box deliveries and critical dates for implementation of services in particular areas of the Borough.</p>	
7.13	<p><u>Residents</u></p> <p>The Review Board was pleased to give the opportunity to residents' though public notice and on the Council's website to contribute to this review. It is regretted, however, that only a very small response was received.</p> <p>The Review Board would not draw any conclusion from this and were generally encouraged by residents who were represented at the Forum arranged for residents associations across the Borough at which a very good response was received to questions asked.</p> <p>Arising from this Forum the Review Board would highlight the following issues:</p> <ul style="list-style-type: none"> · Concern within the Town Centre generally and in other parts of the Borough with wheeled bins (and recycling boxes) that are being left out on the highway by residents, or are being placed out on the highway on collection days · Concern that not all residents who had requested lids for recycling boxes and/or a smaller or larger wheeled bin had received them · Concern over too many wheeled bins left out in front gardens · Residents are generally appreciative of wheeled bin and recycling box service · Need to consider collection service for plastics and cardboard · Problem for the disabled, particularly those with impaired vision, in certain locations where bins are left out on highways · On green waste – many residents were not aware of a problem arising with the non collection of green waste during the summer of 2003 · In favour of green waste collection service paid through council tax - but, why should flat owners pay? · Uncertainty over cleansing/sweeping frequencies for streets in their areas 	

7.14	<p><u>Contractors</u></p> <p>On SITA'S performance the Review Board believes that SITA has worked very hard through the implementation programme in partnership with the Council to bring in the new services effectively and efficiently. The Review Board further believes that this has been achieved and now looks forward to reliable and consistent refuse and recycling collection services for the duration of the Refuse Collection Contract until its expiry in March 2010.</p> <p>The Review Board also believes that SITA has worked to improve the cleanliness of the Borough's streets through the Street Cleansing Contract which will also expire in March 2010.</p>	
7.15	<p>The Review Board acknowledges the difficulties that SITA faces in cleansing our streets, recognising the high incidence of discarded waste and litter found on streets and open spaces and applauds the implementation of the Environmental Protection Act standard. This level of service not only provides a frequency cleanse in public areas but also provides a reactive service through the Council's Cleansing Office, and SITA's "helpline" to respond to accumulations of waste and litter as and when they arise. The Review Board would encourage residents to make use of this service.</p>	
7.16	<p><u>Staff</u></p> <p>The Review Board acknowledge the work undertaken by the Council's staff, particularly within the Cleansing Group, in working to introduce the new refuse collection and recycling collection services within the prescribed time frame. The Board also acknowledges the contribution of individual staff members not only within the Cleansing Team but also those from other service areas including telephonists, reception staff and others who have supported the implementation.</p>	
7.17	<p><u>Time to implement</u></p> <p>Due to the letting of the new Refuse Collection Contract with effect from the 1 April 2003 this left a very short lead in period from letting the Contract in January 2003 to commencement on the 1 April. During this period it was necessary to undertake a significant amount of pre-contract work which in this instance also included the initial phase of the communication programme with residents on the implementation of wheeled bins and the recycling service, to commence in June 2003. In reality, and although achieved, this did not allow sufficient time for the initial communication with residents. An increase in time would have resulted in more effective communication which could have been to the benefit of the implementation programme at its later stages.</p>	
7.18	<p>Ideally, the property survey work would have been undertaken prior to the commencement of the new contract. However, due to staffing and logistical issues this was not possible. This placed a significant pressure on the Project Management Team to introduce wheeled bins in the three planned phases to time.</p>	

7.19	<p><u>Performance Indicators</u></p> <p>The Review Board is mindful of the significant increase in recycling activity since the implementation of the wheeled bin and recycling services. SITA currently collect some 90-100 tonnes of separated glass, paper and cans each week for recycling, diverting this waste away from landfill. The Council will meet its statutory target of 12% for the last quarter of 2003/04 and is currently collecting recycle at the rate of 16% - well on the way to reaching its statutory target of 18% during the year 2005/06.</p>	
7.20	<p>The Review Board would wish this excellent performance by the residents of the Borough in supporting the wheeled bin implementation programme and their contribution towards recycling to be acknowledged by the Scrutiny Committee.</p>	
7.21	<p><u>Commercial Waste</u></p> <p>The Council does not collect commercial waste. The Council's legal responsibility is to collect household waste.</p> <p>The Review Board is mindful of the difficulties faced by some guesthouse and small hotel operators during the implementation programme who may not have received their wheeled bin and recycling box on time.</p>	
7.22	<p><u>Equalities</u></p> <p>The Review Board believes that the Council considered appropriately equalities particularly in terms of seeking to communicate effectively with all residents during the implementation programme and seeking to address difficulties for the disabled and others who faced difficulties where assisted collection arrangements were able to be agreed.</p>	
7.23	<p><u>Project Management</u></p> <p>Additionally, the Review Group has considered the overall management of the project. The Review Group believes that the overall management provided by the Project Management Board, implemented by the Project Management Team was fit for purpose and very effective in meeting its objectives.</p>	
8.0	<p>Summary and action points from the Review</p>	

