

Overview & Scrutiny Committee Tuesday 23 January 2024

A meeting of the above Committee will be held in Shire Hall, Market Place, Warwick on Tuesday 23 January 2024, at 6.00pm.

Councillor Milton (Chair)

Councillor D Armstrong

Councillor M Luckhurst

Councillor A Barton

Councillor J Payne

Councillor D Browne

Councillor P Redford

Councillor M Collins

Councillor D Russell

Councillor A Day

Councillor JP Sullivan

Councillor D Harrison

Emergency Procedure

At the commencement of the meeting, the emergency procedure for Shire Hall will be announced.

Agenda

1. Apologies & Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be disclosed during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. Minutes

To confirm the minutes of the meeting held on 3 October 2023. **(Pages 1 to 10)**

4. **Waste Enforcement Update**

To consider a report from Neighbourhood Services.

(Pages 1 to 4 & Appendices 1 to 4)

5. **Waste Contract Report**

To consider a report from Neighbourhood Services.

(Pages 1 to 8)

6. **Development of Overview & Scrutiny Committee and Work Programme**

To consider a report from Governance Services.

(Pages 1 to 13)

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Overview and Scrutiny Committee

Minutes of the meeting held on Tuesday 3 October 2023 at Shire Hall, Warwick at 6.00pm.

Present: Councillor Milton (Chair); Councillors Armstrong, Barton, Collins, Day, R Dickson, D Harrison, Kohler and Redford.

Also Present: Patricia Tuckwell (Civic and Committee Services Manager), Graham Leach (Head of Governance and Monitoring Officer), Zoe Court (Neighbourhood Services Manager), Steve Partner (Head of Neighbourhood and Assets).

37. **Apologies and Substitutes**

- (a) Apologies for absence were received from Councillors Browne, Luckhurst and Sullivan; and
- (b) Councillor Kohler substituted for Councillor Payne and Councillor R Dickson substituted for Councillor Russell.

38. **Declarations of Interest**

There were no declarations of interest made.

39. **Minutes**

The minutes of the Overview and Scrutiny Committee meeting held on 20 July 2023 were taken as read and signed by the Chair as a correct record, subject to an amendment for them to be sequentially numbered.

40. **Waste Contract Review**

The Committee considered a report from Neighbourhood Services which provided an overview of the first year of operation of the 123+ waste management contract. Appendix 1 to the report provided visual representations of missed collections, Appendix 2 to the report provided visual representations of the different waste amounts collected throughout the year and Appendix 3 to the report provided financial graphs.

The joint waste contract with Stratford-on-Avon District Council, known as "123+" (1 for weekly food waste collections, 2 for fortnightly recycling collections, 3 for 3 weekly refuse collections and + for 'optional garden waste collections) started on 1 August 2022. After this date garden waste bins without permits were not emptied. This contract was specified and let during the period of merger talks between the two Councils.

Stratford-on-Avon District Council (SDC) had a Contact Centre, and a decision was taken that even though the merger was no longer taking place, they had the required resource to deal with the expected high volume of enquiries. Therefore, SDC took all waste related enquiries, including phone calls, emails, webforms, and payments for containers, bulky waste collections, garden waste permits for Warwick District Council (WDC) at first point of contact by diverting relevant calls and emails from

WDC to the SDC team. Escalations were passed onto the Business Support Team in WDC Contract Services. This was based on an annual recharge to WDC and was set out in the report.

The Business Support Team within WDC Neighbourhood and Assets consisted of one Team Leader and 3.8FTE Officers. They took all enquiries relating to grounds maintenance, street cleansing, corporate building cleaning and parking (including Penalty Charge Notice appeals). They had previously dealt with waste related calls up until the end of the previous waste contract with Suez, that finished at the end of July 2022.

Prior to the 123+ 'go live date', all street level properties needed to be provided with a food bin, a kitchen caddy, and a blue lidded wheeled bin for co-mingled recycling collections. In addition, all households apart from those on communal collections required an information pack on the new collections including a collection calendar, as a one off, for the first year. It should have been noted Warwick District Council had stopped distributing calendars several years ago due the cost.

Both WDC and SDC also introduced a new phone app called 'Cloud 9' which allowed users to receive alerts on which containers to put out for collection, find out what items could be recycled and allowed the Councils to send notifications by ward, street etc. for any specific disruptions (i.e. collections running behind schedule) and general reminders e.g. 'you can now renew your garden waste permit'. WDC had over 30,000 residents using the app, with over 23,500 residents signed up for notifications. Feedback on the app had been good and additional features were being added.

Unwanted red boxes, white bags and green bins were collected free of charge from November 2022 – January 2023. These were all collected for recycling with the income from these sales, after consultation with the Chairman of the Council, donated to Myton Hospice. From February 2023 any household wanting to get these items collected had to do so by booking and paying a small fee via the SDC contact centre. There had been various communications to encourage residents to reuse and/or give away to neighbours.

In almost all areas, the new contract had produced the expected levels of service and had increased recyclable materials collected. However, there was a specific issue in a few areas, specifically parts of Leamington Spa town centre which were predominately areas comprising flats and shared accommodation and with concentrations of students in residence. These areas previously had a weekly black bag collection, but the view originally taken was that the 123+ cycle of collections would work in that area. However, it had not, and significant resources were required to clear weekly fly tipping on the street. There had been understandable complaints from residents in these areas with concerns about the health and visual impact. There was a case to review collections in those limited areas with the possibility of a return to weekly collections, albeit at additional cost to the contract. This was being reviewed by officers, with the Portfolio Holder, and any proposals would be brought through alongside the 2024/25 budget setting process.

In terms of the Governance arrangements, there was a monthly Contract Operations Meeting chaired by SDC, as the lead authority, with SDC and WDC officers and Biffa in attendance. Monthly KPIs were discussed, including any repeated missed collections, H&S, vehicles, and any other issues including forthcoming communications (for example, Christmas).

In addition to the monthly meetings, there were quarterly Partnership meetings which included the relevant SDC and WDC senior officers, Heads of Service and senior Biffa managers to enable more strategic discussions and decision making to take place.

With the previous waste contract with Suez, the Council received income from the sale of the collected recyclate as this was separated at the kerbside. However, the decision was made by Cabinet to change these arrangements for the new contract to co-mingled recyclable material. The Council also became a shareholder of the new Sherbourne Materials Recycling Facility (MRF) that was being built at the time in Coventry.

As part of the initial project, before the MRF was completed, recyclable waste was to be taken to the Pure Recycling facility at Ettington, Stratford-upon-Avon, but this facility was very badly damaged by fire in July 2021. As an alternative until the Sherbourne facility was completed, recyclable waste from both SDC and WDC was taken to Tom White Waste at Coventry, but this incurred additional cost and loss of income to both Councils. For WDC, this impacted on the 2023/24 waste budget and was reported in the Quarter One finance report to Cabinet. Now that the MRF at Sherbourne was effectively open and taking the comingled recyclable waste, this should have resulted in a return to income for 2024/25 as envisaged by the joint project.

WDC agreed to pay circa £240,000 for 2023/24 to SDC as part of a Inter Authority Agreement. This agreement included the provision of the Contact Centre service and contract management. Officers were requesting reports from SDC to review the call volumes now the contract was established and what resources were required in the future, and this would form the basis of discussions on the recharge for 2024/25. Appendix 3 to the report showed a table of the monthly costs of the Waste Contract. Members noted that the MRF was not operational until mid-August 2023 so temporary arrangements needed to be made and a contingency budget was agreed. Some income from the sale of the recycling at the MRF would resume. However, caution was advised because income depended on contamination levels and income was paid three months in arrears.

Appendix 4 to the report showed a table of income related to the Waste Contract; almost 40K garden waste permits had been sold for 2023/24, which equated to £1.6m income, and was in line with the budget as revised in December 2022, following an initial forecast of £1m / 25,000 permits being sold in 2023/24 when the service was initially launched. To try to avoid some of the issues around the sale of green waste permits for next year, officers would look at making these available earlier so there was a longer period over which they could be purchased prior to commencement.

Appendix 5 to the report showed the forecast income assumptions from the MRF arrangements. These needed to be considered cautiously as this was a new arrangement still in the commissioning phase. Further updated and more confident forecast would be developed for the next financial year.

When thinking of lessons learnt, the delivery of the bins did not run as planned and caused a spike in complaints and customers chasing for updates. For any future similar exercise, deliveries would need to start much earlier (up to six months ahead of 'go live'), and tape the bins shut with a 'do not use until X date' on it, or alternatively, to have a phased roll out across the District, rather than in one process.

Any major collection changes that required a new calendar would be mailed out directly. Relying on a bin distribution company to deliver the right calendar to the right property was challenging and slowed the delivery crews down considerably.

The report was for information only and there were no alternatives suggested.

