



OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 19th September, 2012

7.00 pm

Town Hall, Watford

Publication date: 11 September 2012

CONTACT

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COMMITTEE MEMBERSHIP

Councillor K Collett (Chair)

Councillor A Khan (Vice-Chair)

Councillors J Aron, N Bell, S Greenslade, K Hastrick, M Hofman, R Martins and S Rackett

AGENDA

PART A - OPEN TO THE PUBLIC

1. APOLOGIES FOR ABSENCE/COMMITTEE MEMBERSHIP

2. DISCLOSURE OF INTERESTS (IF ANY)

3. MINUTES

The minutes of the meeting held on 25 July 2012 to be submitted and signed. *(All minutes are available on the Council's website.)*

4. MINUTES - BUDGET PANEL AND COMMUNITY SAFETY PARTNERSHIP TASK GROUP (Pages 1 - 6)

To note the minutes of the following meeting –

- Community Safety Partnership Task Group 11 July 2012

5. OUTSTANDING ACTIONS AND QUESTIONS (Pages 7 - 16)

The Scrutiny Committee is asked to review the outstanding actions and questions from previous meetings.

6. UPDATE ON THE COUNCIL'S KEY PERFORMANCE INDICATORS - FIRST QUARTER (APRIL - JUNE) 2012/12 (Pages 17 - 38)

This report sets out the performance data for the first quarter of 2012/13.

7. WASTE AND RECYCLING TASK GROUP - FINAL REPORT (Pages 39 - 112)

The Scrutiny Committee is asked to review the Task Group's conclusions and consider any further action.

**8. VOLUNTARY AND COMMUNITY SECTOR COMMISSIONING FRAMEWORK
TASK GROUP - FINAL REPORT**

Report to follow

9. DATES OF NEXT MEETINGS

- Wednesday 3 October 2012 (call-in only)
- Thursday 25 October 2012 (call-in only)
- Wednesday 21 November 2012

Agenda Item 4

COMMUNITY SAFETY PARTNERSHIP TASK GROUP

11 July 2012

- Present: Councillor Martins (Chair)
Councillors Aron, Khan, Lovejoy, McLeod and Meerabux
- Also Present: Chief Inspector Caveney, Hertfordshire Constabulary (for minute numbers 1 to 5)
Jon Smith, Hertfordshire Fire and Rescue Service (for minute numbers 1 to 5)
Dawn Morrish, Hertfordshire NHS (for minute numbers 1 to 5)
John Hughes, Hertfordshire Probation (for minute numbers 1 to 5)
Mignon Holmes, Hertfordshire Probation (for minute numbers 1 to 5)
Derek Scudder, Hertfordshire Police Authority (for minute numbers 1 to 5)
Mike Wright, Watford Observer (for minute numbers 1 to 5)
- Officers: Executive Director (for minute numbers 1 to 5)
Community Safety Manager (for minute numbers 1 to 5)
Committee and Scrutiny Support Officer (JK)

1. ELECTION OF CHAIR

RESOLVED –

that Councillor Rabi Martins be elected Chair for the remainder of the 2012/13 municipal year.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Joynes.

3. DISCLOSURES OF INTEREST

There were no disclosures of interest

4. MINUTES

The minutes of the meeting on 6 March 2012 were submitted and signed.

5. COMMUNITY SAFETY PARTNERSHIP

The Chair reminded the members that the task group's role was to review the effectiveness of the partners' strategies and initiatives in tackling community safety issues and added that it was not appropriate to raise individual operational cases.

The Chair invited everyone to introduce themselves.

The Executive Director explained that as Chair of the Community Safety

Partnership (CSP) she would provide an introduction to the partnership and then each strategic lead would discuss their priority.

She explained that it was a legal requirement to have a CSP and it had proved to be very beneficial in Watford. She outlined the role of the CSP and explained that the partnership met quarterly to review the performance and priorities. The Joint Action Group (JAG) had operational oversight of the work and the Antisocial Behaviour Action Group (ASBAG), which considered how to address antisocial behaviour issues, was particularly successful.

The Executive Director reported that the CSP had had a lot of success in 2011/12. Watford had had the highest detection rates in the county and crime was down 25 percent on the back of three years' continuous improvement. The only statistic which was increasing was violent crime which had increased by eight percent. For the first three months of this year, however, there had been a reduction of eight percent.

Chief Inspector Caveney reported that the Police in Watford had set targets to reduce burglary and vehicle crime by 20 percent. These were significant but realistic targets. The Police were focusing on identifying people who caused disproportionate problems and were using warrants and searches in known hot spots. The second priority for the Police was reducing the volume of theft from person and violent crime, a significant proportion of which took place in the town centre. They were also working with the Council to look at the culture of the town centre and how it could move forward.

The Executive Director gave apologies for Brian Gale from Hertfordshire County Council, who was the strategic lead on drugs and alcohol. She advised that there was a strong link between alcohol and violent crime and domestic violence. The CSP was working with the pubs and clubs through Pub Watch to address the problem. The Licensing Committee and the Police were also working well together. There was a new alcohol strategy for the County and arrest referrals were now being used.

The Executive Director suggested an item for the Task Group's work programme. The CSP felt it would be useful to have some work done around domestic violence and the relationship with alcohol abuse. A piece of work had been carried out two to three years ago which contained some recommendations.

Councillor Aron asked why the levels of domestic violence might have increased. Chief Inspector Caveney responded that it may be a positive indication that reporting levels had increased as victims were more confident. The root cause of the increase could not be pin-pointed. He hoped that the Police's more victim-focused approach was encouraging more reporting. Watford's levels of domestic violence were not exceptional in Hertfordshire.

Jon Smith, Hertfordshire Fire and Rescue, advised that the work on ASB in Watford was very proactive and achieved its targets. He paid tribute to the work of the Antisocial Behaviour Coordinator who had made the ASBAG so successful. Progress this year was good so far and targets were being reached. The advantages of the partnership approach to ASB prevention were evidenced by the low activity levels during the Queen's Jubilee and the European Championships.

The recent bad weather conditions have also affected the levels of anti-social behaviour. He cited a particular project where off-licences which sold to street drinkers were being identified. There had also been a clampdown on illegal encampments which led to antisocial behaviour.

Councillor McLeod advised that she had been promoting the Police non-emergency number (101) to residents and asked about progress. The Community Safety Manager responded that it was crucial; the reporting logs were reviewed daily and highlighting this reporting line to residents was crucial. She noted that a new project called Safetynet was in development; this was a project management tool for the agencies involved in antisocial behaviour.

In response to a question from Councillor Khan, Jon Smith responded that the target of a six percent reduction in antisocial behaviour was based on previous targets and performance. He noted that the level of antisocial behaviour had been dropping but eventually it would plateau.

Following a question from Councillor Meerabux about the Online Watch Link (OWL) system, Chief Inspector Caveney responded that it allowed volume and location of crimes to be identified to show hotspots and the Safetynet programme also gave a risk grading. He said he could supply information about whether the use of OWL was growing.

The Chair asked about the profile of those responsible for antisocial behaviour. Jon Smith responded that lifestyle, rather than age, was the biggest factor in antisocial behaviour. The question of profile was a topic the ASBAG could look at. Chief Inspector Caveney added that approximately half of crime took place in the town centre. Shop theft took place predominantly during the day and low-level violence tended to take place at night.

Mignon Holmes, Hertfordshire Probation Service, advised that they used the Integrated Offender Management programme to work with persistent offenders. Under the arrangement reoffenders were given a more severe sentence. The programme was successful at reducing the rates and amount of reoffending. John Hughes, Hertfordshire Probation, added that the benefit to the public was that if they did reoffend they were out of circulation for longer.

Councillor McLeod highlighted her concern over the closure of the Stonham hostel. She asked about the handover period once ex-offenders had completed their probation period. John Hughes replied that housing was a serious problem nationally particularly with single homelessness and affordability. He explained that a supervisory order could be for up to three years and a lot of work was undertaken in the first year. He noted that many service users had chaotic lives and a staged reintegration into the community, whilst desirable, was not straightforward.

Councillor Meerabux noted that role models were important for vulnerable people. John Hughes replied that the probation service made use of mentors from SOVA and efforts were made to match mentors and service users. He added that positive outcomes in education and employment gave people more self-confidence. The Probation Service was looking for people from different communities and with entrepreneurial skills to impart aspiration to the service

users. Mignon Holmes noted that some ex-offenders had undertaken a very successful placement with Watford Football Club. She asked Members to contact her with any ideas of people who would be inspiring for offenders. John Hughes said that Councillors could also come and give awards to offenders for their achievements and hear their stories.

ACTION- Probation Service to provide contact details for Members

Councillor Khan asked about levels of reoffending in Watford. John Hughes responded that it varied significantly between crimes. The lowest reoffending rate was for drink driving. The biggest challenge was with individuals who had personality disorders, were unable to keep a job and were emotionally volatile. This was only a small number of people and the Probation Service would continue to work with them. The best way of reducing reoffending was through employment and stable relationships.

The Chair asked about how successful the preventative work was. The Executive Director responded that regular reports were received about the 20 most prolific offenders in Watford. More information was available if required.

Derek Scudder, Hertfordshire Police Authority, advised the Task Group that there would be changes in the governance of the Police Force. The Police and Crime Commissioner, who would replace the Police Authority, would be elected in November. The Police and Crime Commissioner would set the strategic direction of the force with the Chief Constable and be overseen by a Police and Crime Panel, a light-touch scrutiny panel with representatives from all districts and boroughs. Mayor Thornhill would be Watford's representative and Derek Scudder would be her substitute.

Following a question from Councillor Khan, Derek Scudder said that, in his opinion, as Hertfordshire Constabulary was one of the best in the country, it would be wise to change very little. He added that the relationship between the Police and Crime Commissioner and the Police and Crime Panel would develop over time.

Councillor Khan suggested that the new Police and Crime Commissioner be invited to a meeting of the Task Group in the future. He asked about the government's 'problem families' initiative.

The Executive Director replied that the person leading on this project had presented to the most recent meeting of the Watford Responsible Authorities Group. The families were referred to as 'thriving families' in Hertfordshire. She added that ASBAG looked at family situations of cases. Dawn Morrish, Hertfordshire NHS, added that these families were one of the strategic priorities for the NHS. She advised that Members could respond to the consultation on the priorities by visiting the HCC website.

The Executive Director highlighted that Watford had been awarded the Purple Flag award for excellence in management of the Night Time Economy. An action plan had been produced and the scheme would be launched during Purple Flag week in September. This was good news for the town.

The Chair recorded the Task Group's vote of thanks to all officers involved in the Purple Flag project. Councillor Aron noted how impressed she had been with the PCSO who had dealt with incidents of antisocial behaviour in Nascot.

Councillor Khan asked if the report could be circulated to the Task Group

ACTION- Community Safety Manager

In response to a question from the Chair about cuts to the Police, Chief Inspector Caveney responded that they were prioritising front-line services and savings were being made in the back office functions. There was a possibility of outsourcing some of these functions. The force was in a strong position and was leading performance in the county. Derek Scudder added that there had also been collaboration with the forces in Bedfordshire and Cambridgeshire which provided economies of scale.

Councillor McLeod highlighted an issue of cuts to the Ambulance service. Dawn Morrish said she had no information about this. Councillor Aron offered to pass on a contact at the East of England Ambulance Service.

Councillor Khan asked what effect the NHS commissioning bodies would have on the joint working. Dawn Morrish responded that there were two clinical commissioning groups in Hertfordshire and the Herts Valleys group covered Watford. She worked in public health and this function would go to Hertfordshire County Council.

The Chair thanked the members of the CSP for their time.

6. **WORK PROGRAMME**

The Task Group received a report of the Committee and Scrutiny Support Officer including proposals from councillors.

The Chair noted that work on the thriving families would dovetail well with the proposed topic on drug and alcohol treatment. This could be a topic for February 2013 as this was a new initiative.

Councillor Khan suggested that drug and alcohol treatment was a topic that touched on a lot of areas.

It was agreed that at the next meeting the CSP's suggested topic of domestic violence be considered as well as inviting Brian Gale to talk about drug and alcohol treatment.

Councillor McLeod suggested that this should include support for families. She said the task group needed to question if the need for drug and alcohol treatment in Watford was being fully met. She added that it would be helpful to hear from ex-service users.

Councillor Khan suggested that organisations such as the women's centre be invited to give evidence on the domestic violence topic

The Chair urged the Task Group members to highlight any issues they came across during the year to him and the Committee and Scrutiny Support Officer on an ongoing basis

It was agreed to raise the question of housing issues with Brian Gale at Hertfordshire County Council.

ACTION- Committee and Scrutiny Support Officer to circulate information about SOVA and the Anne Frank project.

7. DATES OF NEXT MEETINGS

Tuesday 2 October 6.30pm

Tuesday 11 December 6.30pm

A third date to be agreed

Chair
Community Safety Partnership Task Group

The meeting started at 6.30 p.m.
and finished at 8.10 p.m.

f 18/07

Overview and Scrutiny Committee - Outstanding Actions and questions

Action to be carried out	Responsibility	Committee Date	Deadline	Comments/officer	
Outstanding Actions					
OA 6	An update on the Benefits service to be presented to OSC in the Autumn	Committee and Scrutiny Officer and Head of Revenues and Benefits	2 February 2012	19 September 2012	The Portfolio Holder for Finance and Shared Services will be attending the meeting on 19 September and providing an update on the Benefits Service
Performance Report					
PI 21	Will the Council require funding over the additional £150,000 already allocated to cover the cost of placing people in bed and breakfast?	Partnerships and Performance Section Head	20 June 2012	19 September 2012	The Senior Accountant has advised that – "As of 28 August 2012, the Finance Service has had no forecast changes for 2012/13 regarding the B&B accommodation budget of £150,890 which would imply all is on track. However, this could change at some point during the course of the financial year. Last year's actual was £159,948."

