

# Terms of Reference

## Scrutiny Review of the Implementation of the new Waste and Recycling Scheme in Denbighshire

### 1. Introduction

The purpose of this review is to conduct a comprehensive assessment of the implementation of the new Waste and Recycling scheme in Denbighshire. This review will identify the key issues that affected the efficient and effective implementation. The review will seek to identify lessons that can be learned, in order to provide actionable recommendations to inform future transformational projects.

### 2. Objectives

Assess the planning and preparatory stages: Evaluate the initial planning & project management, stakeholder engagement, and readiness assessments.

Review the implementation process: Analyse the execution of any pilot studies, the roll-out, including logistics, communication, and resource allocation.

Identify key impediments: Determine the specific factors that hindered efficient and effective implementation.

Provide recommendations: Offer strategic and operational recommendations to inform the management of future transformational projects.

### 3. Scope of Work

The review will cover the following areas:

a) Assess Planning and Preparatory Stages

The effectiveness of the Council's project management arrangements and systems to assess risk management at project, Service, and Corporate levels.

Review the decisions made at key milestones of the planning and preparatory stages for the new system.

Review the effectiveness of the Council's governance of the project – to include both formal and informal scrutiny.

Assess the involvement of key stakeholders (e.g., local government, Welsh Government, residents and trade unions) in the planning phase.

Review the effectiveness of any feasibility studies or planning assumptions relied upon in the implementation, and whether due regard was given throughout the

service's development and rollout stages to equalities matters and the potential impact of the new service's introduction on residents with protected characteristics.

Review the effectiveness of external advice and professional consultancy support provided.

Evaluate the allocation and readiness of resources (financial, human, vehicles and general infrastructure).

Review the accuracy and sufficiency of data relied upon to inform decisions relating to the planning of the new service's introduction e.g. data regarding the green bin subscriptions, assisted collections, Trade waste and collections from unadopted roads.

#### b) Implementation and Delivery Processes

Review the extent to which the project management process provided final assurance of readiness prior to implementation and a go-live decision.

Review the logistics of bin distribution, collection schedules, and routing efficiency.

Review the effectiveness of communication strategies employed to inform and educate the public.

Assess the suitability of training provided to staff, at all levels, involved in the implementation of the new system.

#### c). Identification of Key Impediments

Technical Issues: Identify any technical issues encountered (e.g., container quality, vehicle suitability, depot location, staffing levels, how prepared staff were for the different way of working, how staff were allocated to rounds, capability of IT systems and accuracy of data).

Communication: Identify any technical issues encountered in the function of call centre and delays to residents being able to make contact via phone or website. Review the process by which communication from the call centre was passed onto the Service and identify any technical issues encountered in communicating with waste collection crews during their rounds.

Review the challenges encountered in adherence to relevant waste management regulations and standards.

#### d). Performance Metrics

Efficiency: Measure the efficiency of the roll-out process (time taken, cost efficiency).

Assess the extent of how the collection performance was monitored/managed and the effectiveness of mitigation measures put in place.

Assess the compounded impact of missed collections on performance and the extent the management of residents' expectations were managed.

Assess the impact the volume of waste-related calls to the call centre had with respect to the number of calls/enquiries to other Council services which were delayed or could not be processed.

Assess the difficulties associated with the implementation of the scheme on staff at all levels and elected members, and its impact on corporate confidence in future projects.

Review the financial and resource impact of the additional resources deployed to mitigate missed collections on the Council's finances and day to day business.

#### **4. Methodology**

An elected member Task and Finish Group, geographically representative of scrutiny members from all areas of the county (e.g. 2 members from each Member Area Group (MAG)) to identify relevant workstreams, gather, review and analyse evidence from various sources, including:

- Document analysis / review of data.
- To receive evidence (written and verbal) from key stakeholders, officers and staff members, residents, external advisors and consultants, including WRAP.

#### **What information do we currently have?**

- Planning, management and implementation data
- Project management information
- Complaints/Service enquiries data
- Collection routes data and maps – comparative data (including details of the time taken to undertake each waste collection round under the previous waste collection system and the new)
- Tachograph/Vehicle Data on times taken to complete each round pre and post change.

#### **What information are we likely to need?**

- Details of the route maps used for planning the roll-out and whether they were the latest information available (e.g. were new developments added to the maps during the planning stages for the roll-out in order to ensure the latest route data was available on go-live date)
- An analysis of whether the change of location of Waste Transfer Station impacted on the time taken to undertake each round etc (and if this had been factored into the original calculations)
- any advice sought and received from other local authorities, WLGA, WG, WRAP etc, in relation to planning and managing the roll-out of the new waste model, and whether it was used.

- details of any pilot projects undertaken ahead of the new service's implementation on collection times and the lessons learnt from those exercises.
- details of whether any assessments had been undertaken on the impact of the introduction of additional service collections (AHP, small electrical equipment, batteries) on collection times.

## **5. How to achieve this/Reporting & Governance of the Review**

- Preliminary Report – to Performance Scrutiny Committee to outline establishment of T&F Group & its remit.
- T&FG to receive a report outlining the detailed methodology, workstreams and proposed timeline for review.
- Evidence gathering public meeting to inform future deliberations.
- T&FG to identify major and key issues upon which they commission external advice.
- Draft report to Performance Scrutiny Committee providing a comprehensive analysis of the roll-out process, identifying key impediments and preliminary recommendations for discussion, review and agreement prior to circulation to key stakeholders for comments and feedback.
- Final Report: Incorporate feedback from stakeholders on the draft report and finalise the analysis and recommendations, prior to submission to Performance Scrutiny Committee for final approval prior to the report being submitted to Full Council for endorsement of the recommendations.

## **6. Timeline**

To be determined by the T&F Group

## **7. Budget**

Once a detailed methodology and work plan has been agreed by the T&F Group the extent of the budget requirement for commissioning of external independent advice can be submitted for the appropriate authorisation / procurement.

## **9. Conclusion**

The review aims to provide a thorough and objective review and analysis of the roll-out of the new waste model with a view that the final recommendations will help inform the planning work for future transformational projects.

## **10. Powers to undertake the review**

- Section 21 of the Local Government Act 2000
- Section 7 of the Council's Constitution

**Notes:**

1. The T&F Group will expect all officers and elected members to cooperate and respond to requests relating to the Review in a timely manner.
2. External bodies may be invited to participate in the Review, Scrutiny does not have the authority to compel them to engage.
3. All who participate with the review will be treated with respect and dignity.

DRAFT