In response to questions from Members, the Neighbourhood Services Manager the Head of Neighbourhood and the Portfolio Holder for Neighbourhood, explained that:

- the tonnage of recyclable waste was expected to continue to grow as property numbers were increasing. With the recent opening of the Materials Recycling Facility (MRF), the amount of plastics that could be recycled would increase, including soft plastics. From November 2023, coffee pods for machines such as Nespresso and Tassimo would be recycled at kerb side;
- a review of contract arrangements was underway as complaints were still being received regarding reporting missed collections to SDC;
- the WDC app had already stated coffee pods could be recycled. Currently, these were being collected and taken to the (MRF) to be separated, and depending on what the pods were made of, they would be recycled accordingly. Unfortunately, the Council could not guarantee 100% of coffee pods were recycled but from November, coffee pods would be sent to Podback and 100% would be recycled;
- a date that softer plastics could be recycled had not yet been confirmed;
- an open day had been organised for 19 October 2023, and a visit for Members could also be arranged;
- service development within the WDC app was underway aiming to include a variety of Council services to be available via the app and an officer had been recruited to develop this further;
- green waste permits were expected to exceed 40,000 by the end of the year and the team aimed for 42,000 by the end of next year;
- WDC was one of the top Councils in terms of recycling. An extensive process was undertaken to ensure value in the contract costs, but further work could be undertaken to understand where the Council benchmarked in contrast with surrounding areas. A review would be undertaken at the end of the financial year to show what income

had been made over the course of the year and what it had costed, and this benchmark could be included in that review;

- a report was due to come to Committee around processes that were being created to deal with fly tipping issues and officers were working together to do this;
- a heat map had been created to show areas where fly tipping was most prevalent - the majority was in Royal Leamington Spa town centre;
- a further answer would be provided after the meeting around data for missed assisted bin collection targets being so different to missed bin collection targets;
- there was an increase in fly tipping during Covid and these numbers were yet to decrease. The spike could be linked to the 123+ change but the heat map provided evidence of where fly tipping was highest. Fly tipping in rural areas might take longer to be cleared;
- the majority of fly tipping found in Royal Leamington Spa town centre was household waste, when 123+ collections were implemented, the collections changed from a weekly collection to a bi-weekly collection and the properties in the centre might not have sufficient space to store the build up of waste causing more frequent fly tipping. This issue was being investigated. Rural fly tipping was usually builder's waste, or larger items;
- education would take place in town centres to ensure that residents were aware of how waste should be disposed of and investigation into streets in which the most waste was found would happen in order to create appropriate solutions;
- communication was vital to this project as it was a major change to the way waste was collected. WDC communicated this change to the best of the Council's ability at the time, for example via the app and media releases;
- the contract stated the bins should be returned to where they were presented. If any instance of bins being returned in an alternative place, this could be reported as a complaint and the crew would be spoken to and CCTV on the van could be reviewed. Importantly, the issue could not be looked into if it had not been reported to the team; and
- data was received regarding calls which would be reviewed along with the current arrangement. This would be requested on a monthly basis.

Councillor Day congratulated the team for the work they had done in launching the project, which had been largely well-received by residents.

Resolved that:

- (1) the report be noted; and
- (2) a further report be brought forward to the Committee's meeting on 23 January, to review if the terms agreed are still advantageous for the Council, and implications in the forthcoming budget.

41. **"No Mow May" Review**

The Committee considered a report from Neighbourhood Services which provided the conclusions of the working group that had been set up to review No Mow May 2023. There were four appendices to the report which visualised feedback from the survey, provided visual references of seasonal grass growth, and provided experience and feedback from other Councils who took part in No Mow May.

The scheme was generally well received by the public, with over 60% of residents who had completed the survey in support of No Mow May (NMM), but it was recognised that there were lessons to be learnt from the first year of operation.

The review concluded that the Council should scale back the areas to be included in 2024 to reduce the 'catch up', to plan timing and resources based on lessons learnt and for communications to raise awareness ahead of May, including the benefits.

For 2023, the Council was one of a significant number of local authorities that took part in the first wide scale introduction of 'No Mow May' which was a campaign organised by Plant life, a registered charity.

By suspending grass cutting throughout May, almost two million square meters of grass and wild plants in Warwick District were able to grow and flourish, which equated to 6pprox.. 266 football pitches.

Over 700 species of wildflowers grew on road verges in the UK, nearly 45% of the total flora. Just eight dandelion flowers could produce enough nectar sugar to meet an adult bumble bee's baseline energy need.

Additional benefits of longer grass such as helping to alleviate flooding were listed in section 2.6 in the report.

Officers had established a small project team to look at taking part in No Mow May 2023, including officers from: Neighbourhood Services, Green Spaces, Climate Change and Idverde to review how the Grounds Maintenance/Street Cleansing contracts could add value to the Council's commitment to address Climate Change.

In March 2023, the team sought approval for the Council to take part in the national No Mow May campaign as its first piece of work. This request was supported by all Group Leaders, after consultation by the Chief Executive.

In response to questions from Members, the Neighbourhood Services Manager and Councillor Roberts, Portfolio Holder for Neighbourhood explained that:

- WDC wanted to commit fully to No Mow May, in line with its climate change and biodiversity action plan. A project team had been set up and no concerns regarding catching up had been raised by idverde. In hindsight, WDC had been perhaps too ambitious;

- the review was a learning experience - there were areas WDC could keep longer and areas WDC might not cut at all to increase biodiversity, this therefore fed into the Biodiversity Action Plan;
- mowing schedules had been affected - had the team known the electric mowers would not cope, better ones could have been hired in time. However, by the time the Council tried to hire these, they were all leased out. Idverde worked incredibly hard to catch up, including evenings and weekends. The Council had learnt from this and this would be taken into account in next year's planning;
- a more strategic approach should be taken, and areas should be left uncut with wildflowers next year. Play areas and housing sites would not be included in No Mow May to allow children to play in the summer months;
- a mapping system should be included on the Council's website and a colour coded system would be implemented to clearly show which areas would be included in No Mow May;
- No Mow May had not been a cost saving exercise, and the contract had not been amended, with it being a WDC initiative;
- in relation to sports grounds, the team was considering mowing a path through grass that was being left to make it easier if a ball had been lost within the long grass;
- a media communication strategy would be drafted. Results of the survey were yet to be publicly available, but this information would be shared. The proposed promotion plan was for a leaflet to be included in the Council Tax Statement that was sent annually to all residents;
- the team recognised the verges around junctions should be cut back for safety reasons and a meter strip should be mowed into some verges to act as a path or mow just one side if the verge was narrow;
- bigger areas obviously provided better benefits but if there was a safety concern, WDC would mow where necessary;
- following the cutting of long grass, sweepers were employed to prevent the blocking of drains and therefore any flooding. The grass should be shorter next year so it should be less of an issue; and
- Idverde had gathered information to ensure best practice. Tweaks would be made to ensure catch up did not run into July as it had done this year; and
- the Idverde team was developing their own mapping system, which would link with the WDC system, but at the time of the meeting, this had not yet happened and information was being shared using spreadsheets.

Whilst Members recognised that it might take three to five years to measure the impact of No Mow May on biodiversity, the Committee asked that in future, more communications about the positive difference it was making would be beneficial for residents.

The Chair thanked the Neighbourhood Services Manager for responding to the large volume of emails and queries, and hoped that it would be a smoother process in May 2024.

Resolved that the report be noted, including the changes planned for 2024.

42. **Corporate Strategy**

The Committee considered a report from Governance Services which outlined the draft Corporate Strategy of 2023-2030 brought forward by the Cabinet and sought comments on it, in line with the proposed timetable.

The finalised 2023 to 2030 Corporate Strategy would set out the Council's corporate aims and ambitions for the next seven years, in the same way as the current business strategy. It would underpin every project and initiative developed and implemented by the Council's Service Areas that set out how to deliver services over the next seven years.

The draft strategic goals were currently subject to consultation and were considered by the Committee on 19 September. The comments made by the Committee and the response to these comments were set out at Appendix 1 to the report.

The initial draft of the Corporate Strategy including proposed vision and values and was set out at Appendix 2 to the report. The Cabinet wanted to provide an early opportunity to the Overview & Scrutiny Committee for its views.

The draft strategic aims had been revised based on initial feedback and these formed Section four of the draft Corporate Strategy.

Members were reminded that with the ambitious timetable for adoption, the Corporate Strategy was very much a living document at this time, with regular changes and updates being considered. With this in mind, the Committee noted that only the Vision, Values and Strategic Aims were included. This was to enable the Committee to focus on these core strategic parts at this time.

The timetable for the delivery of the new corporate Strategy was as set out in the report under paragraph 1.6.

The Committee had the opportunity to provide feedback to help develop the Corporate Strategy and key points the Cabinet might wish to consider. Equally, the Committee needed to start to consider how it might wish to scrutinise and monitor delivery of the strategy.

In terms of alternative options, the Committee could decline to comment on the draft Corporate Strategy and await the final document.