Action to be carried out	Responsibility	Committee Date	Deadline	Comments/officer
Voluntary Sector Task Group				
VS 1	The recommendations to be reviewed once the review of current priorities has been completed.	Committee and Scrutiny Officer	23 June 2011	<p>July 2012</p> <p>The Committee and Scrutiny Officer contact the Head of Community Services and Head of Legal and Property Services, their response is shown here –</p> <p>"The issues raised by the Support for the Voluntary Sector Task Group are being covered as part of the review of the draft Voluntary and Community Sector Commissioning Framework, which is being undertaken by a Task Group. The Task Group has actively been involved in the development of the new framework and its findings and recommendations are reported elsewhere on this agenda. The Commissioning Framework will be presented to Cabinet for approval in October; it will include the Task Group's views."</p> <p>The original recommendations are attached as Appendix 1 to this update.</p>

Action to be carried out	Responsibility	Committee Date	Deadline	Comments/officer	
Affordable Housing Review					
AHR 1	<p><u>Recommendation 1 – Affordable Housing threshold</u> – The status of the Core Strategy to be reviewed in 12 months.</p> <p>The original recommendations was –</p> <p>" That the reduction of the affordable housing threshold from 15 units to 10 units proposed by the Planning Policy Advisory Group be implemented and be reviewed after 18 months to see if it has resulted in additional affordable homes or deterred some developers from investing in Watford."</p>	OSC Committee	26 July 2011	July 2012	<p>On 13 August the Planning Policy Section Head advised – "Information on the latest situation on the Core Strategy is available on the Council's website:</p> <p>http://www.watford.gov.uk/ccm/navigation/environment-and-planning/planning/local-development-framework/</p> <p>The Service is currently undertaking a post Hearing consultation on changes to the Core Strategy as a result of the Hearing debate. This ends on 10 September. The Inspector will consider the representations to the consultation and will make her recommendations in the Autumn. It is hoped the Council will be able to adopt the Core Strategy by the end of the year, or early next year.</p> <p>No major changes have been made to Policy HS3 on affordable housing since July 2011. The Council is still seeking 35% affordable housing on major schemes of 10 or more units. Proportions of the affordable housing remain the same at 20% social rent; 65% affordable rent; and 15% shared ownership/intermediate housing. There was only limited discussion on this issue at the Hearing.</p>

Action to be carried out		Responsibility	Committee Date	Deadline	Comments/officer
AHR 6	<p>Recommendations 3 (Band E applicants) and 4 (Partnership working) – to be further reviewed</p> <p>The original recommendation was –</p> <p>" That, subject to the Localism Bill provisions being accepted, the status and number of band E applicants on the housing register should be reviewed to provide an accurate picture of those in most need and to reduce the administration of the register."</p>	Committee and Scrutiny Officer	20 June 2012		<p>Following an email from the Committee and Scrutiny, the Housing Section Head has advised that –</p> <p>"Officers intend producing a new Nominations Policy. The aim is to try and complete the new policy for introduction in April 2013. If the new policy is completed by this date it is suggested that Overview and Scrutiny Committee may wish to review the first and second quarters' data in November 2013. If there are any delays in the production of the new Nominations Policy this review may need to be revised."</p>
Work Programme and Task Groups					
WP 8	Community Safety Partnership Task Group to be asked to review the provision of drug treatment in the borough	Committee and Scrutiny Officer and Committee and Scrutiny Support Officer	24 November 2011	1 December 2011 Revised date TBC	<p>Referred to the Committee and Scrutiny Support Officer supporting the Community Safety Partnership Task Group.</p> <p>Overview and Scrutiny Committee to be informed when the subject is due to be discussed at the Task Group.</p> <p>This topic is on the Task Group's work programme and will be reviewed once the relevant officers are available.</p>

Action to be carried out		Responsibility	Committee Date	Deadline	Comments/officer
WP 11	OSC to examine the long-term impact on the four organisations which would be subject to the largest grant cuts.	Committee and Scrutiny Officer	2 February 2012	23 January 2013	Following a discussion between the Committee and Scrutiny Officer, the Head of Community Services and the Culture and Community Section Head, an update report will be presented to Overview and Scrutiny Committee in January 2013.
	Committee and Scrutiny Officer to ask Community Services' officers to bring the information to the current Task Group reviewing the draft Voluntary and Community Sector Commissioning Framework.	Committee and Scrutiny Officer	25 July 2012	5 September 2012	
Property Services Leases for Voluntary Sector					
PSL 1	A draft Property Policy review scope to be drawn up.	Chair and Vice-Chair of Overview and Scrutiny	26 July 2011		<p>This action arose following a review of the Support for the Voluntary Sector recommendations and the Portfolio Holder's responses in June 2011, which included "As part of the policy review officers will revisit the policy on the voluntary sector. Scrutiny's help to scope a new policy would assist with this and would be welcome provided it was done quickly." It has been decided that this work will form part of the developing Voluntary and Community Sector Commissioning Framework. The Task Group involved in reviewing the developing framework has received a presentation from the Head of Legal and Property Services and the Property Manager.</p> <p>The Property Team are not carrying out any other review of the Property policy.</p>

Action to be carried out		Responsibility	Committee Date	Deadline	Comments/officer
Hospital Parking Charges Task Group					
HP 6	Review outcome of report	Committee and Scrutiny Officer	2 February 2012	7 September 2012	Response to follow
HP 7	Write to the Hospital to ask for an update on the Task Group's recommendations.	Committee and Scrutiny Officer	25 July 2012	7 September 2012	The Committee and Scrutiny Officer wrote to the Directors for their responses to the original recommendations on 23 August 2012.
Previous Reviews Updates					
PR 2	<u>Services for the Deceased</u> Outstanding recommendations to be further reviewed	Committee and Scrutiny Officer	25 July 2012	February 2013	Added to the rolling work programme
PR 3	<u>Services for the Deceased</u> The Parks and Open Spaces Section Head's report on the costings and available options to be circulated to the Scrutiny Committee.	Committee and Scrutiny Officer	25 July 2012	September 2012	The report was circulated to the Scrutiny Committee on 16 August 2012.
PR 4	<u>Choice Based Lettings</u> The final report to be forwarded to Cabinet as originally requested by Call-in and Performance Scrutiny Committee.	Committee and Scrutiny Officer	25 July 2012	17 September 2012	The final report is included on the Cabinet agenda for the meeting on 17 September.

Action to be carried out		Responsibility	Committee Date	Deadline	Comments/officer
PR 5	<u>Neighbourhood Forums</u> Contact the Communications Manager to discuss the best editions Members could include articles about Neighbourhood Forums and their projects.	Committee and Scrutiny Officer	25 July 2012	September 2012	The Committee and Scrutiny Officer emailed the Communications Manager on 14 August 2012. A response is still awaited.
Outsourced Services Scrutiny Panel					
OS 1	Write to all Councillors who had expressed an interest in taking part in the new Panel.	Committee and Scrutiny Officer	20 June 2012	15 August 2012	The Committee and Scrutiny Officer wrote to the Councillors on 15 August.
OS 2	Set up the first meeting of the new Scrutiny Panel	Committee and Scrutiny Officer	20 June 2012	15 August 2012	The first meeting is scheduled to take place on 18 September 2012.
OS 3	Contact the Managing Director to ask whether the new Scrutiny Panel would be involved prior to contracts being awarded.	Committee and Scrutiny Officer	20 June 2012	15 August 2012	The Managing Director has confirmed that the role of the Outsourced Services Scrutiny Panel is not intended to cover contracts prior to them being awarded. The award of contracts is an Executive function and is dealt with under the Contract Procedure Rules as set out in the Council's Constitution. Advice to Cabinet on major projects before contracts are undertaken is provided by Major Projects Board.

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Support for the Voluntary Sector Task Group

Recommendations

- 1 The Council should explore with Three Rivers DC opportunities for joint funding of cross border voluntary sector organisations and related projects.
- 2 The Council should provide active support and encouragement to grant funded organisations to share resources such as paid staff and premises. The Council should also encourage joint bids for funding.
- 3 The available grants budget should be split into two streams – one for social and community work and projects one for art and cultural work and projects. Each stream should be defined by a different policy developed through extensive external consultation.
- 4 The Council should review its criteria for grant awards to reflect changing circumstances and community needs brought about by the current economic problems.
- 5 The Council should be more specific about the voluntary sector services it wishes to support to limit the number of bidders but increase their chances of being successful.
- 6 There should be fluidity between the Mayor's Community Fund and the Councillor's ward fund where councillors can identify suitable projects for joint funding. In order to ensure some equity in the process each ward should be allocated a nominal £1,000 at the start of the year.
- 7 The task group has raised a number of issues around properties leased from the Council by voluntary sector organisations. The Task Group recommends that the new Overview & Scrutiny Committee, as a priority for its 2011/12 work programme, establishes a task group to review these anomalies and issues.
- 8 The task group decided against including an examination of the likely affects of the Big Society on the voluntary sector in the scope of this review. However, members agreed that this will be a significant factor in the future and recommends that the new Overview & Scrutiny Committee establishes a task group to look at how the Big Society might impact on the voluntary sector and on the Council's grant giving.

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*PART A

Report to: Overview and Scrutiny Committee
Date of meeting: 19 September 2012
Report of: Partnerships and Performance Section Head
Title: Update on the council's key performance indicators and measures – first quarter (April - June) 2012/12

1.0 **SUMMARY**

- 1.1 Watford BC's Corporate Plan 2012-16 set out the eight key performance indicators that the council has selected to measure its key priorities and where it knows it needed to improve performance during 2012/13. Overview and Scrutiny Committee scrutinise and comment on the performance of these indicators on a quarterly basis.
- 1.2 In June 2012, Committee discussed a proposed set of additional indicators that it would monitor during 2012/13. This report, therefore, presents an update on the council's key performance indicators (KPIs) as at the end of quarter 1 2012/13 (April – June) as well as other performance measures identified and agreed by Committee for scrutiny during 2012/13.

2.0 **RECOMMENDATIONS**

- 2.1 Note and comment on the performance of the council's key performance indicators for 2012/13 at the end of quarter 1.
- 2.2 Note and comment on the performance of those additional performance measures identified for Committee's consideration at the end of quarter 1.

Contact Officer:

For further information on this report please contact:
Kathryn Robson, Partnerships and Performance Section Head
telephone extension: 8077 email: kathryn.robson@watford.gov.uk

3.0 **Background information**

Each year, Watford Borough Council's Corporate Plan sets out the key performance indicators (KPIs) that the council has selected to measure its priorities and where it knows it needs to improve performance.

It was agreed that Overview and Scrutiny Committee would scrutinise the council's performance in relation to these key performance indicators on a quarterly basis. At its meeting in June 2012, Committee agreed the additional performance measures be reported as part of its quarterly scrutiny of performance and a template reflecting this was developed.

This report presents the template that incorporates Committee's recommendations, including the performance of the council's KPIs at the end of quarter 1 2012/13.

3.1 **Key performance indicators (KPIs)**

3.1.1 For 2012/13 the council identified eight key performance indicators (KPIs). These are a continuation of the KPIs for the previous year and are attached as Appendix A.

3.1.2 **End of quarter 1 (2012/13) report on Watford BC KPIs – performance against target**

Of the 8 KPIs, KPI1 (time taken to process benefit claims) is reported as two indicators as the council monitors it in two parts and KPI4 (street cleansing) as three indicators. This means 11 performance measures are reported in total. In terms of performance against target at the end of quarter 1 2012/13 (April – June):

- 4 were above target
- 0 were on target
- 5 were below target

The two remaining performance measures – see below – are annual indicators and will not be reported until the end of 2012/13:

- KPI5 - Number of affordable homes delivered (gross)
- KPI7 - CO2 reductions from local authority operations

3.1.3 KPIs performing above target

The following KPIs were reported as performing above target at the end of quarter 1 2012/13.

KPI2	Residual household waste
KPI3	Household waste recycled and composted
KPI4i	Improved street and environmental cleanliness (levels of litter)
KPI6	Number of households in temporary accommodation

3.1.4 KPI on target

There were no KPIs reported as performing on target at the end of quarter 1 2012/13.










3.1.5 KPI performing below target




The following KPIs were reported as performing below target at the end of quarter 1 2012/13.

KPI1i	Time taken to process Housing Benefit/Council Tax Benefit - new claims
KPI1ii	Time taken to process Housing Benefit/Council Tax Benefit - change of circumstances
KPI4ii	Improved street and environmental cleanliness (levels of detritus)
KPI4iii	Improved street and environmental cleanliness (levels of graffiti)
KPI8	The average working days lost to sickness per full time equivalent employee

3.1.6 Performance against target – actual performance

The table below shows the actual performance against target at the end of quarter 1 2012/13.

Indicator	Target	Result	Performance against target
Time taken to process Housing Benefit/Council Tax Benefit <i>- new claims</i>	25 days	42.66 days	
Time taken to process Housing Benefit/Council Tax Benefit <i>- change of circumstances</i>	15 days	34.17 days	
Residual household waste	127.39kg	124.3kg	
Household waste recycled and composted	36.5%	43.33%	
Improved street and environmental cleanliness (levels of litter)	5%	2.22%	
Improved street and environmental cleanliness (levels of detritus)	6%	8.76%	
Improved street and environmental cleanliness (levels of graffiti)	3%	4.89%	
Number of affordable homes delivered (gross)	Annual indicator	N/A	N/A
Number of households in temporary accommodation	90	74	
CO2 reductions from local authority operations	Annual indicator	N/A	N/A
The average working days lost to sickness per full time equivalent employee	1.63 days	2.39 days	

-  = performing above target
-  = performance on target
-  = performing below target

3.2 End of quarter 1 2012/13 performance report overview

- 3.2.1 Watford BC - Measures Of Performance – Progress report at the end of quarter 1 2012/13 (April – June) is attached as Appendix B. Those performance measures that are not performing against target by 10% or more are highlighted with a !. This just relates to under performance. Where a measure is performing well (on or above target) it is highlighted with a 😊 even if this is over 10%.

Areas to note from the progress report:

- The unusual weather conditions from April – June 2012 has had an impact on performance. In terms of waste and recycling, it has generated additional 'green waste', which has meant more waste has been sent for recycling. However, in terms of street cleansing, the weather had an impact on levels of detritus that required clearing. Detritus includes road grit and outwash from gardens. Heavy rain is a major cause of detritus as it causes these materials to be washed into roads and gutters. It has also impacted on the council's ability to clear graffiti as dry weather is needed to either paint over incidents or to apply appropriate chemicals.
- The first quarter registered some extremely good results for housing indicators in terms of number of households in bed and breakfast and the length of stay in hostel accommodation. This was partly the result of social housing units becoming available and providing housing solutions for households on the register.
- The council set a 'stretch target' for sickness absence for 2012/13 at 6.5.days. This was a response to consideration of previous years' results and noting that the council's performance had 'plateaued' to some extent at around 8.5 days. The stretch target was always seen as a challenge but additional measures are being implemented with staff to support achievement of 6.5.days – which is more in line with other authorities in Hertfordshire

3.3 Benchmarking

- 3.3.1 Although there is no longer a national requirement for local authorities to collect and report performance information as in the past when best value performance indicators, and subsequently national indicators, were set by government, most local authorities (like Watford) have chosen to continue to do so. This does mean that there is potential to benchmark some of Watford BC's performance indicators, particularly within Hertfordshire. This can be helpful in building understanding of Watford BC's performance where it is felt meaningful and useful to improving service delivery.

