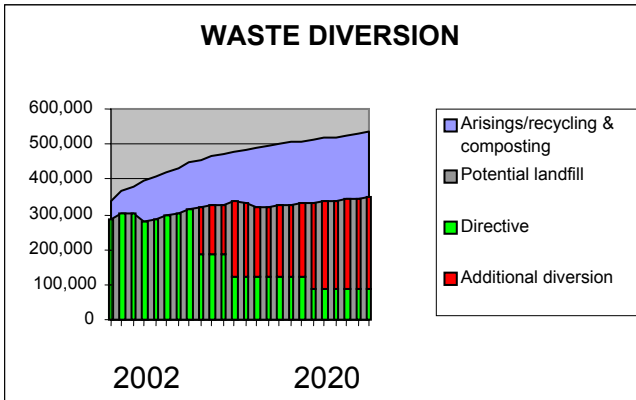




# Meeting waste targets

## Background:

After receiving a negative Best Value rating for Waste Management Services, Lincolnshire County Council recognised the need for a catalyst to dramatically improve their performance. The vehicle they chose was europartnership's Performance Driven Management (PDM) programme.



## The challenge:

To respond to the Best Value Review by:

- Improving the Waste Management Service performance
- Reviewing and building on the previous Waste Management strategies
- Bringing together a larger and newly formed team

The team also took account of the EU Landfill Directive demanding a reduction of biodegradable household waste to 75% of the 1995 levels by 2010. The fine for exceeding this quota is set at double 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 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