In response to questions from Members, the Head of Governance and Monitoring Officer and Councillor King, Portfolio Holder for Place, Arts and Economy explained that:

- achieving carbon neutrality by 2025 would be hugely difficult as there was no extra resource expected to help achieve this on time. However, the goal remained the same and WDC would continue to push this, though it was not specifically mentioned;

- WDC was not doing pulling back from its ambitions, rather, it was being realistic of timelines as 2025 was approaching fast and the aims were far from met. Feedback given had been taken on board;
- the strategy had looked at critical areas, such as retro fitting etc. There were so many variables within the framework that target setting became an issue, the financial element to the strategy was a massive factor in limiting achievements as well as the statutory requirements in housing.
- active feedback from staff had been received following an email regarding the strategy including the importance of underlining WDC's climate change efforts, ensuring emphasis was based on residents' health, using plain English to communicate the strategy and highlighting the importance of partnerships and stakeholder relationships;
- data collection should happen across the Council and the importance of measuring and benchmarking has been highlighted in a recent peer review group;
- another draft would be taken to Cabinet in November 2023, before a finalised version was taken to Council. The strategy was changing daily because of ongoing dialogue. The new Chief Executive had taken ownership of this strategy and was working with Heads of Service to implement feedback received from Cabinet. As the strategy covered the next six and a half years, exactly how the aims would be achieved might not be explained, but reports received in following years would state how they linked back to the corporate strategy;
- service area plans contained performance measures, and the aim was to publish these quarterly, so they would be available to both Members and the public. These could be used as a tool for scrutiny, matching up targets against data and how to see how trends had progressed; and
- a new Office for Local Government had been created, which set measures and benchmarks across local Councils. This would enable Councils to compare data across the UK.

Members were keen to review the Strategy on a yearly basis, in the same way that the annual governance statement came through scrutiny to make sure the Council was properly governed. More specifically, the Committee would like to see an annual strategy progress update, looking at the big picture and how the Council was working towards its goals and values.

Resolved that:

- (1) the response from the Cabinet on 20 September in response to the comments from this Committee, on 19 September 2023, on the draft Strategic Goals, as set out at Appendix 1 to the report, be noted; and
- (2) the Strategy be reviewed on a yearly basis. The Committee would like to see an annual strategy progress update, looking at the big picture and how the Council is working towards its goals and values.

43. **Work Programme, Forward Plan and Comments from the Cabinet**

The Committee considered its work programme for 2023/24 as detailed at Appendix 1 to the report. The Comments from Cabinet appendix would be part of the 31 October meeting agenda.

The Chair explained that the Future High Street fund report had been scheduled to be considered at this meeting, however, it had been agreed to move this item to a meeting later in October 2023.

The Digital Strategy update had been moved, with it being a Cabinet report in December. When this item would be taken to Cabinet, the Committee could choose whether to call it in for scrutiny or not.

The resident engagement strategy had been agreed for 12 months update as opposed to six months as previously. This would be to allow for data to be collected and analysed.

Resolved that

- (1) appendix 1 to the Work Programme report be noted;
- (2) the future High Street Fund report be moved to the 31 October 2023 meeting;
- (3) the Resident Engagement Strategy report be changed from six months to 12 months, to allow for further data collection regarding details on progress, value for money and the benefits to residents;
- (4) The Waste Enforcement Update report be brought to Committee on 23rd January meeting.

(The meeting ended at 8.00pm)

CHAIR
23 January 2024

Agenda Item No 4
 Overview & Scrutiny Committee
 23 January 2024

Title: Waste Enforcement Update

Lead Officer: Zoë Court zoe.court@warwickdc.gov.uk 01926 456134

Portfolio Holder: Councillor Roberts

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	10/1/2024	Cllr Roberts
Finance	11/1/2024	Andrew Rollins
Legal Services		
Chief Executive	10/1/2024	Darren Knight (DCE)
Director of Climate Change		
Head of Service(s)		
Section 151 Officer		
Monitoring Officer		
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	No	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

Overview & Scrutiny Committee asked for a further update on Waste Enforcement activities since the previous report in March 2023 presented to the Committee, which included the creation of a new post within Contract Services to work as a Waste Education & Enforcement Officer to tackle the increase in flytipping across the district for a period of two years (September 2023-September 2025). This Officer started in September 2023 and reports directly to the Contract Development & Enforcement Officer, who reports to the Neighbourhood Services Manager.

The Council is now a member of Keep Britain Tidy, which will help support the council on ways to prevent or reduce flytipping by 'influencing, advising, supporting and promoting best practice as well as raising awareness of the potential environmental damage flytipping can cause'. The Contract Development & Enforcement Officer has attended the Enforcement Training Course, which is accredited by the Chartered Institute of Waste Management (CIWM). The Waste Education & Enforcement Officer will be attending the same training in Spring 2024.

The timescale for clearing flytipping has increased as in April 2021 the new Street Cleansing contract with idverde saw a reduction in resources from two 'Rapid Response' teams (including 2 operatives and a vehicle) to one team.

Recommendation(s)

- (1) That the Committee and the Council continue to support the activities outlined in this report, including funding an additional Rapid Response team for a period of at least 12 months to enable flytips to be cleared promptly. Evidence shows the longer a flytip remains in situ, the more likely it is to attract more flytipping and there is a risk any paper evidence will be destroyed by bad weather.

1 Reasons for the Recommendation

- 1.1 Since Covid in 2020 and the start of the new waste contract in August 2022 there has been a marked increase in flytipping (including reports from the public and complaints), and additional resources and budget are required to tackle it through engagement, education, and where necessary enforcement.

2 Alternative Options

- 2.1 Enforcement activities could be contracted out, as some councils do, but the decision was made trial this 'in house' for a period of two years, which is the duration of the fixed term Waste Education & Enforcement post

3 Legal Implications

Local authorities have various powers of enforcement including issuing fixed penalty notices (FPN) for fly tipping as well as household/commercial bins being stored on the highway. Currently the maximum fine an individual/s for fly tipping is £1000. There is the option to take the recipient to court which could result in fines of up to £50,000 and imprisonment.

In addition the Council can issue community protection notices for accumulated waste (waste in front gardens of properties) which an individual/s can be fined between £100 and £2,500. We can also issue section 47's to determine whether

businesses have entered into an agreement with a registered waste carrier. If the section 47 is breached, we have an option of issuing an FPN for £100.

Legal service support is currently required to advise when a Fixed Penalty Notice is to be issued, this ensures if the recipient does not abide by the fine the Council can confidentially proceed with Court action as the relevant legislation has been followed correctly.

4 Financial Services

4.1 There is currently an annual budget of c£30k to support these activities, including legal support, publicity, training, printing, bin removal. Additional budget has been requested in the Budget Growth bid for 2024/25 of an additional £130k budget as a 'one-off' to fund an additional 'Rapid Response' team dedicated to clearing flytipping promptly and looking for evidence for 12 months.

5 Current Waste Enforcement Activities

The new team are out around the district several days a week, currently this is mainly in Leamington town centre and south Leamington to talk to residential and commercial properties that are presenting waste or storing wheeled bins on the pavement. Properties that store wheeled bins permanently on the highways have these bins tagged (Appendix 1) to notify the household that the bin will be removed if it appears to be stored on the highway.

Below is a summary of the activities carried out between September–December 2023.

Household/Commercial properties visited	Over 300
Flytipping warning letters sent	23
Section 46* (Household bins on the highway) letters sent	29
Section 47* (Commercial bins stored in the highway) letters sent	4
Wheeled bins 'tagged'	Approx 50
Wheeled bins removed	26
Fixed Penalty Notices issued (payment received)	1

*These refer to the relevant section of the Environmental Protection Act 1990

6 Planned Waste Enforcement Activities

In addition to the above activities, the team will also be trialing the use redeployable CCTV cameras with ANPR (automatic number plate recognition) in more rural areas where flytipping is likely to be done using a vehicle. These cameras may also be useful in 'hot spot' areas within the town centres. Litter bins which are frequently being used for dumping household waste in/around will be labeled up with warning notices.

The team are also planning more publicity and communication regarding littering and flytipping during 2024 to raise awareness on the issues, costs, and consequences of these illegal actions, in partnership with some of the success campaigns lead by Keep Britain Tidy.

7 Flytipping Key Performance Indicators

The Council report to DEFRA monthly on the number (Appendix 2) type, and weight of all flytipping (Appendix 3), and have developed a 'heat map' (Appendix 4) to show

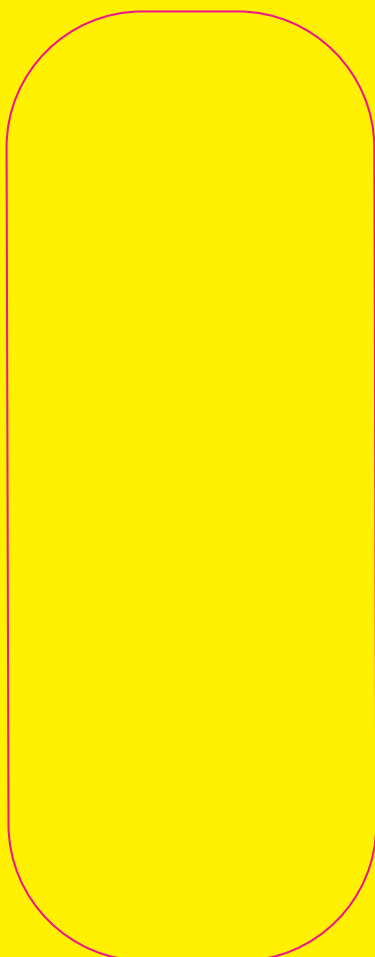
where flytipping is occurring in the district. This data helps to direct the team's activities and priorities.