4.0 IMPLICATIONS.

4.1 Financial

- 4.1.1 The Head of Strategic Finance comments that at this stage in the year there are no financial implications within this report.

4.2 **Legal Issues** (Monitoring Officer)

4.2.1 The Head of Legal and Property Services comments that there are no legal implications within this report.

Appendices

Appendix A - Watford BC 2012/13 key performance indicators

Appendix B – Watford BC - Measures of Performance – Progress report as of end of quarter 1 2012/13

Background papers:

- Quarterly update on service improvement plans for each service
- Corporate Plan 2012-16







Appendix A - Watford BC 2011/12 and 2012/13 key performance indicators

<u>Reference</u>	<u>Definition</u>
KPI1	Time taken to process Housing Benefit/Council Tax Benefit new claims and change of events* <i>* This is defined as one indicator although the council reports it as two parts – new (i) and change of circumstances (ii)</i>
KPI2	Residual household waste
KPI3	Household waste recycled and composted
KPI4	Improved street and environmental cleanliness (levels of litter, detritus and graffiti)* <i>* This is defined as one indicator although it has four parts (i-iv). Three elements are key performance indicators</i>
KPI5	Number of affordable homes delivered (gross)
KPI6	Number of households in temporary accommodation
KPI7	CO2 reductions from local authority operations
KPI8	The average working days lost to sickness per full time equivalent employee







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WATFORD BOROUGH COUNCIL – MEASURES OF PERFORMANCE




First quarter (April - June) 2012/13

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Environmental Services									
ES1 KPI7	CO2 reductions from local authority operations	N/A (6% for year - annual indicator)	N/A	-	-	N/A	N/A	Environmental Services	Annual reporting.
ES2 KPI2	Residual household waste per household	127.39kg (513.11kg for year)	124.3kg	2.43%		↑	↑	Environmental Services	Low is good – target exceeded. Improvement on performance compared to last year
ES3 KPI3	Household waste recycled and composted	36.5% (40.20% for year)	43.33%	19%		↑	↓	Environmental Services	High is good – target exceeded.
ES9	Percentage of the total tonnage of household waste arising which have been recycled	16.09% (17.43% for year)	15.82%	1.68%		↓	↓	Environmental Services	Slightly down on last year's figures due to high tonnage of greenwaste (this affects the indicator result)




Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
ES10	Percentage of waste sent for composting including waste which has been treated through a process of anaerobic digestion	26.77% (22.77% for year)	27.51%	2.76%		↑	↑	Environmental Services	Increase on last years figures due to extreme weather conditions
ES4 KPI4i	Improved street and environmental cleanliness (levels of litter)	5% (4.5% for year)	2.22%	55.6%		↑	↑	Environmental Services	Low is good. Litter issues in Other Highways, recreation area and main roads (car litter). All other land uses surveyed were graded at 0% unsatisfactory with weather restricting outdoor leisure time.
ES5 KPI4ii	Improved street and environmental cleanliness (levels of detritus)	6% (6% for year)	8.76%	46%		↓	↓	Environmental Services	Low is good – target not met. Significant increase in high obstructed housing areas and to a lesser extent medium obstructed areas reflects weather conditions with general difficulty in rapidly addressing storm debris and accumulations and outwash from private frontages.




Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
ES6 KPI4iii	Improved street and environmental cleanliness (levels of graffiti)	3% (3.5% for year)	4.89%	63%	!	↓	↓	Environmental Services	Low is good – target not met. All land uses 0% unsatisfactory except other highways (28%) and recreational sites (4%). Weather has again played it's part in both limiting chemical removal generally and over painting and staining in alleyways. There is an increase in tagging in some areas.
ES7	Improved street and environmental cleanliness (levels of fly posting)	0.3% (0.33% for year)	0.89%	196%	!	↔	↓	Environmental Services	Sustained level of fly posting continued from last quarter 4 due to both circuses encamped nearby in neighbouring authorities and increasingly by local businesses. Vacant shop frontages increasingly targeted as display locations. Service to work with Planning on tackling through enforcement action.





Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
ES8	Improved street and environmental cleanliness (levels of fly tipping)	Effective	N/A	-	-	N/A	N/A	Environmental Services	<p>Although not reported as this is an annual indicator, the service monitors incidents throughout the year.</p> <p>Analysis shows that over the past 3 years there are more 'household black bags' fly tipped than any other type of waste. Other Local Authorities show the same trend. In 2011/12 42% of all Watford's fly tips were household black bags; followed by 36% other household waste and 11% commercial black bags.</p> <p>In order to improve our performance in the NI it is recommended that we aim to reduce the amount of household black bags and commercial black bags by targeting these hot spot areas one at a time. The aim</p>





Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
									<p>will be to reduce fly tips in these areas through individual reviews of household waste storage and collection arrangements; education and appropriate information for the flat occupiers; involvement of the landlords for longevity of the waste collection arrangements; enforcement where education is ineffective; education and enforcement (where education is not effective) for businesses to ensure that they are managing and disposing of the waste correctly.</p>





Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Community Services									
CS12 KPI5	Number of affordable homes delivered (gross)	To be confirmed Annual indicator	N/A	-	-	N/A	N/A	Community Services	Figures subject to review as relationships with Providers re-established and proactive work to engage locally and across Herts to encourage development by those in the national programme. Anticipated: 169 units at Aldenham Square, Cassio Campus, Callowland, Rainbow House, plus Leggatts phasing to be confirmed.
CS13 KPI6	Number of households living in temporary accommodation	90 (90 at end of quarter)	74	17.78%		↑	↑	Community Services	New build completions at end of year have assisted with move on from temporary accommodation but will not be sustained throughout 2012/13.





Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13




Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
									Staff training and induction to new roles emphasises continuing focus on demand management and supply increase.
CS15	The number of people sleeping rough on a single night within the area of the local authority	N/A (5 at Dec 2012 - annual indicator)	N/A	-	-	N/A	N/A	Community Services	Estimate to be submitted once a year to DCLG in December. Working through the POsH partnership with WNHT on launch of No Second Night Out. Lead on Herts Single Homelessness Project.
CS16	Number of private sector units secured for use under RDGS, HALD or other initiatives	15 (80 for year)	19	26.67%		↑	↑	Community Services	New team establishing contacts with landlords and maintaining a baseline level of properties via the bond. PSL scheme to be reviewed as not delivering number of units anticipated and future of housing benefit levels for temporary accommodation will impact on




Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13




Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
									sustainability of the scheme.
CS16	The number of households in bed and breakfast accommodation	9 (9 at end of quarter)	1	88.89%		↑	↑	Community Services	Reduction due to number of newbuild properties at end of year which will not be sustained. No households with children in over 6 weeks.

Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13






Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹		Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Planning									
PL1	Processing of planning applications as measured against targets for 'major' applications (% determined within 13 weeks)	85% (85% for year)	100%	17.65%		↑	↔	Planning	This is a very volatile indicator due to the very small number of applications received in this category. There were only 2 applications in this category in the first quarter.
PL2	Processing of planning applications as measured against targets for 'minor' applications (% determined within 8 weeks)	90% (90% for year)	80%	11.11%		↓	↓	Planning	Two applications which required reporting to Development Control Committee were, as a result, decided outside the statutory 8 weeks. There were 50 applications in this category in the first quarter.
PL3	Processing of planning applications as measured against targets for 'other' applications (% determined within 8 weeks)	90% (90% for year)	100%	11.11%		↑	↑	Planning	There were 128 applications in this category in the first quarter.

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Legal and Property Services									
LP5	Voter registration	To be confirmed Annual indicator	N/A	-	-	N/A	N/A		








Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Human Resources									
HR1 KPI	Sickness absence (working days lost)	1.63 days (6.5 days for year)	2.39 days	46%	!	↔	↓	Human Resources	The council has agreed a stretch target for performance for this year (6.5 days). New procedures designed to help achieve this stretch target are only just being introduced

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Revenues and Benefits									
RB1 KPI1i	Av time to process benefits claims	25 days (25 days for year)	42.66 days	71%	!	↓	↔	Revenues and Benefits	Capacity Plan nearing completion to set out future targets/goals/resources.
RB2 KPI1ii	Av time to process change of circumstances	15 days (15 days for year)	34.17 days	128%	!			Revenues and Benefits	Capacity Plan nearing completion to set out future targets/goals/resources.
RB3	Av time to process benefit claims (from receipt of all information)	15 days (15 days for year)	34.17 days	128%	!	↑	-	Revenues and Benefits	Figures shown as the average time to process the claim once all information is received.
RB4	Accuracy of information which affects the subsidy received by the Council	To be confirmed Annual indicator	N/A	-	-	N/A	N/A		





Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
ICT									
IT1	ICT service availability to users during core working hours <u>WBC P1</u> COA Academy (Windows) Uniform Email Internet Lagan File and Print Server	99.5% (99.5% for year)	99.5%	0%		↓	↑	ICT	The internet and external email were both affected by an issue with our firewall servers. This was the same issue but has been recorded twice as internet and email are recorded separately, thus affecting the data
IT2	ICT service availability to users during core working hours <u>WBC P2</u> Touchpaper EROS Gauge Resource Link Intranet	99.5% (99.5% for year)	100%	0.5%		↔	↑	ICT	




Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Corporate									
Cor 1	Calls resolved at first point of contact	90% (90% for year)	99% excl transfers	10%		↔	↑	Environmental Services	Reporting figure excludes Switchboard transfer calls.
Cor 2	Complaints resolved at stage one	90% (90% for year)	79%	12.22%		↑	↔	Environmental Services	As at the end of the first quarter there were: <ul style="list-style-type: none"> • 7 unresolved cases • 8 escalated to stage 2
Cor 3	% of stage 1 complaints resolved within 10 days	80% (80% for year)	68%	15%		↑	↑	Environmental Services	As at the end of the first quarter there were: <ul style="list-style-type: none"> • 8 cases outside 10 working days • 7 unresolved cases • 8 escalated to stage 2 (see Cor2)
Cor 4	CSC service levels - 95% all calls answered	95% all calls answered (95% for year)	98%	3.18%		↓	↓	Environmental Services	

Appendix B - Watford BC - Measures Of Performance – Progress report as of quarter 1 - 2012/13

Ref	Measure	Target for Quarter 1 2012/13	Actual at end of 2012/13 (Quarter 1)	% variance ¹	  	Trend since last period (Q4 2011/12)	Trend since last year (2011/12)	Service Lead	Comments
Cor 5	CSC service levels - 80% calls answered in 20 secs	80% calls answered in 20 seconds (80% for year)	79%	1.25%		↓	↓	Environmental Services	Target not met due to the impacts of staff absence and higher volumes of face to face enquiries requiring additional resource.

Key to performance against target

-  on target **or** above target
-  not on target but there is no cause for concern at this stage.
-  not on target/ more than 10% variance and is a cause for concern.

*PART A

Report to: Overview and Scrutiny Committee
Date of meeting: 19 September 2012
Report of: Committee and Scrutiny Officer
Title: Waste and Recycling Task Group – Final Report

1.0 SUMMARY

1.1 This report asks Overview and Scrutiny Committee to review the conclusions set out in the final report from the Waste and Recycling Task Group, attached as Appendix 1 to this report.

2.0 RECOMMENDATION

2.1 that the Overview and Scrutiny Committee reviews the Waste and Recycling Task Group's conclusion.

Contact Officer:

For further information on this report please contact: Sandra Hancock,
Committee and Scrutiny Officer
telephone extension: 8377 email: legalanddemocratic@watford.gov.uk

Report approved by:

3.0 DETAILED PROPOSAL

3.1 At Overview and Scrutiny Committee's meeting held on 21 September 2011, Members considered a scrutiny proposal from Councillor Derek Scudder, Portfolio Holder for Environmental Services.

3.2 Overview and Scrutiny Committee agreed to set up the Task Group and further details are available in the Task Group's report (Appendix 1).

3.3 Overview and Scrutiny Committee is asked to review the Task Group's conclusions and consider if the report should be forwarded to the Executive.

4.0 **IMPLICATIONS**

4.1 **Financial**

4.1.1 The Head of Strategic Finance reports that whilst there are no direct financial implications to the Council arising out of this report, recommendations such as 'co-mingling' should ultimately help to reduce costs.

4.2 **Legal Issues** (Monitoring Officer)

4.2.1 There are no legal implications for the Council in this report.

4.3 **Potential Risks**

4.3.1 None identified.

Appendices

Appendix 1 – Final report of the Waste and Recycling Task Group

Background Papers

Report and minutes of Overview and Scrutiny Committee 21 September 2011

File Reference

None

WASTE AND RECYCLING TASK GROUP

AN INVESTIGATION INTO IMPROVEMENTS IN RECYCLING RATES IN WATFORD

SEPTEMBER 2012

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TASK GROUP PARTICIPANTS

Watford Borough Council

Committee Membership

Councillor Keith Crout .	Chair of the Task Group (Jan – Feb 2012) Councillor for Stanborough Ward
Councillor Jeanette Aron .	Chair of the Task Group (Aug 2012 onwards) Councillor for Nascot Ward
Councillor Sue Greenslade	Councillor for Meriden Ward
Councillor Kareen Hastrick .	Councillor for Meriden Ward

Portfolio Holder

Councillor Derek Scudder .	Portfolio Holder for Environmental Services Councillor for Stanborough Ward
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Officer Support

Alan Gough . . .	Head of Environmental Services
Bev Beri . . .	Waste and Recycling Section Head
Sandra Hancock . . .	Committee and Scrutiny Officer
Rosy Wassell . . .	Committee and Scrutiny Support Officer

External Support and Information

Hertfordshire Waste Partnership

Duncan Jones . . .	Partnership Development Manager
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FINAL CONCLUSIONS TO PRESENT TO OVERVIEW AND SCRUTINY COMMITTEE

Waste and Recycling Task Group – January to August 2012

A thorough investigation into waste and recycling in Watford had been undertaken under the following headings:

- The effectiveness of recycling at Watford Borough Council
- Possible improvements in recycling
- Recycling at other authorities
- Possible improvements to services and recycling statistics

The Task Group had considered statistics for recycling in Watford in comparison with other Hertfordshire authorities. It was noted that although Watford's performance appeared to be less effective than other authorities', when compared with towns with a similar degree of housing density, Watford performed well.

