



Meeting Waste Targets

Lincolnshire County Council wanted a process to dramatically improve their short term performance but set in the context of a long term strategic plan that would avoid significant landfill penalties.

The vehicle they chose was europartnership's Performance Driven Management (PDM) programme.

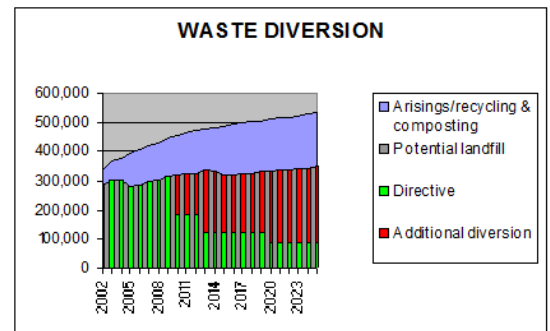
Richard Wills, Environment Director, set the team the task of taking account of the EU Landfill Directive demanding a reduction of biodegradable household waste to 75% of the 1995 levels by 2010. This had to be done in good time to plan and deliver effective and sustainable solutions.

The fine for exceeding this quota is set at double the cost of the most expensive treatment option.

The programme:

The Waste Management team followed the classic PDM format of three workshops totalling 5 days over a three month period. These were accompanied by five interim visits to help the team build an effective Waste Model and assist with self-study assignments.

The workshops themselves were hosted offsite at a local conference facility in Lincoln. The workshop participants included front line officers, managers, the service director, the portfolio holder and 2 further members of the council.



The challenge:

- Improve the present Waste Management Service performance
- Review and re-build the present Waste Management strategies
- Bring together a larger and newly formed team

The outcome:

- A comprehensive response to the Best Value Review
- A fully documented and evidence based strategy that is contributed to by all
- A Waste Model built and owned by the service to facilitate ongoing planning
- Development of the Balanced Scorecard approach to performance management
- Improved team working and communications
- Contributing to the County Council's Management Development programme
- The development of a continuous improvement organisation



"Certainly it has been a vitally important aid to us in concentrating our minds to the urgency and enormity of our task. From a personal point of view, it has given me more clarity of the timetable I need to follow to achieve our objectives, and some of the pitfalls along the way... none of us who attended the programme were left in any doubt of the job in hand."
Councillor William S Webb, Executive Member of the Council for Waste Management