Whilst the new team is still in its infancy and any reduction in flytipping should be considered cautiously, there has been a slight reduction in the number of flytipping reports on the highway, down from over 100 throughout 2023, to 55 in December 2023, which is the lowest report since December 2020, there may be other factors why this figure has dropped, but it could be the impact of officer visibility and engagement in the areas with the most household waste flytips (including waste presented too early for collection). The team have received several emails from residents to say that they have seen a visual improvement in their area.

As the team continues to evolve it is hoped that within the next few months this data will confidently show how and where the team is having a positive impact.

8 One change to improve performance

As outlined above having a dedicated idverde Street Cleansing team to work with the officers would enable flytipping to be cleared much quicker, which would reduce complaints and improve the overall 'street scene' of the district. This team could also help with the redeployment of CCTV cameras and other operations connected to litter/flytipping reduction.



Please STOP storing your waste container on the public highway.

Scan this QR code for more information on waste enforcement

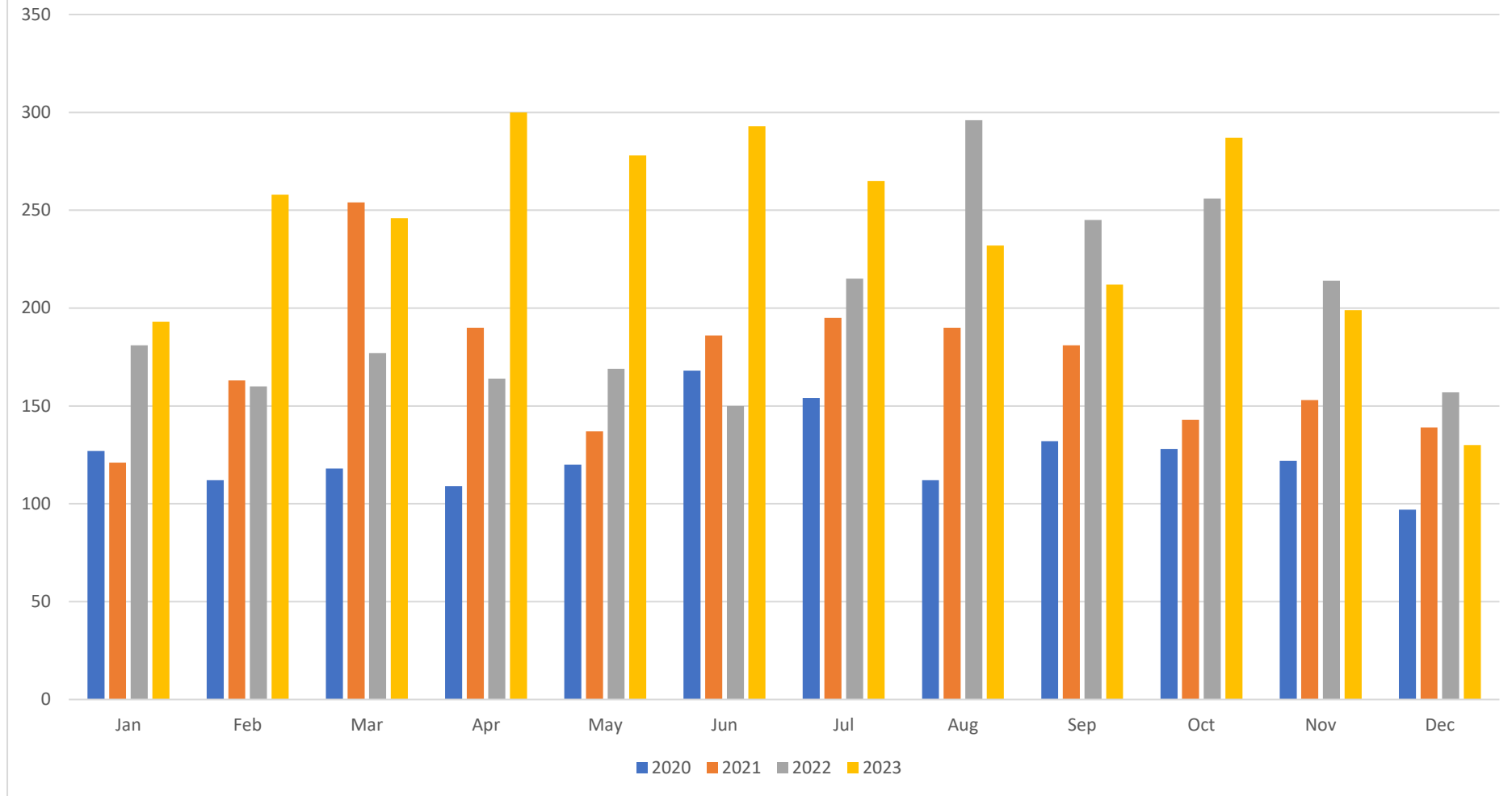


All waste containers should be stored within the boundary of your property and presented at the kerbside no earlier than 7pm the night before collection.

If you continue to store your container on the public highway we may look to remove the bin or take enforcement action which will include a Fixed Penalty Notice.



Reported Fly Tips per month in Warwick District



**Number of incidents
by land type**

	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Highway	127	124	178	160	121	125	114	120	139	104	55
Footpath / Bridleway	31	43	34	40	61	51	37	36	48	41	37
Back Alley	26	19	22	20	18	23	21	10	8	13	8
Railway											
Council Land	36	32	35	30	45	28	18	28	31	31	13
Agriculture											
Private Residence	2	3	1		1					2	
Commercial / Industrial	2										
Water course / bank	1	2	7	2	1	2	1	1	3	4	
Other (unidentified)	33	23	23	26	46	36	41	17	58	4	17
TOTAL	258	246	300	278	293	265	232	212	287	199	130

**Number of incidents
by primary waste type**

	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Animal Carcass											
Green	16	8	9	9	8	8	7	5	10	5	1
Vehicle Parts	4	2	1	2	2		1	4	2	4	
White goods	10	8	13	13	15	21	5	10	8	8	2
Other electrical		2	3	2	3		4	1	4	2	3
Tyres	3	6	9	17	2	2	1	3	2	2	2
Asbestos		1	7	1	1	1	1				
Clinical						1	1				
Construction / demolition / excavation	15	8	17	9	15	12	12	13	9	5	5
Black bags - commercial	2	6	2	6			1			1	1
Black bags - household	41	43	46	47	45	51	48	45	47	31	9
Chemical drums, oil, fuel	1	3	2				2		1		
Other household waste	45	29	48	48	49	49	43	43	48	48	26
Other commercial waste	3	5	3	6	1	4	8	3	6	4	4
Other (unidentified)	118	125	140	118	152	116	98	85	150	89	77
TOTAL	258	246	300	278	293	265	232	212	287	199	130