The Group looked specifically at the neighbouring authority of Three Rivers District Council (TRDC) and noted that demographic differences between the two authorities impacted on collection rates:

- TRDC operated a weekly collection for 'green' waste which worked well in this mainly rural area.
- The Task Group observed that green collection waste for Watford Borough Council was 23% but was 32% for TRDC; this was in part due to the sizeable gardens in much of the TRDC area. A higher percentage of dwellings in Watford were flats where recycling was more difficult for residents and no garden waste was produced.
- A higher percentage rate for collection of domestic waste could be attributed to street waste collections which were considerably higher in Watford town centre.
- Residents who placed the 'wrong' types of rubbish in bin were fined. A number of changes would be needed for this method to be successful in Watford.

The Group considered that weekly collections should be maintained. It was suggested that in order to effect this, co-mingling of waste should be introduced. With this method of collection, fewer containers would be required which would reduce costs for both staffing and equipment costs.

Review by Council Officers on Waste, Grounds Maintenance and Street Cleansing

During the course of the Task Group's investigations, a review of waste, grounds maintenance and street cleansing had been undertaken by Council officers. A report on a proposed service redesign had been presented to Cabinet in March 2012.

The review had addressed issues on both outsourcing services, continuing with in-house delivery of this service and the provision of weekly collections.

Final Meeting and Conclusions

The Task Group met on 15 August 2012 to draw conclusions.

The Portfolio Holder for Environmental Services confirmed that there was no need for the Task Group to continue. He considered that their involvement could prove a distraction for officers and consequently hinder their work.

The Head of Environmental Services advised that the decision on whether services would be outsourced would depend on the results of the bid application.

BACKGROUND INFORMATION

At the 21 September 2011 meeting of the Overview and Scrutiny Committee the Members considered a Task Group proposal from Councillor Derek Scudder. Councillor Scudder had suggested that a Task Group should undertake a review of the recycling scheme and make relevant comparisons with other authorities to see if it would be possible to increase Watford's recycling rate.

The Overview and Scrutiny Committee agreed to establish a Task Group to review Watford Borough Council's Recycling Scheme at its meeting on 24 November 2011.

It was anticipated that the review would:

- Review recycling systems used by other councils in order to establish whether use of alternative systems could increase the recycling rate in Watford without a substantial increase in costs.

Four Councillors had expressed an interest in working on this review; it was agreed that these Councillors would form the membership of the Task Group.

The Task Group would comprise:

Councillor Jeanette Aron – Councillor for Nascot Ward
Councillor Keith Crout – Councillor for Stanborough Ward
Councillor Sue Greenslade – Councillor for Meriden Ward
Councillor Kareen Hastrick – Councillor for Meriden Ward

SUMMARY OF MEETINGS

First Meeting - 17 January 2012

The Section Head for Waste and Recycling had been invited to the meeting in order to outline current procedures and to compare these procedures with Three Rivers District Council (TRDC). She advised the Task Group with information on current waste collection and recycling services at Watford.

The Task Group discussed differing methods of collection and statistical information on recycling. Issues discussed included weekly/fortnightly collections, co-mingling of rubbish, problems for flat-dwellers, comparisons of Watford's costs and collection rates with those of other authorities.

The Waste and Recycling Section Head suggested that Members looked at the Waste and Resources Action Programme and that the Partnership Development Manager be invited to the following meeting.

Second Meeting - 23 January 2012

The Partnership Development Manager from Hertfordshire Waste Partnership attended this meeting and gave an overview of recycling in Hertfordshire and suggestions on how costs could be reduced.

The Task Group considered the introduction of weekly green waste collections, co-mingling of rubbish, trade waste collections and the recycling of cardboard, glass and plastics.

Members agreed to consider recommendations for inclusion in a report to the Overview and Scrutiny Committee.

Third Meeting - 30 January 2012

The Portfolio Holder for Environmental Services had attended this meeting to advise on the 40% recycling rate for Watford. He explained that reasons for this statistic included:

- The correlation between recycling and population density: a higher density of population equated to smaller gardens which then impacted on the quantity of garden waste collected.
- A third of Watford's dwellings were flats: recycling was more difficult and no garden waste was produced.
- A high turn over of population impacted on recycling rates.

It was suggested that recycling systems in Stevenage, where there was a comparable percentage of high-rise flats, could be studied.

Members discussed co-mingling of recyclable waste, weekly collections, trade waste and street waste collections.

Councillor Scudder informed the Task Group that a business case dealing with the provision of waste services was currently being prepared with the aim of reducing costs.

Members agreed that it would be wise to postpone the consideration of recommendations until business case could be studied at the following meeting.

Fourth Meeting - 6 February 2012

Members felt that it was not ideal for the Task Group and the Business case to work concurrently.

The Chair pointed out that the scope had asked that the topic be carried out in order to determine whether recycling rates could be improved without increase of costs; unless current costs were known it would not be possible to make comparisons or to present a report to the Overview and Scrutiny Committee.

The Chair agreed to report on findings so far to the Chair of the Overview and Scrutiny Committee.

Final Meeting - 15 August 2012

The Waste and Recycling Section Head updated the Task Group on current processes. She gave details on procurement, the In-house Benchmark Programme and information on weekly collections.

The Waste and Recycling Section Head also gave members information on the bid made to the Weekly Challenge Support Scheme which, she anticipated, would be successful.

The Portfolio Holder for Environmental Services concluded that it was no longer necessary for the Task Group to continue its work as involvement by the group would prove to be both a distraction and a hindrance to officers.

BIBLIOGRAPHY AND APPENDICES

Bibliography

The following document was found to be useful:

WRAP report on Kerbside Recycling: Indicative Costs and Performance

<http://www.wrap.org.uk/sites/files/wrap/Kerbside%20collection%20report%20160608.pdf>

Appendices:

- Appendix 1: Scrutiny Review Final Scope
- Appendix 2: Weekly bin collections: arguments for and against
- Appendix 3: Comparisons – other Hertfordshire Councils
- Appendix 4: Comparisons – Police comparators
- Appendix 5: WasteWatch Doorstepping Campaign: Report - April 2011
- Appendix 6: Hertfordshire Waste Partnership Members' Group –
HWP Performance Indicators and Risk Management Update
- Appendix 7: Minutes of the meeting on 17 January 2012
- Appendix 8: Minutes of the meeting on 23 January 2012
- Appendix 9: Minutes of the meeting on 30 January 2012
- Appendix 10: Minutes of the meeting on 6 February 2012
- Appendix 11: Minutes of the meeting on 15 August 2012

Scrutiny Review – Final Scope

A Member/Officer suggesting a topic for scrutiny must complete this table as fully as possible. Completed tables will be presented to Overview & Scrutiny for consideration.

Proposer: Councillor/Officer	Derek Scudder
<p>Topic recommended for scrutiny:</p> <p><i>Please include as much detail as is available about the specific issues and areas which should be included/excluded from the review. Should the focus be on past performance, future policy or both?</i></p>	<p>Review recycling systems used by other councils to see if any would aid in significantly increasing the recycling rate in Watford, whilst maintaining the principle of weekly collections or without substantially increasing costs. An example of such an alternative system is that recently adopted by Three Rivers, but there may be others.</p>
<p>Why have you recommended this topic for scrutiny?</p>	<p>To see if the recycling rates can be significantly increased at or near the current costs.</p>
<p>What are the specific outcomes you wish to see from the review?</p>	<p>As above</p>

Does the proposed item meet the following criteria?	
It must affect a group or community of people	Yes – all residents of the Borough
It must relate to a service, event or issue in which the council has a significant stake	Yes – waste collection
It must not have been a topic of scrutiny within the last 12 months <i>There will be exceptions to this arising from notified changing circumstances. Scrutiny will also maintain an interest in the progress of recommendations and issues arising from past reports.</i>	Not subject to previous scrutiny
It must not be an issue, such as planning or licensing, which is dealt with by another council committee	I can confirm

<p>Does the topic meet the council's priorities?</p>	<ol style="list-style-type: none"> 1. Improve the health of the town and enhance its heritage 2. Enhance the town's 'clean & green' environment 3. Enhance the town's sustainability 4. Enhance the town's economic prosperity and potential 5. Supporting individuals and the community 6. Securing an efficient, effective, value for money council 7. Influence and partnership delivery <p>2, 3, 6 & 7</p>
<p>Are you aware of any limitations of time or other constraints which need to be taken into account?</p> <p><i>Factors to consider are forthcoming milestones, demands on the relevant service area and member availability</i></p>	<p>No</p>
<p>Does the topic involve a Council partner or other outside body?</p>	<p>No</p>
<p>Please complete the 'sign off' section at the end of this document</p>	

The following section to be completed by Democratic Services	
Consultation with relevant Heads of Service <i>(this section to be completed by Democratic Services)</i>	<i>It is important to ensure that the relevant service can support a review by providing the necessary documents and attending meetings as necessary. The Head of Service's comments should be obtained before the request to hold a review is put to the Overview & Scrutiny Committee.</i>
Has the relevant Head of Service been consulted?	Yes
Is this a topic which the service department(s) is able to support.	Yes, however most of the information will need to come from other local authorities, such as TRDC
When was the last time this service was the subject of a scrutiny review?	<i>I am not aware that the waste and recycling has been the subject of a specific scrutiny review.</i>

Sign off		
Councillor/Officer Derek Scudder	date 16/09/11	Head of Service Alan Gough
		Date 21.09.11

Weekly bin collections: arguments for and against

Policy reference

201101054

Policy product type

LGiU essential policy briefing

Published date

17/10/2011

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This covers

England

Overview

The Department for Communities and Local Government (DCLG) has announced that it will use £250 million of existing money to incentivise local government to return to or maintain weekly general waste collections. Originally muted by Eric Pickles in opposition, the idea has now resurfaced in the form of a voluntary financial incentive, due to be implemented in April 2012.

This scheme needs to be considered carefully by local government. Initial reaction from individual local authorities suggests the scheme is unlikely to be embraced, though further information on the details of the incentive will be forthcoming from DCLG. The key question is not just financial - but whether this fits with the overarching waste strategies of and pressures on local authorities.

The scheme has therefore come under criticism for potentially endangering the UK recycling rate and being a mis-allocation of scarce financial resources in a period of significant cuts.

This short briefing outlines the limited information provided by the Government, before considering the potential implications for local government, the recycling rate, localism, and reaction to the announcement.

Briefing in full

An increasing number of local authorities have switched to fortnightly general waste collections in the UK over the past 10 years. In 2008-9, 48 per cent (170) of the local authorities in England and Wales with waste collection responsibilities delivered an alternate (fortnightly) collection. By 2011 this had increased to 56 per cent (195). Policy drivers for this transition include the looming threat of large landfill taxes from the EU waste framework directive, and the pressure on local government to increase recycling rates while simultaneously reducing costs.

As a result of a wide-ranging number of factors, recycling rates in the UK have almost doubled in the past six years.

Year	Recycling rate
1983/4	0.8
2004/5	21.9
2009/10	39.7

Source: Various (Abbot et al 2011, Defra 2010)

The 2007-08 result placed the UK tenth out of the EU-27 nations. However, the average rate of the nine countries ahead of the UK was 52 per cent. (Eurostat, 2010).

While in opposition in 2008, Pickles announced his intention to legally require local government to return to weekly general waste collections. Having been expected to be announced as part of the Strategic Waste Review, the policy change was omitted; though the government said it remained committed to the idea.

The popular press has presented a picture of large-scale opposition and unhappiness with the switch to fortnightly collections: on the grounds of a fear of the hygiene implications, and an increase in fly-tipping. An LGA-commissioned IPSOS-MORI survey in 2007 found that 18 per cent of respondents were dissatisfied with their councils refuse service.

The scheme announcement

The key details announced by Eric Pickles on 30 September include:

- £250 million of “new money” (made available through efficiency savings at DCLG) to incentivise local government to return to weekly general waste collections
- restriction of funding to those local authorities willing to commit to weekly collections for a period of five years and able to demonstrate improvements in recycling and reductions in fly-tipping/litter
- eligibility for local authorities seeking to maintain, not just introduce, weekly collections
- local authorities will be invited to submit “innovative bids for funding” shortly. DCLG has suggested innovations that might be eligible include reward schemes for citizens to encourage recycling
- local authorities can apply individually, in groups, or in tandem with the private sector, for both revenue and capital funding
- scheme will begin to operate in April 2012.

The Secretary of State’s narrative justifying the need for weekly collections is that they are a human right and the “middle-classes” of Britain in particular are unhappy with the switch to fortnightly collections, and that problems associated with vermin, littering and fly-tipping would be reduced.

Missing details

The announcement is not yet a fully-fledged policy document: “Further detail of how the support scheme will operate and how councils can bid will be set out in due course.” Clarity and further information are required for local authorities to sufficiently understand the potential value of the scheme. This includes:

- the criteria which will be used to determine how much local authorities receive
- exactly what conditions will be attached to funding (in the form of recycling achievements, reductions in fly-tipping etc)
- what parts of the waste service are eligible (could the money be used to fund increased frequency of recyclables or food waste?).

Implications for the recycling rate

A key debate has been the potential effect of such a scheme on the recycling rate. There is overwhelming evidence that there is an inverse relationship between frequency of collection and the recycling rate. For example, the LGA notes that “9/10 of the top recycling councils in the country currently provide an alternate weekly collection (fortnightly). The tenth offers fortnightly residual waste collection with a weekly food collection.” (LGA, Sep 30, 2011)

Government-commissioned research in 2010 by the Waste and Resources Action Programme (WRAP), extrapolated by the ENDS Report, calculated that a complete switch to weekly collections would reduce the 2008-09 national recycling rate five percentage points from 37.6 – 32 per cent.

Abbot et al (2011) used statistical modelling on dry recycling and composting data for all 434 of the UK’s Local Authorities and concluded: “Reducing the frequency of residual

waste collection appears to be important in incentivising households to sort their waste between recyclables and non-recyclables”.