8.1	<p>The Review Group would wish to thank all those who have taken part in this Review. Arising from the Review the Review Group would make the following summary comments/recommendations to the Scrutiny Committee:</p> <p>The Review Group recognises that in the successful implementation of any project the need for effective management arising through the setting of clear objectives achieved through detailed planning and effective communication. The Review Group believes that the work of Members of the Project Management Board and Project Management Team was effective in delivering its objectives and that this should be acknowledged by the Scrutiny Committee.</p>	
8.2	<p>Reflecting on the implementation of wheeled bins and the recycling service the Review Board would refer to the following issues, learning points, which should the Council embark on a similar implementation programme again would recommend should be taken into account:</p> <ol style="list-style-type: none"> 1. Ensure adequate time is available for pre-planning and consultation. 2. Ensure that communication with residents is wholly effective. 3. Ensure that where ‘special’ groups are identified that may not be involved directly with the mainstream project, that those groups are communicated with directly. (e.g. flats) 4. Ensure that effective IT communication/monitoring systems are in place prior to the commencement of the project. 5. Ensure the provision of an adequate number of telephone lines and staffing arrangements are in place to respond to public concern/complaint. 6. Ensure that Members are kept fully informed on the work of the Project Management Board. 	

8.3	<p>And finally, reflecting on the current position the Review Board would make the following recommendations to Scrutiny Committee in the form of Action Points:</p> <p>Action 1 That the work currently being undertaken by the Cleansing Contracts Manager to introduce recycling facilities within blocks of flats should continue to ensure that all residents of the Borough have the opportunity to recycle their waste as soon as possible.</p> <p>Action 2 That the work currently being undertaken by the Cleansing Contracts Manager to address wheeled bins (and recycling boxes) that are left out by residents on the highway be continued with.</p> <p>Action 3 That the delivery of lids for recycling boxes and wheeled bin 'change overs' should be completed.</p> <p>Action 4 That the Council should consider further the introduction of a green waste collection service for residents of the Borough.</p> <p>Action 5 That the Council should consider the development of its curtilage recycling service to collect plastics and cardboard and/or to provide suitable containers within its 'bring sites' to receive such commodities.</p> <p>Action 6 That the Council provides information, in addition to that currently on the Council's website, through its Cleansing Community Forum on street cleansing frequencies.</p> <p>Action 7 That the Council ensures that the momentum for waste reduction and recycling is maintained through education and community involvement.</p>	<p>position the Review Board would make the following recommendations to Scrutiny Committee in the form of Action Points:</p> <p>Action 1 That the work currently being undertaken by the Cleansing Contracts Manager to introduce recycling facilities within blocks of flats should continue to ensure that all residents of the Borough have the opportunity to recycle their waste as soon as possible.</p> <p>Action 2 That the work currently being undertaken by the Cleansing Contracts Manager to address wheeled bins (and recycling boxes) that are left out by residents on the highway be continued with.</p> <p>Action 3 That the delivery of lids for recycling boxes and wheeled bin 'change overs' should be completed.</p> <p>Action 4 That the Council should consider further the introduction of a green waste collection service for residents of the Borough.</p> <p>Action 5 That the Council should consider the development of its curtilage recycling service to collect plastics and cardboard and/or to provide suitable containers within its 'bring sites' to receive such commodities.</p> <p>Action 6 That the Council provides information, in addition to that currently on the Council's website, through its Cleansing Community Forum on street cleansing frequencies.</p> <p>Action 7 That the Council ensures that the momentum for waste reduction and recycling is maintained through education and community involvement.</p>
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Councillor Maurice Skilton	
Councillor David Elkin	

Background Papers:

The Background Papers used in compiling this report were as follows:

1. Report to Scrutiny Committee -12 December 2001 - Best Value Review of Cleansing Services
2. Report to Cabinet – Cleansing Contracts , 2 October 2002
3. Report to Council – Cleansing Contracts, 13 November 2002
4. Report to Scrutiny – Cleansing Contracts, 11 November 2002
5. Report to Cabinet – Financial Report, 13 February 2003
6. Best Value Review Management Committee – Implementation of the Improvement Plan – 18 November 2002
7. Performance Management Task Group – Implementation of the Improvement Plan - 17 November 2003
8. Report to Cabinet - February 2003
9. Refuse Collection Contract, dated 14 January 2003
10. Resolution of Council – Green Waste 30 July 2003.
11. The Environmental Protection Act 1995.
12. Scrutiny Review – Implementation of the Council’s New Refuse Collection Contract – “Review Papers” (Separate Document, circulated to Members of Scrutiny Committee and The Cabinet.) Containing:
 - (a) Paper 1 – Scrutiny Review – Implementation of the Council’s New Refuse Collection Contract – Procedural Statement
 - (b) Paper 2 – Scrutiny Review – Implementation of the Council’s New Refuse Collection Contract – An Overview of Implementation Programme and Further Review
 - (c) Paper 3 - Scrutiny Review – Implementation of the Council’s New Refuse Collection Contract – Interviews and Questions
 - (d) Interview Notes – Project Board Members – 28 January 2004
 - (e) Interview Notes – Project Team Members - 28 January 2004
 - (f) Interview Notes – Community Forum – 9 February 2004

(document reference) Reports/22 March 2004
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