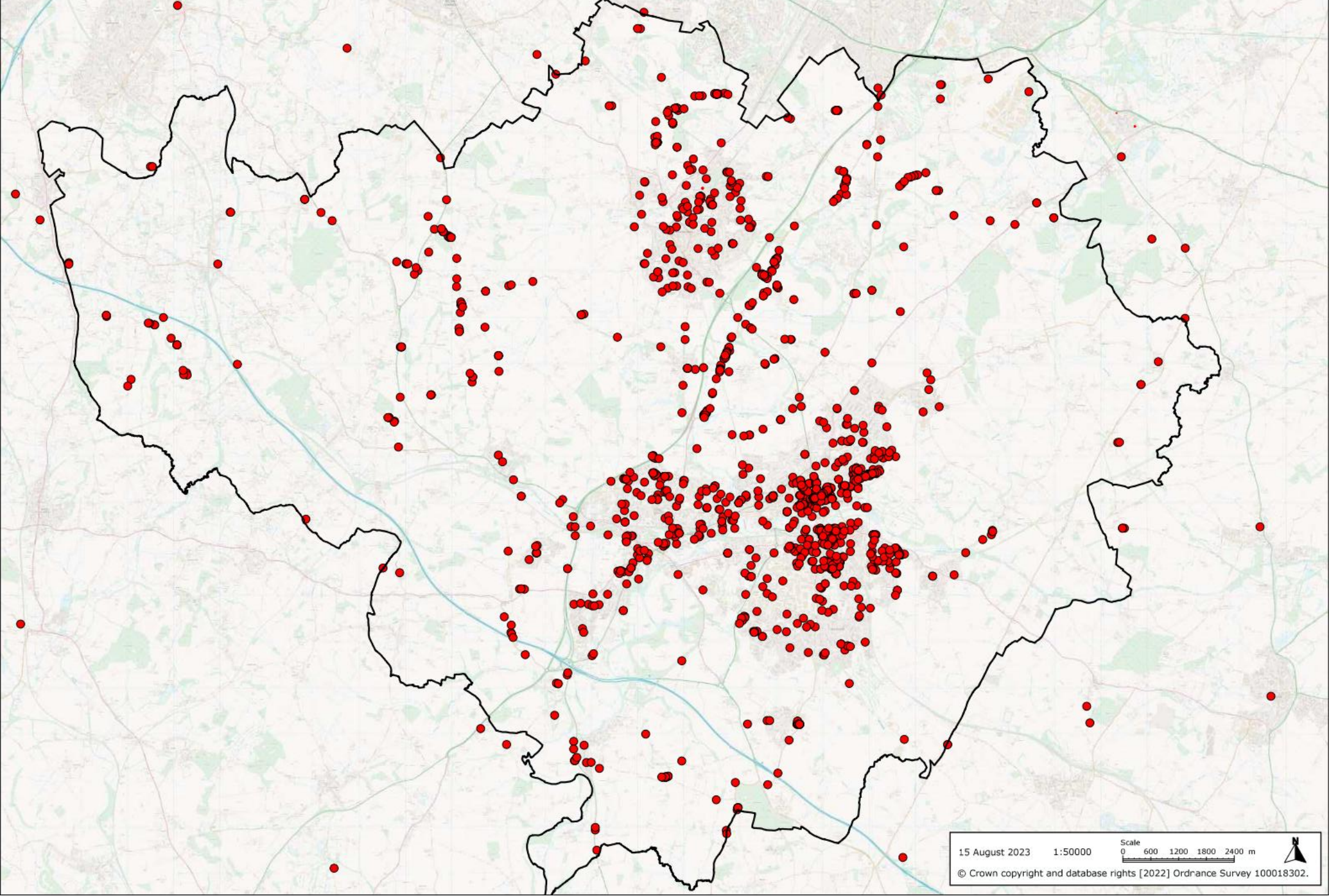
Number of incidents

by size

	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Single black bag	6	9	20	17	10	16	19	9	22	23	5
Other single item	32	36	37	39	46	39	28	39	20	36	23
Car boot load or less	117	103	107	103	149	108	97	84	118	75	52
Small van load	60	71	76	83	66	71	62	56	75	41	39
Transit van load	43	27	60	36	22	31	26	24	52	24	11
Tipper lorry load											
Significant / multiple loads											
TOTAL	258	246	300	278	293	265	232	212	287	199	130

Weight kg

	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Single black bag 5kg	15	30	100	85	50	80	95	45	110	10	10
Other single item 15kg	0	15	555	585	690	585	420	585	300	0	0
Car boot load or less 25kg	0	0	2675	2575	3725	2700	2425	2100	2950	0	0
Small van load 75kg	1,125	600	5700	6225	4950	5325	4650	4200	5625	375	375
Transit van load 150kg	300	900	9000	5400	3300	4650	3900	3600	7800	150	150
Tipper lorry load 300kg	12,300	12,900	0	0	0	0	0	0	0	9,300	2,700
Significant / multiple loads	0	0	0	0	0	0	0	0	0	0	0
TOTAL kg	13,740	14,445	18030	14870	12715	13340	11490	10530	16785	9,835	3,235
Tonnes	13.74	14.445	18.03	14.87	12.715	13.34	11.49	10.53	16.785	9.835	3.24



Item 4/ Appendix 4

Title: Waste Contract Update

Lead Officer: Zoë Court, Neighbourhood Services Manager,

zoe.court@warwickdc.gov.uk 01926 456134

Portfolio Holder: Councillor Roberts

Wards of the District directly affected: All

Approvals required	Date	Name
Portfolio Holder	10/11/24	Cllr Roberts
Finance		
Legal Services		
Chief Executive	10/11/24	Darren Knight (DCE)
Director of Climate Change		
Head of Service(s)		
Section 151 Officer		
Monitoring Officer		
Leadership Co-ordination Group		
Final decision by this Committee or rec to another Cttee / Council?	No	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

Overview & Scrutiny Committee asked for a further update on the joint Waste Contract, following on from the previous report in October 2023 which reviewed the first 12 months of the contract. The committee submitted further questions to ascertain more information on the finances and the Customer Service function conducted by Stratford District Council's (SDC) Corporate Contact Centre.

The Committee requested that the SDC Head of Environmental & Neighbourhood attend the meeting to discuss the content of this report, as they were the lead officer at the time this contract was awarded, they declined the invitation and so the report will be presented by WDC's Neighbourhood Services Manager (NSM).

WDC's NSM has worked with the SDC Environmental and Operational Services Manager, who has provided the information in section 4 of this report.

Background to the Contract

In July 2020, SDC and WDC agreed a statement on a jointly commissioned review of local government across South Warwickshire, this included sharing contracts across the two authorities. A shared waste collection contract was particularly pertinent to both Councils at the time due to the end dates of both existing contracts in 2022. WDC existing waste collection contract was extended to end at the same time as the SDC contract.

On 17 November 2020, the Council Executive considered a report written by the joint Head of Neighbourhood Service regarding a joint waste contract. One of the recommendations set out that the committee agree to procure a joint waste contract with SDC, and that the collection arrangements changed to the '123+' model (1 for weekly food waste collections, 2 for fortnightly recycling collections, 3 for 3-weekly residual collections and + for an optional garden waste subscription).

In October 2021, the contract was formally awarded to Biffa plc, which provide collection, landfill, recycling and special waste services to local authorities and commercial clients across the UK. They are the second largest waste management company in the UK, they were also the previous waste collection contractor for SDC. There is a depot at Warwick and Stratford, where the respective contract managers and operatives are based.

An Inter Authority Agreement (IAA) was drawn up between SDC and WDC, which included the allocation of contract management responsibilities between the two authorities. It was agreed that SDC would deal with all initial telephone calls and email queries via their contact centre. Escalated complaints would be referred to WDC Contract Services team. The SDC contact centre had more resource to deal with the predicted high number of enquiries during the mobilisation period of the contract, and at the time this decision was made the two councils were still planning on merging.

August 2024 will be the second anniversary of the eight-year waste contract with Biffa, the contract is stable and there are the resources at the Council to run this 'in house', in line with our other 'Public Rheap' contracts. This will save the Council in the region of £100k per annum. A business case is being written by the NSM to recommend that customer services migrate back to WDC in August 2024, as part of the council's customer channel shift strategy.

1 Legal Implications

If the Council supports the business case, then legal advice is to be sought for altering the IAA between SDC and WDC in relation to how customer services are delivered in relation to the waste contract

2 Financial Implications

- 2.1 If the Council support the business case, then there will be one-off costs in the region of c£20k for the ICT integration work needed between WDC and Biffa to allow WDC to replicate the arrangements currently in place at SDC Contact Centre for handling waste related enquiries.

3 Waste Budget update

- 3.1 The O&S Committee specifically asked for more information on the budget expenditure and income position as follows:

- 3.2 Garden Waste subscriptions: SDC advised the assumption was 32k permits would be sold in Warwick District. However the cabinet report from February 2022 'Revenue and Capital Budget 2022/23' report by the then Head of Finance stated in section 1.15.5 in relation to the Garden Waste charges "with the charges not proposed to be charged until 1st August, in line with the introduction of the new waste collection service, the forecast has now been revised down to £64k in 2022/23, based upon the part year charge of £20 and a 5% take up to the service". The Council surpassed that forecast very quickly.

The 32k permit prediction was based on the take up at SDC was 48k, which has 'remained static' for the past 3 years as not all properties have gardens. The committee asked why there was such a difference in predicted sales, given that SDC has similar demographics. SDC advised that "The take up rate has nothing to do with demographics/population. There are three times more households in Warwick District without a garden (i.e. communal/flat properties, flats above shops etc.) compared to Stratford District. The chargeable garden waste service in Stratford District was a relatively 'mature' service as it was first introduced on 1 April 2021, whereas it was only introduced in Warwick District on 1 August 2022 (at the start of the waste contract), towards the end of the growing season".

The committee also asked how the contract structured to deal with an increase in garden waste take up rates, (i.e. what are the trigger points for needing an extra vehicle). SDC advised that 'the threshold value across both Warwick District and Stratford District is 1,000 properties, therefore, Biffa can request an additional vehicle when there are 81,000 subscriptions, on submission of a business case".