Given this evidence, the fact councils must also demonstrate improvements in recycling to be eligible for the scheme’s money potentially raises questions about the efficacy of the schemes approach.

Implications for the localism agenda

Local councils can still choose to apply for these funds or not, and the Secretary of State has admitted that where councils enjoy the support of their populations, they can continue to collect fortnightly with or without the new scheme. Councillor Sir Merrick Cockell, Chairman of the LGA, welcomed the scheme for this very reason, arguing it fitted within the governments localism agenda by giving councils choice.

However, some commentators have argued the scheme damages the Government’s localism agenda by favouring one way of collecting waste. Daria Kuzentsova of the New Local Government Network commented in an online blog: “The true meaning of localism is letting them [local authorities] decide for themselves... DCLG is taking a huge step back in its localism agenda.”

The reaction

Out of 60 local authorities surveyed in June by the Daily Telegraph, only four would give “serious consideration” to a financial incentive. Reacting to the 30 Sep announcement, Bryn Morgan, environment head at Waverley borough Council commented “I do not really consider that £250 million over five years will make any substantial impact on the ground at all.” WRAP’s Government commissioned research in September 2010 suggested the cost of all English councils returning to weekly collections would be £530 million. Other councils said they would be playing a “wait and see game” before more details on the financial incentives emerge. Increases in recycling rates and reduced costs associated with fortnightly collections were the most common reasons for sceptical local government reaction to the scheme. And green groups added their voice by criticising the announcement of the scheme, with Friends of the Earth calling the “U-turn” an “astonishing waste of money”.

Some of the popular tabloid press has welcomed the announcement; with the Daily Mail calling it a “victory for householders and the Daily Mail” (the newspaper has campaigned on the issue). The Taxpayers Alliance also congratulated Eric Pickles, with Chief Executive Matthew Elliot issuing this warning to local authorities: “Woe betide the councils who do not reinstate weekly bin collections or who persist with plans to scrap this basic service, causing misery to local residents.”

Comment

There are three key issues with the scheme that bring into question its justification by the government.

The first relates to localism. Is it possible for the government to be committed to the localism agenda, while publicly strongly supporting one policy direction and incentivising local authorities to follow it? In this specific case, strong localism might instead recommend each local area to devise its own waste strategy based on its unique characteristics: in high-density urban areas this may mean weekly collections are inevitable (as in Liverpool), in other areas fortnightly will be more suitable.

The second issue is how this fits with the government’s wider policy narrative of significant financial restraint. This is exemplified by the arguably more pressing priorities £250 million could be spent on (such as 33,500 elderly individuals receiving home care for a year). Is this really the most pressing issue on which a quarter of a billion pounds of public money should be spent?

The third issue, related to the second, is how this fits into the government's rapidly disintegrating narrative of being the greenest government ever. If the policy had its desired effect, there is strong evidence it would reverse recent much-needed improvements in the UK recycling rate (though clearly if it can also be statistically demonstrated that reduced frequency of collections increases fly-tipping, this is a serious issue to be addressed). Since a zero-waste economy is the stated ambitious goal, all initiatives must be tested against whether they contribute to this objective. This one clearly doesn't. It is possible the money would be better spent by encouraging local authorities to collect food waste on a weekly basis - which would strengthen government plans to boost anaerobic digestion and composting rates. Weekly collection of food waste would increase the amount of waste diverted from landfill but should also remove householder concerns around hygiene and bad smells. It seems local authorities may well need an incentive to do so: currently only 72 collect food waste separately.

COMPARISONS WITH OTHER HERTFORDSHIRE COUNCILS

Authority	Domestic		Recycling		Greenwaste		2010/11			Other variations to WBC
	Frequency	container	Frequency	container	Frequency	container	Recycling rate	Greenwaste rate	Combined rate	
Broxbourne BC	Weekly	1 sack	Fortnightly	2 boxes	Fortnightly	Wheellie bin	18.44%	20.57%	39.01%	Plastic/cans and paper/glass (plastic bottles only)
Dacorum BC	Fortnightly	wheellie bin	Weekly	3 boxes	Fortnightly	Wheellie bin	20.61%	27.12%	47.73%	
East Hertfordshire DC	Fortnightly	wheellie bin	Fortnightly	2 boxes	Fortnightly	Wheellie bin	19.53%	28.58%	48.11%	Plastic/cans and paper/glass
Hertsmere BC	Fortnightly	wheellie bin	Fortnightly	wheellie bin	Fortnightly	Wheellie bin	16.72%	25.75%	42.47%	plastic/glass and paper
North Hertfordshire DC	Fortnightly	wheellie bin	Fortnightly	2 boxes	Fortnightly	Wheellie bin	20.12%	29.75%	49.87%	glass/cans and paper - no plastic
St Albans DC	Fortnightly	wheellie bin	Fortnightly	3 boxes	Fortnightly	Wheellie bin	21.53%	28.63%	50.16%	plastic bottles only
Stevenage BC	Fortnightly	wheellie bin	Fortnightly	3 boxes	Fortnightly	Wheellie bin	17.00%	21.98%	38.98%	plastic bottles only
Three Rivers DC	Fortnightly	wheellie bin	Fortnightly	3 boxes	Fortnightly	Wheellie bin	19.19%	31.63%	50.82%	New collection scheme started in 2011
Watford BC	Weekly	wheellie bin	Fortnightly	3 boxes	Fortnightly	Wheellie bin	17.43%	22.77%	40.20%	
Welwyn Hatfield BC	Fortnightly	wheellie bin	Fortnightly	wheellie bin	Fortnightly	Wheellie bin	12.34%	24.13%	36.47%	

Police Comparators	Authority	Domestic		Recycling		Greenwaste		Separate Food		2010/11		Qtr 1 and 2 2011/12			Other variations to WBC	
		Frequency	container	Frequency	container	Frequency	container	Frequency	container	Recycling rate	Green waste rate	Combined rate	Recycling rate	Green waste rate		Combined rate
			wheelie bin		wheelie bin		Wheelee bin		N/A	17.88%	7.23%	25.11%	24.03%	13.10%		37.13%
	Reading	Fortnightly	wheelie bin	Fortnightly	wheelie bin	Fortnightly	Wheelee bin	N/A	N/A	17.88%	7.23%	25.11%	24.03%	13.10%	37.13%	Comingled recycling
	Slough	Fortnightly	wheelie bin	Fortnightly	wheelie bin	Fortnightly	Wheelee bin	N/A	N/A	23.18%	8.22%	31.40%	22.08%	10.57%	32.65%	Comingled recycling
	Kingston U Thames	Fortnightly	wheelie bin	Weekly	1 box	Fortnightly	Wheelee bin	Weekly	caddy	29.80%	17.18%	46.98%	28.58%	18.85%	47.43%	Comingled recycling, plastic bottles only, £69pa for garden waste
	Merton	Weekly	sacks	Weekly	2x wheelie bins	Fortnightly	Wheelee bin	Weekly	caddy	27.28%	9.03%	36.31%	27.21%	10.44%	37.65%	Comingled twin stream recycling, £30pa for garden waste
	Stockport	Fortnightly	wheelie bin	Fortnightly	wheelie bin	Weekly	Wheelee bin	N/A	N/A	27.35%	21.97%	49.32%	25.70%	39.93%	65.63%	Comingled recycling with separate glass box
	Trafford	Weekly	wheelie bin	4-weekly	2x wheelie bins	Fortnightly	Wheelee bin	N/A	N/A	25.98%	14.81%	40.79%	25.26%	25.81%	51.07%	1x wheelie bin for paper & card, 1x wheelie bin for glass, cans & plastics
	Northampton	Fortnightly	wheelie bin	Weekly	4 boxes	Fortnightly	Wheelee bin	Weekly	caddy	23.33%	14.98%	38.31%	22.36%	20.59%	42.95%	Weekly textiles
	Hounslow	Weekly	sacks	Weekly	3 bags	Fortnightly	sack	Weekly	caddy	23.03%	11.63%	34.66%	22.29%	14.14%	36.43%	Kerbside: WEEE, motor oil, ink cartridges, textiles, batteries, foil
	Woking	Fortnightly	wheelie bin	Fortnightly	wheelie bin	Fortnightly	Wheelee bin	Weekly	caddy	30.18%	23.57%	53.75%	28.57%	26.90%	55.47%	Comingled recycling, £37pa for garden waste
	Poole	Weekly	wheelie bin	Fortnightly	wheelie bin	Fortnightly	Wheelee bin	N/A	N/A	22.70%	16.84%	39.54%	20.99%	19.94%	40.93%	Comingled recycling
	Crawley	Weekly	wheelie bin	Fortnightly	wheelie bin	Fortnightly	Wheelee bin	N/A	N/A	25.52%	2.86%	28.38%	22.47%	4.86%	27.33%	Comingled recycling, plastic bottles only, £45pa for garden waste
	Bracknell	Fortnightly	wheelie bin	Fortnightly	wheelie bin	Fortnightly	Wheelee bin	N/A	N/A	24.00%	15.40%	39.40%	24.44%	18.71%	43.15%	Comingled recycling, no food in green waste
	Worthing	Weekly	wheelie bin	Fortnightly	wheelie bin	Fortnightly	Wheelee bin	N/A	N/A	27.06%	9.07%	36.13%	25.53%	13.51%	39.04%	Comingled recycling, plastic bottles only, £55pa for garden waste, no food waste allowed
	Rushmoor	Weekly	wheelie bin	Fortnightly	wheelie bin	Fortnightly	Wheelee bin	N/A	N/A	22.24%	4.54%	26.78%	21.20%	5.51%	26.71%	Comingled recycling, separate glass box, £30pa for garden waste, no food waste
	Luton	Weekly	wheelie bin	Fortnightly	wheelie bin	Fortnightly	Wheelee bin	N/A	N/A	23.13%	10.87%	34.00%	20.97%	14.28%	35.25%	Comingled recycling with separate glass box, inc textiles, plastic bottles only, no food in garden waste
	Harrow	Fortnightly	wheelie bin	Fortnightly	wheelie bin	Weekly	Wheelee bin	N/A	N/A	27.03%	22.92%	49.95%	24.25%	27.37%	51.62%	Comingled recycling
	Watford	Weekly	wheelie bin	Fortnightly	3 boxes	Fortnightly	Wheelee bin	N/A	N/A	17.43%	22.77%	40.20%	16.11%	27.90%	44.01%	



WasteWatch Doorstepping Campaign

Summary Report April 2011

Contents:

- (1) Executive Summary
- (2) Main Campaign Report
- (3) Tonnage Data Analysis
- (4) Recommendations

(1) Executive Summary

Watford Borough Council contracted *WasteWatch* to carry out a targeted five-week Doorstepping campaign in West Watford during September 2010.

The target area comprised the complete Monday collection rounds, which form Watford's Low Performing Area (LPA) in terms of recycling and refuse tonnages and recycling rates.

The LPA has recycling rates significantly lower than the other collection days across the town:

Dry recycling rates 2010 Q1 & 2:

Monday:	15.82%
Tuesday:	23.05%
Wednesday:	28.65%
Thursday:	25.61%
Friday:	26.79%
Average town-wide rate:	23.98%

The survey results showed that participation rates for mixed plastics and food waste recycling are low in the LPA. The main reason given for not recycling was that the respondents 'couldn't be bothered'.

Language issues did not appear to be a problem, despite assumed anecdotal evidence prior to the campaign.

The tonnage data from Q3 and Q4 shows that the campaign has impacted positively on both dry recycling rates and residual waste levels in the LPA.

However, on further detailed analysis of recycling rate, tonnage data and housing types, it became clear that a significant factor in the performance of the LPA, particularly in comparison to the other collection days, was the numbers of flatted properties sharing communal recycling facilities.

Additionally, the procedure for clearing contaminated communal bins from the whole borough further negatively impacted upon recycling rates in the LPA.

The tonnage data analysis shows that the priority area for attention in order to increase dry recycling rates and decrease residual tonnage in the LPA is the communal recycling service, rather than continuing to target non-flatted households. The issue of the procedure for clearing contaminated communal bins also needs to be addressed.

(2) Main campaign report

Aims and objectives

- Increase the rate and quality of recycling across targeted households
- Increase resident awareness of waste and recycling issues in this targeted area and educate residents about how to use the kerbside collection scheme and recycling facilities in the Borough
- Increase participation in the council recycling service with a corresponding increase in the total tonnages of materials collected
- Ensure that new participants in the scheme know how to recycle properly from the outset and decrease contamination in the recycling stream
- Increase the capture rate of materials for low/medium recyclers and decrease residual waste tonnage

Methodology

During each visit the Recycling Promoters promoted and explained the full details of the kerbside recycling service and the green wheeled bin recycling service to encourage: non-participating residents to start recycling; residents already participating to recycle more; and residents to participate correctly in the services.

The Recycling Promoters answered any queries about the recycling services and provided the resident with an opportunity to make enquiries about the services. Contacted residents were asked if they wished to order a recycling box or green waste bin. These orders were logged on a bin order form and processed at the Depot.

The Recycling Promoters provided all households with a leaflet explaining the recycling services. Where no contact was made, a new updated pictorial leaflet was posted through the letter box.

Key metrics and Survey results

Number of properties visited	7,636
Total number of visits	11,615
Total number of contacts	3,801
Contact rate	49.8%
Total number of boxes/ green bins/caddies requested	862

The graphs below show the range of responses to the questions of (1) What materials do you recycle at home? (*Figure one*), and (2) If you do not recycle at home, why not? (*Figure two*), and (3) What would you like more information about? (*Figure three*).