- 3.3 The split of waste contract costs between SDC and WDC: The committee asked several questions in relation to how the decision to split the costs 50/50 were agreed, including the number of properties, which is similar in the two councils. (WDC has slightly higher numbers by a small percentage, (less than 10%). SDC area covers 977.9Sq.km, WDC 282.9Sq.km. SDC area is 345% greater than WDC). SDC have advised that this was all agreed by the Joint Waste Contract Board at the time, members of the board were senior officers from both councils including the previous WDC Deputy Chief Executives and the previous Head of Finance, these members of staff have now all retired. The cost splits are also reflected in the IAA between SDC and WDC, noting that WDC calculated an aggregated whole contract split of 50.51% (WDC) 49.49% (SDC). This was an academic split, as the two councils intended to merge this was purely for accountancy purposes whilst the two councils had two separate

statements of accounts, for this purpose it was rounded to 50/50 by the previous Head of Finance (acting on behalf of both councils at the time).

- 3.4 Income from the sale of recycling: There was no income from August 2022 until late 2023. This was due to the fire that destroyed Pure Recycling at Ettington in July 2021, which was the facility SDC was using at this time and was the intended destination for WDC recycling from August 2022 until the new Material Recycling Facility (MRF) called Sherbourne Recycling opened in late 2023. Up until August 2022 WDC did receive income from the sale of recycling as part of the 'kerbside sort' contract with Suez. From August 2022 there has been no income and £1million was agreed to cover the costs of temporary arrangements for the sorting and transportation of recycling.
- 3.5 Now the MRF is open the Council anticipates annual income in the region of £1.05 million, however we have not received any to date as the new MRF only opened in late August 2023 and has been in the commissioning phase, although the first sales have now been made to various re-processors in the UK. The current 'gate fees' (fixed and variable) from the MRF are estimated to be in the region of £1.12 million. This will be monitored throughout the year; actuals v budget and reported in quarterly budget monitoring reports.
- 3.6 Recharges for SDC managing the service: in 2022/23 the total paid was c£250k and in 2023/24 c£225k. The proposed charges for 2024/25 are c£142k. These recharges include providing the Customer Service function, ICT costs and a proportion of SDC Officers' salaries – see section 7.

4 Current Customer Service Key Performance Indicators update

Unfortunately, there has been limited information or data shared with WDC regarding SDC call data and performance. SDC have advised it is difficult to split the data between WDC and SDC but have provided a spreadsheet that shows call statistics between July 2023 – November 2023 (Appendix 1 and 2). This does not reflect the duration of the contract and the NSM will continue to request this information from SDC

Between March 2023-April 2023 the Council received complaints about residents being unable to renew the Garden Waste Permit (which started on 1 April 2023). The Council switchboard and frontline customer services received complaints, as did Councilor's. To avoid this 'bottle neck' of calls into SDC, at a time when they are also dealing with their Council Tax bill enquiries and Benefit renewal letter enquiries it has been agreed that the 2024/25 Garden Waste Permits will go on sale in January 2024, and this will be promoted, residents will be encouraged to renew via the website if they can do so, to reduce pressure on calls for those without internet access.

5 Contract Management

As laid out in the IAA, SDC is responsible for the management and governance of the waste contract and will consult directly with Biffa about contract changes/variations, finance, and performance management and monitoring. The NSM and the Contract Operations & Performance Officer attend monthly contract operations meeting with SDC Officers and Biffa. There are also more senior quarterly contract partnership board meetings, which the Head of Assets & Neighbourhood attends with the NSM.

6 Benchmarking/performance and future Key Performance Indicators (KPI)

- 6.1 The contract is performing well, exceeding targets set, for example, missed collections reported (per 100,000) less than twenty reports per month since August 23, the target is ninety-five or less. KPIs are captured by Biffa using the system called Whitespace that records all customer interaction. These are tracked and shared at the monthly contract operations meetings and the WDC officers involved with the contract have no concerns about performance or delivery.
- 6.2 Since August 2022 when the new contract started the Councils recycling rate has increased from an average of 53% to 62%. This improvement is partly due to the change in collections (from kerbside sort to a comingled wheelie bin) and the introduction of a weekly food waste collection service. The Council receive recycling credits from Warwickshire County Council (the Waste Disposal Authority) these are funds paid by a Waste Disposal Authority to their collection authorities (District Councils) allowing savings in disposal costs to be passed back to cover the extra costs for recycling collections.
- 6.3 The Department for Environment, Food & Rural Affairs (DEFRA) publish annual results for local authority collection waste in England the most recent league table is from 2021/22 (before the new contract started) shows the highest recycling rate was 63.5%, WDC was ranked 45th out of 333 with a recycling rate of 54%, therefore we expect a continued improvement to be shown in the league table for 2022/23 when it is released. Once the latest league table is published, we will share with Members.

7 One change to improve performance

As there is limited call data, it is impossible to determine the level of service our residents are receiving. As the Council deals with all other customer service enquiries relating to other services managed within Contract Services, it is considered sensible for these calls to return to WDC by August 2024. This would provide the following benefits:

- Assess performance by calls offered, answered, and abandoned through regulator call monitoring reporting.
- Allow us to be better placed introduce future customer improvements e.g. self-service customer portal, text alerts etc.
- Make a financial savings during 2024/24 of c£50k based on SDC proposed recharges for contact centre staff in 2024/25.

			Calls answered by voicemail messages The calls are returned or email sent			
		Calls answered		Total calls handled	Average speed to answer	Average ACD handling time
Garden Waste Subscription	Jul-23	442	128	570	00.00.56	00.04.20
	Aug-23	567	39	606	00.00.28	00.03.33
	Sep-23	371	0	371	00.00.08	00.04.12
	Oct-23	326	7	333	00.00.27	00.03.49
	Nov-23	228	37	265	00.00.39	00.03.54
123+ collections	Jul-23	809	0	809	00.02.05	00.04.05
	Aug-23	1052	0	1052	00.00.59	00.03.25
	Sep-23	547	0	547	00.00.09	00.03.50
	Oct-23	599	0	599	00.00.59	00.04.04
	Nov-23	488	0	488	00.01.50	00.04.06
Streetscene enquiries	Jul-23	880	0	880	00.02.24	00.04.14
	Aug-23	1094	0	1094	00.00.59	00.03.34
	Sep-23	797	0	797	00.00.09	00.03.48
	Oct-23	836	0	836	00.00.46	00.03.34
	Nov-23	718	0	718	00.01.50	00.04.02

Abandoned calls	Average delay to abandon
161	00.01.41
99	00.01.09
8	00.00.50
39	00.01.27
69	00.01.43
232	00.03.01
180	00.02.12
10	00.01.16
73	00.02.23
99	00.03.15
258	00.03.17
131	00.02.15
5	00.00.42
81	00.02.12
132	00.02.41

	WDC eforms completed internal	WDC eforms completed public
2023		
Additonal Grey Bin	258	0
Assisted Collection End	9	0
Assisted Collection	209	28
Bin Removal	232	0
Bin Calendar	285	
Bin Return	7	0
Bin Spillage	3	0
Bin Swap	21	0
Bulky Waste	327	2396
Developer Bin Request	74	0
Garden Waste	2774	32919
Grounds Maintenance	0	2
Missed Bin	1123	3774
Refuse Enquiry	924	1269
Refuse General Requests	973	3125

Agenda Item No 6
 Overview & Scrutiny Committee
 23 January 2024

Title: Development of Overview & Scrutiny Committee and Work Programme

Lead Officer: Graham Leach

Portfolio Holder: Councillor Davison

Wards of the District directly affected: None

Approvals required	Date	Name
Portfolio Holder	N/A	Ian Davison
Finance	14/1/24	Alex Elston
Legal Services		N/A
Chief Executive	14/1/24	Chris Elliott
Director of Climate Change		Dave Barber
Head of Service(s)	14/1/24 14/1/24	Graham Leach Darren Knight
Section 151 Officer		Andrew Rollins
Monitoring Officer	14/1/24	Graham Leach
Leadership Co-ordination Group		N/A
Final decision by this Committee or rec to another Cttee / Council?	Yes	
Contrary to Policy / Budget framework?	No	
Does this report contain exempt info/Confidential? If so, which paragraph(s)?	No	
Does this report relate to a key decision (referred to in the Cabinet Forward Plan)?	No	
Accessibility Checked?	Yes	

Summary

The report brings forward proposals to revise the operation of the Committee and update its Work Programme, based on the previous deliberations of the Committee regarding its workload.

Recommendations

- (1) That the Committee agree to the revised report format for reports to the Committee.
- (2) The Committee note there will be Monthly planning meetings with Committee Chair, Vice- Chair, Deputy Chief Executive and Scrutiny Officer.
- (3) The Committee note there will be quarterly meetings between the Chair & Vice-Chair of Overview & Scrutiny Committee, the Chair of Audit & Standards Committee and the Chair of the Asset Compliance Committee with support from the Deputy Chief Executive, Head of Finance, and Head of Governance to discuss themes across the Committees.
- (4) That the Committee agree to review all the items on its work programme work programme against the revised aims of the Committee.
- (5) The Committee agree no more than five key themes for the Climate Emergency Action Plan to consider in detail, building on the three identified in 2023.
- (6) That the Committee agree the following reports are added to the work plan:
 - (a) General Fund Budget Medium Term Financial Strategy, how it is calculated and associated risks – April 2024; and
 - (b) Housing Revenue Account Budget the risks associated with it – June 2024.