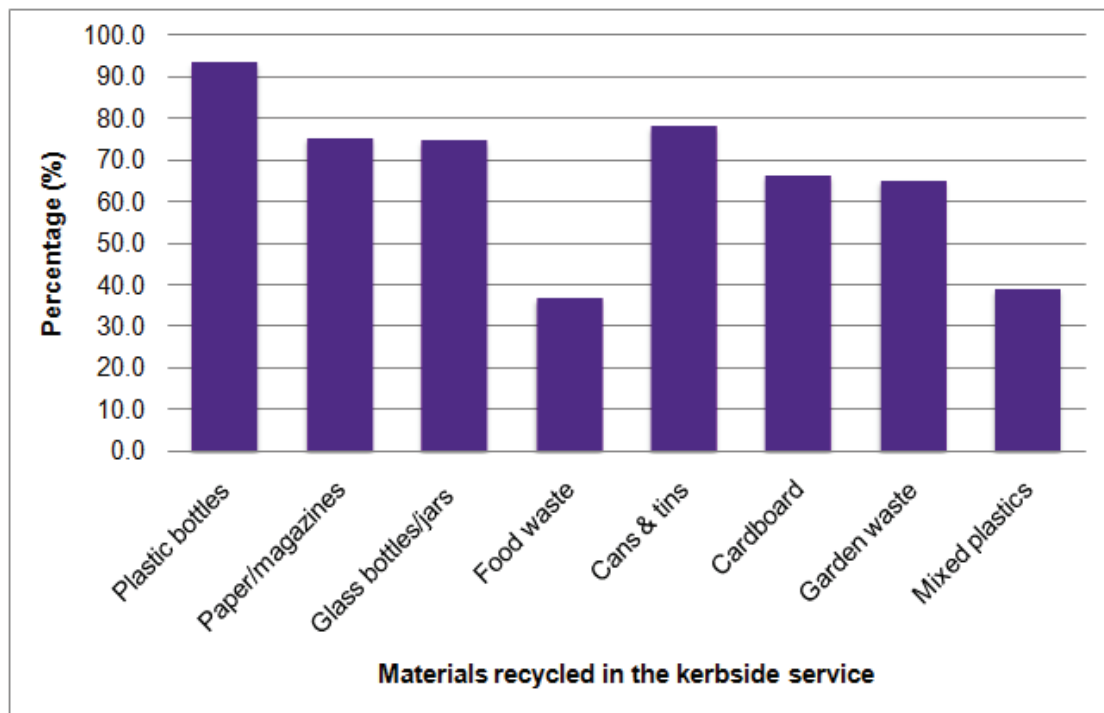


Fig 1: Materials that respondents claimed to recycle using the kerbside service

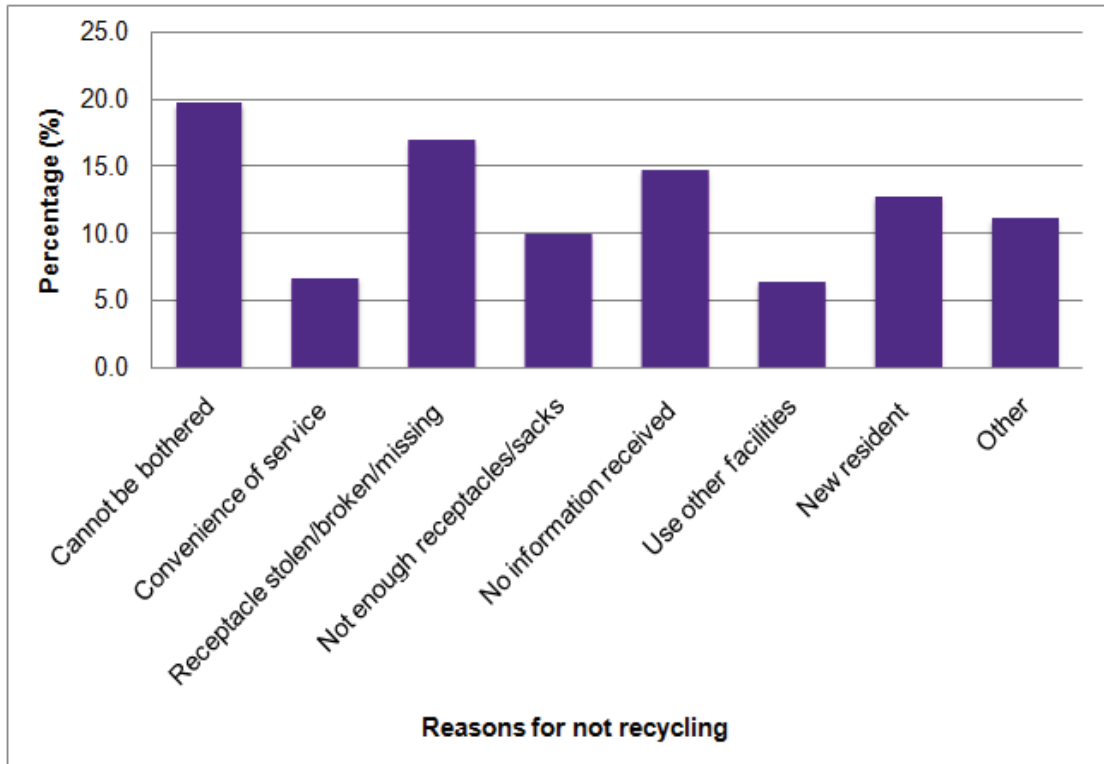


Fig 2: Reasons given by respondents who claimed not to recycle using the kerbside service

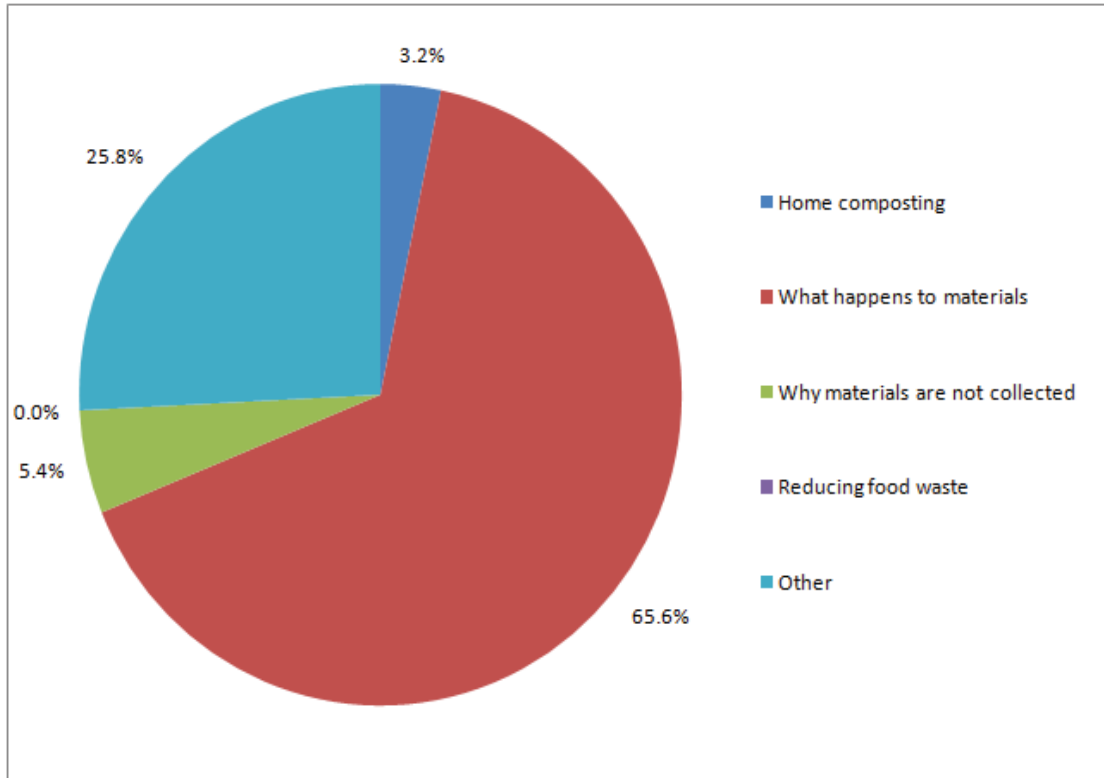


Fig 3: Subject areas residents wanted more information about

Key findings: Recycling service behaviour

Number of residents surveyed who use the council recycling service
3,520 (92.6%)

Number of households who do not recycle
281 (7.4%)

Main reason for not using the service

Cannot be bothered 71 (19.7%)

Second most frequent answer for not using the service

Receptacle stolen / broken / missing 61 (16.9%)

Positive to constructive comments ratio

78:22

Most frequent constructive feedback

More frequent collections (18 %)

Language issues, what language issues?

Of the 3,801 residents contacted during the campaign, there were only 19 requests for information in another language. This statistic seems to sit in contrast with the ethnic make-up of the LPA which describes 8.2% of the population as potentially requiring translated communications about the service.

This suggests that, contrary to anecdotal information and census information, language and translation issues are NOT a significant barrier to recycling in the LPA.

(3) Tonnage data analysis

Residual waste tonnages:

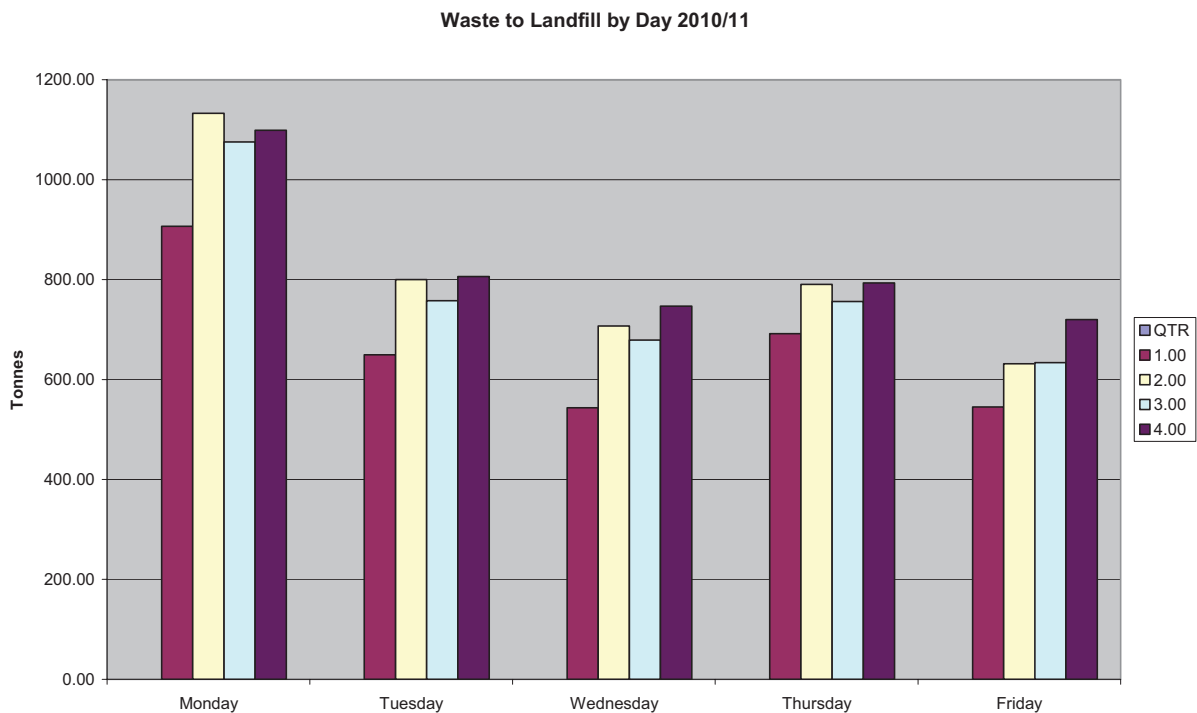


Fig 4: Quarterly residual waste tonnages by day, 2010/11

Figure four (above) shows the amount of waste sent to landfill from each collection day over the four quarters of year 2010/11.

Note: Q1 does not include two weeks of collections due to contractual changes.

The LPA is consistently higher than the other four collection days. However, it came to light during research and analysis that the majority of contaminated bins from communal sites across the town were usually cleared on a Monday and the tonnage was added to that from the Domestic Waste rounds.

Using the tonnage data available to us (for Q1, Q2 and Q3) it appears to be the case that at least 5% has been added to Monday’s residual waste tonnage through the clearance of contaminated communal bins on a Monday. This would equate to a potential increase of 0.61% on Monday’s dry recycling rate.

Whilst the contamination issue described above contributes to the high residual tonnage and low recycling rate in the LPA, of greater significance is the high proportion of flats/ communal sites in the Monday collection area. The high proportion of flats/ communal sites is also an issue in the Tuesday collection area.

However, data from Q3 and Q4 shows that the campaign has had a positive impact on residual tonnages in the LPA (see Table One below).

All areas saw an increase in residual tonnage between Q3 and Q4, which is a normal seasonal variation, but the LPA showed the smallest increase of all the collection days.

Table 1 - Comparison of Residual Tonnage Data Quarters 3 and 4

	Monday	Tuesday	Wednesday	Thursday	Friday
QTR	Residual	Residual	Residual	Residual	Residual
1.00	906.89	649.50	543.82	691.92	545.36
2.00	1132.62	800.08	707.10	790.52	631.38
3.00	1075.76	757.78	678.90	756.28	633.88
4.00	1099.03	806.25	747.04	793.47	719.91
Total	4214.30	3013.61	2676.86	3032.19	2530.53
% diff 3 & 4	2.12%	6.01%	9.12%	4.69%	11.95%

Dry recycling tonnages:

Recycled Waste by Day 2010/11

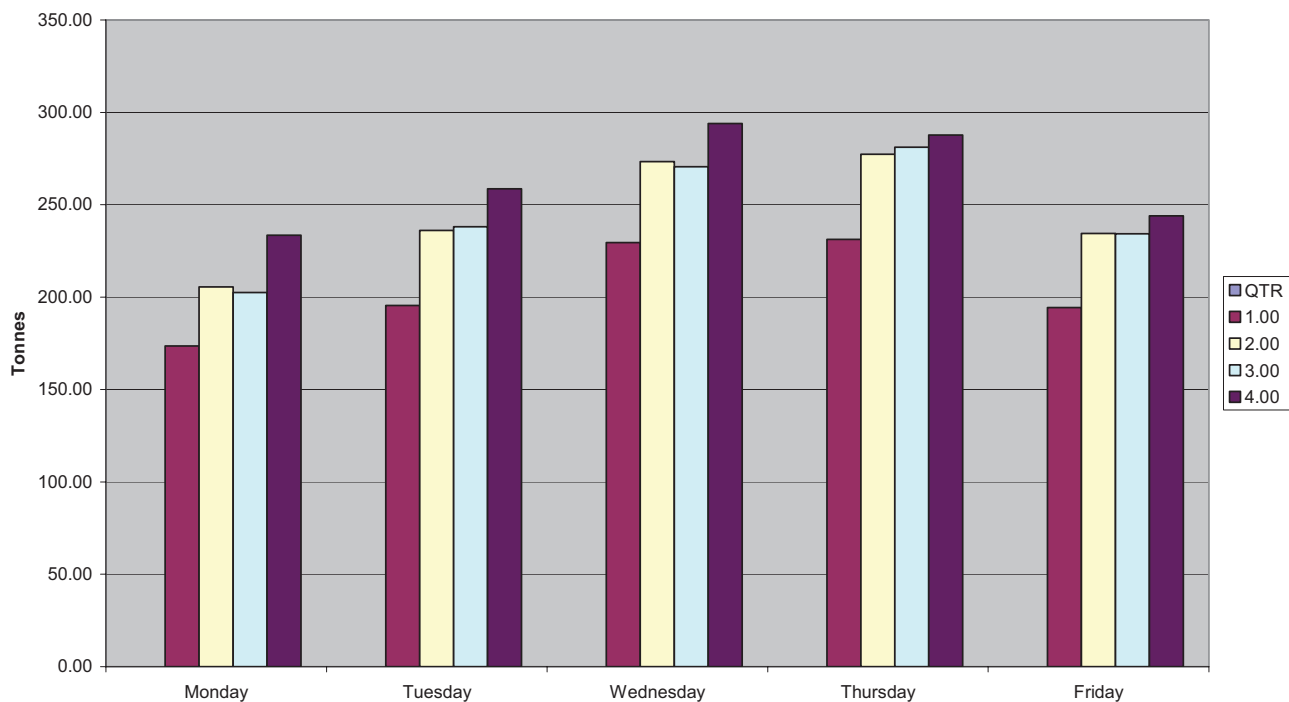


Fig 5: Quarterly dry recycling tonnages by day, 2010/11

Figure five shows the amount of dry recycling from each collection day. Note: Q1 does not include two weeks of collections due to contractual changes.

The LPA is consistently lower than the other four collection days. However, the more significant difference between the recycling rates by day metric compared to the recycling tonnages by day metric is explained by the higher amounts of landfill waste from the LPA.

Data from Q3 and Q4 shows that the campaign has had a positive impact on dry recycling tonnages in the LPA (see Table Two below). The LPA showed an increase in recycling tonnage from Q3 to Q4 approximately double that of the next two most improved collection days.

Table 2 - Comparison of Recycling Tonnage Data Quarters 3 and 4

	Monday	Tuesday	Wednesday	Thursday	Friday
QTR	Recycling	Recycling	Recycling	Recycling	Recycling
1.00	173.62	195.48	229.48	231.22	194.38
2.00	205.58	236.10	273.36	277.28	234.42
3.00	202.48	238.06	270.62	281.14	234.28
4.00	233.51	258.64	293.99	287.79	243.90
Total	815.19	928.28	1067.45	1077.43	906.98
% diff 3 & 4	13.29%	7.96%	7.95%	2.31%	3.94%

Property types and performance

Research and analysis was carried out on the socio-geographical characteristics of the LPA, which highlighted the issue of the number of communal recycling sites concentrated in the Monday area.

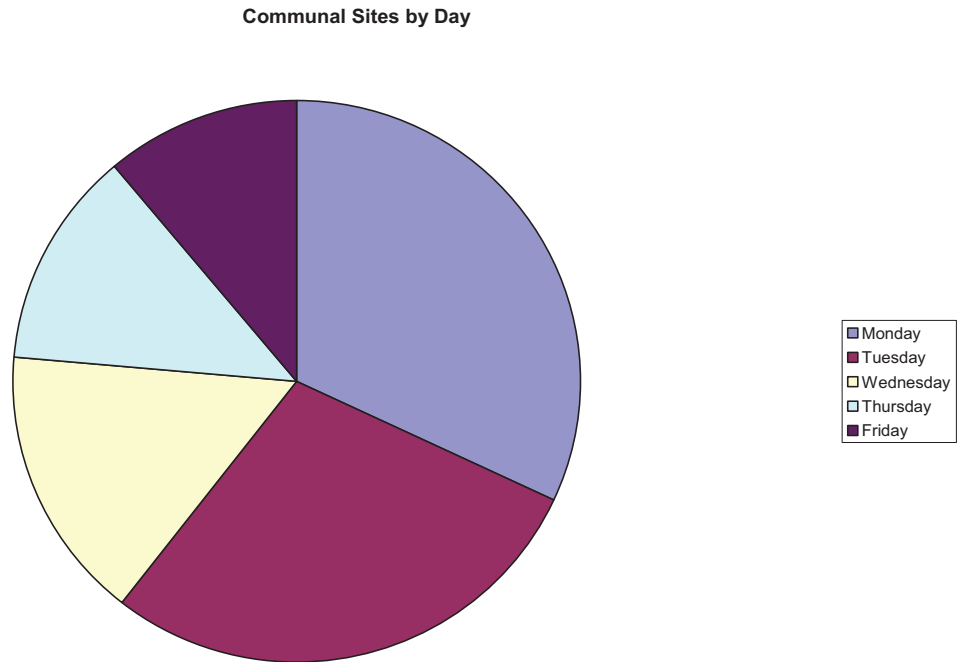


Fig 6: Proportion of communal sites by collection day

Figure six (above) shows the distribution of flats using communal recycling sites across the town. The vast majority of flatted properties are within the Monday and Tuesday collection areas, with Monday containing the most flats of all.

The impact of flatted properties on recycling rates cannot be underestimated. In most London boroughs, where approximately 50% of properties are flats, the recycling rate from communal sites is less than 10%. The London Waste and Recycling Board has recently invested £5 million in improving flats recycling across the London boroughs.

Comparative Study Housing Types & Recycling Performance

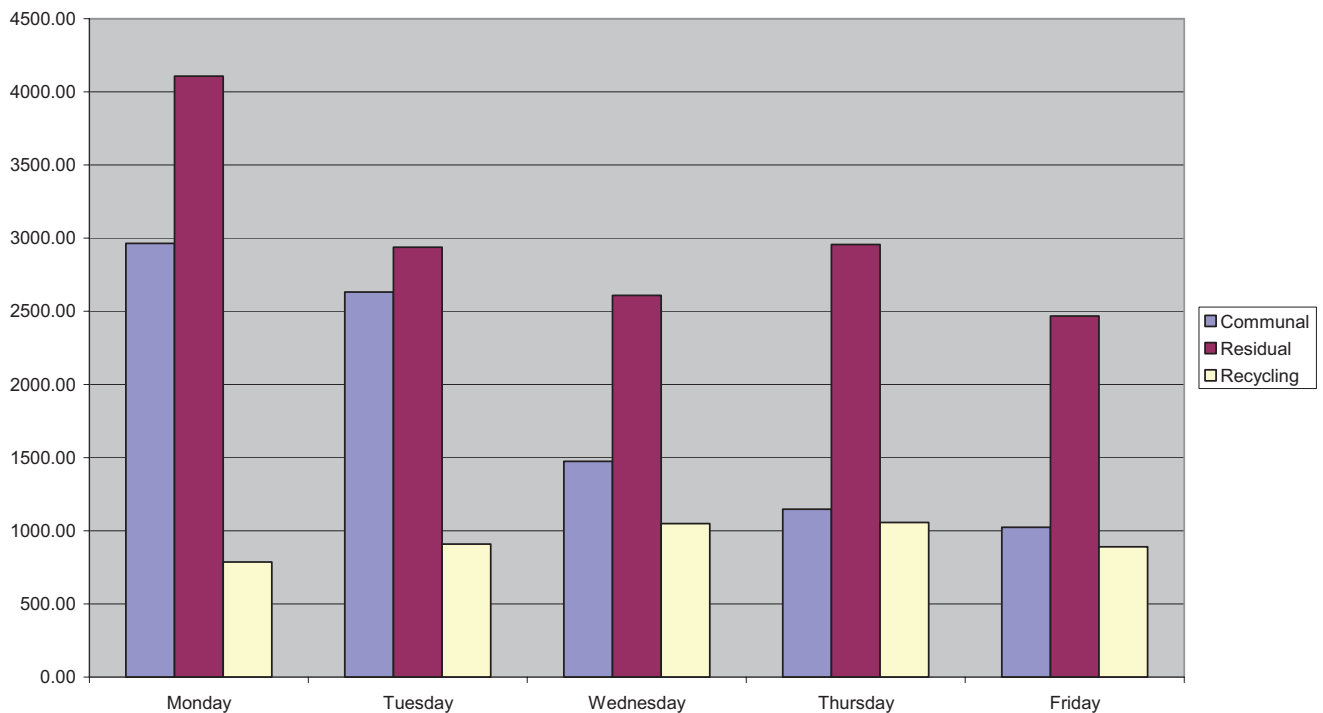


Fig 7: Comparative study, housing types and performance, full year results 2010/11

Figure seven (above) shows the tonnages of recycling and residual waste in comparison to the number of communal recycling sites in each collection day.

Of the two areas with the majority of the flats in Watford using communal recycling, the superior performance of the Tuesday collection area compared to Monday may be due to the inclusion of Oxhey Village in the Tuesday area.

Oxhey Village comprises mainly owner-occupied terraced, semi-detached and detached properties, which produce much higher levels of recycling material compared to communal sites, offsetting (to an extent) the negative impact on recycling tonnages from the number of flats in the Tuesday area. The equivalent offsetting property types in the Monday area are less in number, and are predominantly smaller terraced properties.

The flats in the Monday area are predominantly large purpose-built blocks constructed within the last five to ten years, owned by rental companies and housing associations and buy-to-let landlords rather than owner-occupiers. This can create a more transient population, which in turn can have a negative impact on recycling rates.

There is also an issue with the number of recycling bins at communal sites. Many developments do not have a bin provision and capacity which approaches that provided to non-flatted properties. This in itself creates a limit to the amount of waste that can be recycled at communal sites, whether or not residents are willing to recycle.

(4) Proposals***Communal recycling pilot scheme***

Select a small range of communal recycling sites to include new build flats, old style (Croxley View), limited storage space, those with aperture lids and those without etc. Monitor the sites and try different communication methods targeted at the particular problems for each site to include signage, letters, door knocking. To review waste containment options, sizes of bins for each site and collection frequencies.

The pilot to commence in July and to be delivered over a 3 month period.

Objective: to identify the most effective communication method for particular problems and to replicate this across other communal recycling sites therefore maximising the amount of waste recycled.

Non-flatted properties

Use of Bartec monitoring system for participation monitoring/ capture rates analysis in the Monday collection area. Targeted communications at tightly defined areas of low participation to include door stepping.

Excess Waste policy

Implement closed lid policy for domestic waste to reduce amount of excess waste collected.

Other

Further contact with community groups and associations to extend and embed recycling and waste awareness

Targeted communications in the Monday area, focussing on mixed plastics and food waste

ENDS

Report by:

Ruth Young, *Technical Officer, Environmental Services, WBC*

Stephen Windmill, *Project Officer, Environmental Services, WBC*

May 2011



HERTFORDSHIRE WASTE PARTNERSHIP

MEMBERS' GROUP 31st October 2011

Item 10: HWP Performance Indicators & Risk Management Update

Authors: Duncan Jones / Durk Reyner

1 Purpose of Report

- 1.1 To update the quarterly performance indicator report using provisional results for quarters 1 and 2. Further information can be found in the appendices including the relevant background to each indicator and a breakdown for individual authorities where applicable.
- 1.2 Caution should be exercised when assessing year on year comparisons as a result of the transition of a number of collection systems to new arrangements.
- 1.3 Section 4 incorporates the new quarterly risk update and should be read in conjunction with Item 10a – HWP Risk Register circulated separately.

2 Summary

- 2.1 Based on provisional results for quarters 1 and 2 the table below details cumulative changes so far during 2011/12 :-

CATEGORY (Q1-2)	2011/12	2010/11	Change
RECYCLING	61,085	60,648	437
COMPOSTING	78,419	72,267	6153
RESIDUALS	121,803	129,491	-7688
TOTALS...	261,307	262,406	-1098
RECYCLING RATE	53.4%	50.7%	+2.7%

NB – as of 24.10.11

Q1 and Q2 data is provisional

- 2.2 The table indicates that recycling and composting has improved overall since April; with a significant increase in the tonnage of organics sent for composting. However, overall total household wastes for the first 6 months are down again.
- 2.3 More importantly based on the latest numbers the 'gap' between current performance and 50% recycling (projected for year end) is now only 890 tonnes compared to 6100 tonnes reported to Members' in April 2011.

3 Performance Indicator Summary

HWP PI	Commentary
PI 1 Percentage of Household Waste Recycled	<p>Recycling and composting performance has improved during the first 6 months of 2011/12.</p> <p>A quarterly breakdown is shown in paragraph 3.1.3 with data split between dry recycling and composting.</p>
PI 2a + b Residual Household Waste Per Household / Head	<p>Provisional results for quarters 1 and 2 show a further reduction of 7688 tonnes compared to the same period last year. 2009/10 saw the HWP achieve the residual waste targets scheduled for 2012 detailed in the joint strategy.</p>
PI 2c Total Household Waste Per Household	<p>Tonnages during the first 6 months continue to show reductions in total household waste levels on an annual basis when compared year on year.</p>
PI 3 Different materials collected per household (kgs)	<p>Based on provisional results for the first 6 months recycling per household is up overall with most materials showing an increase compared to the same period last year. However, paper tonnages continue to decline.</p>
PI 4 Percentage of municipal waste landfilled	<p>As noted above the continued decline in residual waste is helping further reductions in the percentage of material sent to landfill. From 2011/12 onwards targets for this PI are based on internal HCC targets.</p>
PI 5 Value for Money	<p>The financial impact of HWP activities continues to generate savings and additional incomes which outweigh the cost of the Partnership unit. See updated schedule in paragraph 3.7.2.</p>
PI 6 HWP Communications	<p>Data is provided for quarter 1 – 2011/12 (circulated separately as Item 10 – Appendix F). See paragraph 3.8.4 for further explanation.</p>

3.1 Indicator - HWP PI 1 (NI 192)

3.1.1 Title - Percentage of Household Waste Recycled & Composted

3.1.2 Targets for the period 2010/11 to 2012/13 were previously agreed by the Heads of Waste group including 48.6% by March 2012 and 50% by March 2013.