1 Reasons for the Recommendation

- 1.1 The Committee has had concerns about its overall workload since its area of responsibility was redefined by Council in the Summer of 2022. This has been mitigated by the addition of four meetings within the calendar when the Committee will focus solely on its work rather than that of the Cabinet.
- 1.2 The Committee has set a clear remit for considering Cabinet reports, supplemented by the use of written questions in advance of the meetings, about issues that either affect residents or in which they have an interest, and the responses being published online (unless the report is confidential).
- 1.3 The Overview & Scrutiny Procedure Rules focuses the Committee on those Cabinet items that have due significance and fall within the following criteria:
 - a) *The number of residents impacted and the significance of that impact.*
 - b) *The amount of spend involved.*
 - c) *It concerns a strategic priority of the Council or key project.*

Scrutiny committees should only consider items where there is a tangible reason to do so. This should broadly fit into one of the following criteria:

- a) *Where there are concerns about the basis for a recommendation e.g. the data that had led to the recommendation is deficient, or new data or information deemed material to forming a view on the item has been*

provided too late for a written question and answer to be circulated before the meeting, or members are aware of contradictory evidence.

b) *There is an alternative policy, development or direction which needs to be explored.*

1.4 The Committee, in partnership with the Audit & Standards Committee, has also established the Budget Review Group, which meets twice a year to consider the following items, when they are part of the Cabinet agenda:

Annual Fees & Charges

Setting of the General Fund Budget

Setting of the Housing Revenue Account (HRA)

Annual Treasury Management Strategy (if it is reported to Cabinet in February)

1.5 With this collective good practice and approach by the Committee now in place, it is undertaking its core functions well, which was recognised within the recent LGA Peer Review. Demand on the Committee's time is still significant because of the ambitious nature of the Council meaning there are many matters progressing at the same time.

1.6 The Committee is seeking to continually improve on its performance and has a number of areas where it considers it needs to become more effective by looking at the inter connections between issues. These can be summarised as; financial scrutiny, how can the Committee reassure the Council of its budgetary position and spot any early warning signs of issues; using performance monitoring effectively to identify issues; reviewing of major projects; looking at performance of Council services, assessing the effectiveness of alternative delivery models; and the identification and management of risk within the Council.

1.7 By focusing on these themes the Committee should be able to move away from being reactive to Cabinet papers and more proactive in identifying issues and adding value, along with helping to develop policy within the Council, which the Committee also has responsibility for.

1.8 With this context in mind the Chair of the Committee presented a briefing to the Committee at its meeting December that proposed some new approaches. These were broadly supported by the Committee and officers were asked to bring a report to this meeting based upon those approaches.

1.9 It is considered appropriate that with the Committee meeting almost monthly, as part of the Chair's briefing ahead of the meeting; the briefings will also review and identify themes across the local government sector and the planning of meetings. Members of the Committee are also encouraged to undertake this reflection through reading of local government sector publications and wider media channels to bring forward proposals to the Committee, with support from the Scrutiny Officer and Deputy Chief Executive, for discussion and development.

1.10 There is a need for the Audit & Standards, Asset Compliance and Overview & Scrutiny Committees to work together and to share information/themes they may have identified from their work. Therefore, quarterly meetings have been arranged between the Chair & Vice-Chair of Overview & Scrutiny Committee, the Audit & Standards Committee and Asset Compliance Committee with support from the Deputy Chief Executive, Head of Finance, and Head of Governance to discuss common themes across the Committees.

- 1.11 A new Report format for reports, has been developed for this Committee (with the first use at this meeting). This will be no longer than four pages (with appendices used only after approval from Deputy Chief Executive and Chair of Cttee), and will include information under the following headings:
1. Why O&S asked for the report (defined objective by O&S)
 2. What is being delivered (and its performance and how is performance validated e.g. benchmarking)
 3. The key risks to the service and how they are being managed
 4. What is working well and what is not working so well
 5. One change to improve performance
- 1.12 If agreed by the Committee, it will need to be reviewed for its effectiveness over the coming months to ensure that it is providing the information Members expect. Members are encouraged to provide feedback on this as they and Officers get used to the format and may consider any changes after this time.
- 1.13 At present the Committee review the Significant Business Risk Register each time it is presented to Cabinet and passes comment on this. There were significant comments from this Committee, in August 2023, on format and approach of the SBRR. These are being considered by the Cabinet as part of a wholesale review of the SBRR to align it with the new Corporate Strategy. Moving forward it is proposed that when the SBRR is considered by Cabinet the Committee uses it as a tool to, consider the associated risks and move to a project-based scrutiny and scrutiny of risk-based themes within the SBRR, rather than challenging a specific risk rating for an item on the register.
- 1.14 The Committee will also look to move to review risk across the Council. Each Councillor will have access to each Service Area Risk register, corporate project lists (which includes) the overall risk rating for each project, and performance data for each service area. This will enable the Committee to identify and focus on core themes within each year where it can add value or assurance.
- 1.15 The Cabinet is due to formally consider the list of projects the Council has at the present time later in the year. That report will need to be considered by this Committee based on the budget exposure, resources and risk associated with the project and from this the Committee should identify ones it wishes to look at further.
- 1.16 The Committee could also review the list of current contracts the Council operates and undertake a risk-based review of these. The Council has a significant number of contracts and therefore to start with Committee may want to look at the performance of the of the five most expensive or high risk services, following on from the approach they have used with the review of the Waste contract.
- 1.17 All Members are provided access to the Service Area Plans (SAPs) and performance data within them. Members need to review these regularly and will receive quarterly reminders about them. Within the next few months the SAPs will be made available via the website and all members will also receive a quarterly report on service performance, highlighting significant changes away from expected performance along with the narrative for this change. The Committee will want to use this information as a tool for looking at performance within the Council and may want to have an agreed informal indicator of when they will look at matters i.e. not before x number of quarters of falling performance.

- 1.18 With these points in mind the Work Programme has been amended to enable the Committee to consider if an item should still come forward or if they wanted to revise the scope of the proposed report. The criterion for review is set out at the top of the Work Programme and an officer recommendation is provided next to each item along on the approach to be taken with it.
- 1.19 The Committee needs to make a continued commitment to training and development, both collectively and individually. Returning to the concerns around understanding finance, while wider finance training is in place, as reported to the Committee in August 2023, it is considered that the Committee needs to have collective and specific understanding of the General Fund Budget/Medium Term Financial Strategy, how it is calculated and associated risks and of the HRA Budget along the risks associated with it. These are proposed to come forward as reports later in 2024 with a view to consider the areas of risk that need to be looked at in more detail by the Committee. These reports will be used as a training opportunity and therefore ahead of the report the Committee members will be asked to set out the key aims they would like to get from the report.
- 1.20 The Committee have a number of tools available to them in terms of scrutinising work once areas have been identified. This can allow for small groups of the Committee (or other non Cabinet members) to work together on specific areas using their own personal skills and knowledge to maximum effect. There will be more resource to support this work with the introduction of a Scrutiny Officer at WDC which is currently being advertised.
- 1.21 Officers are working on setting up training with the LGiU for all Councillors that help answer: How do I know we have a financial problem? And what are the indicators that there may be a financial problem? However, this is proving a challenge in minimising conflicts with other training sessions and meeting dates. Therefore, it is unlikely to take place until after budget setting in February.
- 1.22 Taking these points into consideration the Committee previously considered three themes within the Climate Emergency Action Plan, that it wanted to look at more closely. These are:
Offsetting and any potential for getting involved in early policy development;
Issue of adaptation;
Data tracking and how this can be most efficient.
- The Committee need to consider if they want to progress detailed review of these areas and if so the criteria for this. The Committee could also ask about wider themes within the Climate Emergency Action Plan and how they can be reviewed during the ongoing work of the Committee on each report.
- 1.23 If the Committee support these proposals, then they will be shared with all Councillors so they are aware and all senior officers at the Council will be briefed as part of the monthly Managers' Forum in February 2024.

Criteria for Items on the work plan

- 1. High Risk
- 2. High Value
- 3. Major Project
- 4. Decreasing Performance
- 5. Statutory/Constitution requirement

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Continue?
<p>Environmental Enforcement Update subsequent to the report made in March 2023 (following recruitment of the new position reported in March 2023). Figures for rural areas to be provided if possible for discussion of measures put in place and what is required. "Heat map" information for the District to be provided.</p>	<p>Zoë Court Will Roberts</p>	<p>23/1/2024</p>	<p>O&S March 2022</p>		
<p>A review of the waste and recycling contract, with emphasis on the financial considerations.</p> <p>Help in writing this report should be sought from the Head of Finance.</p> <p>See minutes 3 October, Work Programme item for full details, but Members would like to see if the terms and conditions of the contract agreed 12 months ago are still good for WDC, considerations and implications on the forthcoming budget.</p>	<p>Zoe Court and Steve Partner Andrew Rollins Will Roberts</p>	<p>23/1/2024.</p>	<p>O&S 19 April 2023</p>	<p>The request for financial considerations to be added to this report arose from concerns on the figures presented at the 3 October meeting.</p>	
<p>Full review of the Work Programme</p>	<p>Darren Knight</p>	<p>23/1/2024</p>	<p>December 2023 O&S</p>		

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Continue?
Update on Scrutiny Arrangements as per the recommendation made in the report to O&S 8 August 2023	Graham Leach	23/1/2024	O&S August 2023		
Future High Streets Fund update – the Committee asked for amendments to the Risk Register see confidential minutes 4 July 2023.	Martin O'Neill	6/2/2024	O&S February 2023	Every 3 months until further notice	1,2, and 3
Annual update from Shakespeare's England, looking back over the previous year's activity and forward to next year.	Martin O'Neill and Councillor Billiald	5/3/2024	March 2023	Annual report next due March 2025	No
Summary of the role, responsibilities and performance of the SWCSP. Invite Councillor Falp (non-Exec rep) and the PH Safer Communities to O&S	Liz Young / Marianne Rolfe.	5/3/2024	This is a Statutory requirement	Annual report next due March 2025	5
Review of the Significant Business Risk Register	Councillor Ian Davison and Chief Executive	5/3/2024 & Cabinet 6/3/24	Forward Plan ref 1374		Yes to identify themes and risks
Digital Strategy Update from the Cabinet Agenda	David Elkington	5/3/2024 & Cabinet 6/3/24	O&S November 2021	June 2024	1,2,3
O&S End of Term report.	Committee Services Officer.	9/4/2024	Standing Annual Item, Constitution requirement	Annual report next due April 2025	5

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Continue?
<p>Noise Nuisance Investigations: Review of the Policy and the service area's performance in respect of all forms of noise nuisance more generally.</p> <p>Additional data was requested in the next report (see minute 93, 19 April 2023, 4 paragraphs from the end of this minute, and also see the pre-scrutiny questions on the Council's website for 19 April with the questions posed by Councillor Milton.</p>	Lorna Hudson	9/4/2024	9 August 2022, 19 April 2023	Annual report next due April 2025	No, briefing report to all Councillors for information setting out performance and append to work plan for comment consideration of further scrutiny
Six-month post opening update on the "Relocation of Office Accommodation and the Provision of Public Facing Access to Council Services, including, financial cost of each aspect, savings, communication and residents feedback	Steve Partner Dave Elkington Tracy Dolphin	26/4/2024			3 But Move to allow pump rooms to be in operation for 6 months in October
Appoint Children's and Adults' Safeguarding Champion		4/6/2024	Standing Annual Item.	On-going at the first meeting of each Municipal Year	5

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Continue?
To appoint members to the Budget Review Group (add the Group's remit which is saved to the annex in the Constitution)		4/6/2024	Standing Annual Item.	On-going at the first meeting of each Municipal Year	5
Elect a Chair and Vice Chair if this was not done after Annual Council		4/6/2024	Standing Annual Item	On-going at the first meeting of each Municipal Year	5
<p>Update on the Resident Engagement Strategy (report to Cabinet August 2023). The Committee is keen to understand a) how is it going? And b) what are we learning? (include some examples of changes that have been made as a result of the consultation.)</p> <p>The question that sits behind this is as-to whether this is a good use of the Council's resources. There are benefits to us as a Council from getting resident feedback and what we'd like to get is visibility of those. This is 'value for money' in its broadest sense (No need to come with figures and a ROI.)</p> <p>Housing is one of the biggest ways that we impact residents' lives and getting a bit more</p>		24/9/2024	O&S 19 Sept 2023	24 September 2024	Change to Councillor Briefing session in first instance covering these areas. Also raised by Asset Compliance Committee as an area that needs to be understood.

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Lead Officer / Councillor	Meeting Date	Where did item originate from	Notes	Continue?
visibility amongst members of some of the good things we do but also some of the challenges residents face will be valuable					
<p>the Corporate Strategy should be reviewed on a yearly basis, in the same way that the annual governance statement comes through scrutiny to make sure the Council is properly governed. More specifically, the Committee would like to see an annual strategy progress update, looking at the big picture and how the Council is working towards its goals and values</p> <p><i>"In response to the request from the Overview & Scrutiny Committee to provide clarity on the review process on the "who, what, when and how", this would be set out in the first annual report to Overview & Scrutiny Committee in November 2024".</i></p>		13/11/2024	OS 3 October 2023	13 November 2024	3
Update to Carbon Emission Data and Climate Change Measures report	Dave Barber	2/7/2024	O&S 31 October 2023	2 July 2024	5

Meeting Date: To Be Advised

Title	Where did item originate from	Lead Officer / Councillor	Notes	Continue ?
Council's Performance Data – to help shape the data in a positive and constructive way	The Committee's comment to Cabinet on the LGA Corporate Challenge Report and Action Plan	TBA	See O&S minute on Item 7 Cabinet Agenda, Local Gov Assoc Corporate Challenge Report and Action Plan, 31 October 2023 To be set	Review with Chair & Vice Chair of Committee, in early July, of SAP performance and new Policy, Performance & Complaints Manager in post.
Final Accounts / Q4 Budget Update 2022/23 (Forward Plan ref 1,384)	Forward Plan	Andrew Rollins / Steven Leathley	Part of the Committee's finance remit To be set	No
Statement of Accounts 2021/22 (Forward Plan ref 1,312)	Forward Plan	Andrew Rollins / Steven Leathley	Part of the Committee's finance remit To be set	No
Review on the Identification and Remediation of Damp and Mould in Council Homes to include: <ul style="list-style-type: none"> • What was happening with the policy; • Was it being put into action; • The impact it has made. 	Committee 8 August 2023	Steve Partner	Report to be six months after implementation, so December 2023, CSO to chase Steve Partner for the date of implementation and then schedule a report six months following that implementation date.	Briefing for all Councillors

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Where did item originate from	Lead Officer / Councillor	Notes	Continue ?
Review additional Licensing Scheme to include: <ul style="list-style-type: none"> • How effective it had been. • How many licenses had been issued. • Was there enough resources in place 	Committee 8 August 2023	Paul Hughes	Report to be six months after implementation, so December 2023, CSO to chase Paul Hughes for the date of implementation and then schedule a report six months following that implementation date.	Briefing for all Councillors
Decide if an update is required on the Catering and Events Concessions Contract – Royal Pump Rooms and Jephson Gardens Glasshouse.	Committee meeting 26 September 2019. (8 November 2022 – an email was sent to David Guilding and Philip Clarke asking for the status.)	Dave Guilding / Philip Clarke.	To be set	No
Update - plans to improve accessibility to, and the condition / cleanliness of, toilets for people living with disabilities.	Committee meeting 26 September 2019 and briefing note 8 December 2020.	Zoë Court	No officer will attend the Committee meeting unless there is a request To be set.	Update to all Councillors from Officers on the work that has taken place following the meeting at Committee. Chair/Vice to consider response before it is shared with Councillors - Remove

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Where did item originate from	Lead Officer / Councillor	Notes	Continue ?
Minimum Energy Efficiency Standards Enforcement Process – Private Sector Housing	O&S August 2020 (31 October 2022 – Cllr Cullinan sent an email to Lisa Barker asking for a date for the report and the response was sometime spring 2023.)	Lisa Barker	A review was requested once the scheme had been in operation for 12 months. Covid affected the process. To be set	No, replace with briefing email to all Councillors on this work.
Park Exercise Permits – annual review of the scheme	August 2020 (Update November 2022 on status - Ann Hill has advised that the current permit scheme is not working and work needs to be undertaken to find out why that was, be it the rules of the scheme, the eligibility or enforcement. After speaking with Marianne Rolfe, she and Marianne decided to approach the relevant PAB when a revised scheme has been formalised.)	Ann Hill	To be set	Remove and await for wider report to Cabinet

Appendix 1 – Overview & Scrutiny Committee Work Programme

Title	Where did item originate from	Lead Officer / Councillor	Notes	Continue ?
Climate Change Action Programme Update	O&S 20 July 2023	Dave Barber	1. Offsetting and any potential for getting involved in early policy development; 2. Issue of adaptation; 3. Data tracking and how this can be most efficient. To be set	Discuss at Committee

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**Briefing Notes to All Councillors – April every year
Not for O&S Agenda, but to be emailed to all WDC Councillors**

Title	Where did item originate from	Format	Lead Officer / Councillor	Next report date if applicable	Completion Date / Notes
Children’s and Adults’ Safeguarding Champions: End of Term Report.	Standing Annual Item.	Briefing note	Marianne Rolfe.	April 2025.	This is a briefing note to all Councillors.
Members’ Annual Feedback on Outside Appointments / Annual review of membership/participation of Outside Bodies (Includes a short synopsis on Champions)	Standing Annual Items	Briefing note	Andrew Jones	April 2025	This is a briefing note to all Councillors.