3.1.3 To aid in understanding how this PI is constructed separate percentages for dry recycling and composting are shown. However, performance commentary is based on the totals for each quarter / year.

Year / Quarter	Dry / Compost	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Final
2011/12	Dry	23.7	23.1			
	Compost	29.4	30.6			
	Total	53.1	53.7			
2010/11	Dry	22.8	23.3	22.5	25.4	23.5
	Compost	28.7	26.5	25.0	18.7	24.9
	Total	51.5	49.9	47.4	44.1	48.4
2009/10	Dry	21.7	22.2	22.8	25.4	22.9
	Compost	27.1	25.6	22.7	15.9	23.1
	Total	49.2	48.1	45.8	41.3	46.3
Performance	Based on provisional results for quarters 1 and 2 performance during 2011/12 so far is exceeding the target of 48.6%.					

Data Sources: 2009/10 and 2010/11 – Wastedataflow
2011/12 Q1 & 2 – WMU Spreadsheet – Best Value Tonnages 2011-12 (as of 24.10.11)
Q1 and Q2 data is provisional

3.2 Indicator - HWP PI 2a

3.2.1 Title - Residual Household Waste per Household

3.2.2 Target for 2011/12 – see paragraphs 3.3.3 – 3.3.4. Results so far during 2011/12 are as follows :-

Kgs Per household	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Final
2011/12	132.20	128.68			
2010/11	140.21	137.13	130.45	140.63	548.42
2009/10	152.14	148.64	135.41	147.39	583.58
Performance	Based on provisional results for quarters 1 and 2 performance during 2011/12 so far indicates further reductions in residual household.				

Data Sources: 2009/10 and 2010/11 – Wastedataflow
2011/12 Q1 & 2 – WMU Spreadsheet – Best Value Tonnages 2011-12 (as of 24.10.11)
Q1 and Q2 data is provisional

3.3 Indicator - HWP PI 2b

3.3.1 Title - Residual Household Waste per Head

3.3.2 Target for 2011/12 – see paragraphs 3.3.3 – 3.3.4. Results so far during 2011/12 are as follows :-

Kgs Per head	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Final
2011/12	55.24	53.76			
2010/11	58.73	57.44	54.63	58.90	229.69
2009/10	63.64	62.17	56.64	61.65	244.10
Performance	Based on provisional results for quarters 1 and 2 performance during 2011/12 so far indicates further reductions in residual household per head. However, please note that this is based on projected population figures which will not be finalised until June 2012.				

*Data Sources - conversion of 'Per Household' data using official population figures for Herts.
Q1 and Q2 data is provisional*

3.3.3 Following consideration of the second technical paper on the review of the joint strategy the HoWG agreed to pursue a new residual waste target of 220kgs per head by 2020 subject to further analysis to identify where further gains could be made.

3.3.4 This was subsequently endorsed by the Directors' and Members' groups at their meetings on the 27th September 2010 and 25th October 2010 along with the caveat that the HoWG look at interim targets as well.

3.3.5 The analysis for HWP PIs 2 'a' and 'b' has been updated based on the latest household and population data.

3.4 Indicator - HWP PI 2c

3.4.1 Title - Total Household Waste per Head

3.4.2 Discussion at the HoWG meeting in March 2010 identified concerns over assessing recycling and residual wastes in isolation without some examination of overall waste levels under the context of consumption. Therefore in order to measure the HWP's efforts with respect to behavioural change it was felt important to introduce an additional measure that shows total household waste on a quarterly basis.

3.4.3 Long term success is demonstrated by overall declines in total household waste with an increasing percentage recycled. Targets will be set based on Hertfordshire's waste strategy review as well as any new national strategies as they emerge.

Kgs Per head	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Final
2011/12	117.15	115.82			
2010/11	121.88	115.30	104.64	106.07	447.88
2009/10	126.73	121.29	105.81	106.26	460.10
Performance	Whilst the figures indicate continued overall reductions in total household wastes; figures for Q2 show an overall increase in tonnages as a result of a substantial increase in the amount of organic waste being collected. Please note that this is based on projected population figures which will not be finalised until June 2012.				

*Data Sources: 2009/10 and 2010/11 – Wastedataflow
2011/12 Q1 & 2 – WMU Spreadsheet – Best Value Tonnages 2011-12 (as of 24.10.11)
Q1 and Q2 data is provisional*

3.4.4 The table above illustrates 'success' as measured by this indicator with progressive reductions in total household waste levels.

3.4.5 The original target in the 2007 joint strategy was 570kgs per head.

3.4.6 The analysis for HWP PI 2c has been updated based on the latest household and population data.

3.5 Indicator - HWP PI 3 (a-e)

3.5.1 Title - Recycling and Composting Materials collected per Household (kgs)

3.5.2 In lieu of specific targets for each material the table below shows the cumulative changes in performance during quarters 1 and 2 using provisional results.

Table 1 – Change in Recycling per household 2011/12 (kgs) - Quarters 1 & 2 (cumulative)							
Key	District	Glass	Paper	Plastic	Cans	Compost	Total
1	Broxbourne	-0.96	-5.41	-0.97	0.52	25.35	18.54
2	Dacorum	-1.13	-3.71	-0.06	-0.12	4.14	-0.89
2	East Herts	-0.32	-3.52	0.73	0.88	-0.49	-2.72
2	Hertsmere	23.64	0.97	0.78	0.73	11.83	37.94
2	North Herts	-2.22	-3.10	0.08	0.82	-1.10	-5.52
2	St Albans	-2.24	-12.99	3.59	3.09	-6.70	-15.25
2	Stevenage	2.47	-0.41	2.41	2.69	0.60	7.75
2	Three Rivers	-0.91	-1.93	1.99	2.35	45.36	46.86
1	Watford	-4.68	-2.19	1.15	1.54	9.67	5.48
2	Wel / Hat	30.08	0.92	-1.22	2.56	35.06	67.39
	HWP	4.37	-3.14	0.85	1.51	12.37	15.96

Data Source: WMU Spreadsheet – Best Value Tonnages 2011-12 (as of 24.10.11)

KEY TO COLLECTION SYSTEMS	
1. Restricted Weekly Collections	2. Alternate Weekly Collections

3.5.3 Whilst the table continues to indicate an improvement this is largely as a result of the substantial increases in organic tonnages collected for composting with a number of authorities seeing overall declines.

3.5.4 Following support from the Waste Infrastructure Capital Grant Hertsmere integrated glass into their kerbside recycling services during quarter 3 – 2010/11.

3.5.5 Further significant changes over the last 12 months also include the introduction of new AWC services in Stevenage and Welwyn Hatfield as well as weekly organic collections in Three Rivers which should stimulate further improvements.

3.6 Indicator - HWP PI 4

3.6.1 Title - Municipal waste land filled as a percentage

3.6.2 Target for 2011/12 – 42% (based on HCC internal targets)

Year / Quarter	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Final
2011/12	42.7%	41.9%			
2010/11	44.7%	47.4%	47.1%	43.5%	45.1%
2009/10	49.3%	48.2%	50.7%	54.7%	50.6%
Performance	Provisional results for quarters 1 and 2 show continued progress with minimising municipal wastes to landfill.				

Data Sources: 2009/10 and 2010/11 – Wastedataflow
2011/12 Q1 & 2 – WMU Spreadsheet –
Q1 and Q2 data is provisional

3.7 Indicator - HWP PI 5

3.7.1 Title – Value for Money.

3.7.2 Target – to achieve savings on an annual basis that out weigh the costs of the Partnership unit as noted in the table below :-

Savings	2009/10	2010/11	2011/12
Paper Consortium	£1,435,841	£1,818,556	£2,226,387
Packaging Consortium	£92,500	£555,000	£555,000
Textile Consortium	---	---	£812,000
Round Optimisation		£75,000	£150,000
3 rd Party Funding	£17,518	£17,138	£29,531
HEF Grant	£8,000	£14,000	£0
Kitchen Caddies	£155,365	£0	£0
Hatfield House	£214	£0	£0
Sub Total...	£1,709,438	£2,479,694	£3,772,918

Costs	2009/10	2010/11	2011/12
Staff Costs	£94,000	£135,297	£126,352
WasteAware Costs	£45,339	£52,471	£41,128
Consultancy	£9580	---	£20,000
Misc. - catering etc	£1197	£1000	£1000
Training & Conference	£0	---	£1000
Other	£677	£1,364	---
Sub Total...	£150,793	£190,132	£189,480

Net Savings...	£1.558m	£2.289m	£3.583m
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(as of 24.10.11 - assumes consortium prices continue beyond the life of the initial contract periods)

- 3.7.3 The schedule has been updated to take into account changes in projected tonnages going through each consortium which are re-profiled on a regular basis with totals detailed in the schedule amended accordingly.
- 3.7.4 Confirmed savings from Hertsmere's route optimisation project have also now been included with part year savings in 2010/11 and full year savings from 2011/12 onwards.
- 3.7.5 Figures for indirect support from Tesco's for the 2010/11 campaign as well as projected HWP unit costs have also been updated.
- 3.7.6 The revised schedule also includes a £14,000 grant from the Hertfordshire Environmental Forum that was used to extend last year's WasteAware school play run as well as fund the HWP's participation in a project to establish the carbon benefits of waste prevention activity through the establishment of peer reviewed modelling tools.
- 3.7.7 The revised schedule also contains £812,000 of additional income secured as a result of the textile consortium contract awarded to Cookstown Textile Recyclers Ltd.
- 3.7.8 The schedule also includes £29,531 of indirect funding secured by WasteAware so during 2011/12 in support of initiatives that have taken place since April this year.
- 3.7.9 Further commentary detailed in Appendix E.

3.8 Indicator - HWP PI 6

- 3.8.1 Title – Hertfordshire Waste Partnership Communications
- 3.8.2 Target – to increase the “opportunities to see and hear” promotional material put out by the WasteAware subgroup.
- 3.8.3 Results – see schedule circulated separately Item 10 – Appendix F.
- 3.8.4 With respect to quarter 1 – 2011/12 the main differences are :-
- 25% less free newspaper coverage
 - bought newspaper coverage was slightly down.
 - The number of recorded hits on Council web pages and the WA website increased almost 6 fold.
 - Prior to this financial year, we were unable to quantify the number of hits to the WasteAware website itself, which was recorded at 449,020 for quarter 1.
 - So far during 2011/12 WasteAware has tried new communication methods to reach the 18 - 30s age group. Using these methods 102,324 people have had the opportunity to see LFHW messages via touring Advans. In addition 10,799 people 'accepted HWP Bluetooth messages' transmitted by the Advans.

4 HWP RISK UPDATE

- 4.1 The following update should be read in conjunction with the risk register circulated as Item 10a.
- 4.2 The following details feedback on the initial risk register approved and endorsed at the Directors' and Members' meetings on the 6th June 2011 and 11th July 2011.
- 4.3 Existing risks :-

Risk No.	Comment	Agreed Response
Nos. 1 & 7	Impact scoring appears to be inconsistent in relation to the potential for increased costs – feedback suggests that additional moderation of the potential impact is needed.	(8.9.11) Change rejected. The level of risk detailed under No.1 reflects the low likelihood and impact associated with failing to responding to Government in a joined up fashion. However, risks associated with the unilateral action of individual partners can have very real consequences such as recently experienced in the bottle bank emptying consortium which has led to increased costs.
No. 6	Feedback suggests that the impact score attributed to the impact on the HWP's image has been over rated.	(8.9.11) Change rejected. Consequences amended to reflect the potential downside of being seen not to work together. Consortium work used as an example where the HWP's corporate image is increasingly important in how we relate to potential suppliers.
No.14	The consequences of insufficient funding from the Partners would fall on all partners not just the county. Suggest re-wording consequence to say 'Other Partners...' instead of 'County...'	(8.9.11) Change agreed and reflected in the revised register.
No.15	Feedback suggests the impact score assigned to the lost of trust between Partners is only relevant if the issue was between all Partners – how likely is this ?	(8.9.11) Change rejected. The HoWG felt that as mechanisms such as the HWPA required closer working, co-operation and inter-dependency the likelihood of trust becomes an increasing issue where 'issues' between 2 or more partners can impact on the Partnership as a whole. Recent situation with respect to Agrivert cited as a good example of how and where problems can arise if not carefully managed.

4.4 New risks identified for consideration and possible entry onto the risk register :-

Category:	Working with 3 rd parties
Risk:	Enforcement action against composting facilities following recent legislative changes
Consequence:	Closure of composting facilities
Likelihood:	3 – possible
Impact:	8 – high
Score / Risk Rating	24 / SEVERE
Risk Owner	Heads of Waste group
Control measure(s)	<ol style="list-style-type: none"> 1. Establishment of a dialogue with affected facilities and the Environment Agency. 2. Improvements in the quality and frequency of feedback from all composting service providers (in line with requirements of the revised PAS 100 standard (2011)).

5 RECOMMENDATIONS

- 5.1 That the Members' group notes the report.
- 5.2 That an update is presented to the HWP meeting on the 30th January 2012.

APPENDIX A

A PERFORMANCE INDICATOR DEFINITIONS

A.1 HWP 1 (NI 192) Percentage of Household Waste Recycled & Composted

A.1.1 *Reasons for including this measurement:* A national indicator. An historic measurement that has stood the test of time and rarely challenged by councils as unreliable. An indicator the community, councillors and officers recognise as a measurement of success of recycling / composting services. The indicator will measure the level of recycling performance as an aggregate of authorities within Hertfordshire.

A.1.2 *Outcome:* the outcome will reinforce partnership ownership of recycling performance across the County and will indicate whether the partnership is on course to achieve household waste targets detailed in the Joint Municipal Waste Management Strategy, (JMWMS).

A.1.3 In the absence of revised targets for the period to March 2013 a straight line projection indicates recycling targets of 48.6% and 50.0% by March 2012 and March 2013 respectively. NB – these targets were approved at the HoWG meeting on the 5th November 2009.

A.1.4 The table below gives a quarterly breakdown of recycling rates achieved by each constituent authority.

Authority	2011/12				2010/11			
	Q1	Q2	Q3	Q4	Q1	Q3	Q3	q4
BBC	43.5%	45.6%			40.4%	41.7%	38.9%	34.5%
DBC	47.7%	50.7%			50.2%	49.8%	46.4%	42.2%
EHDC	50.5%	52.2%			52.9%	50.8%	48.0%	45.4%
HBC	51.1%	47.5%			45.5%	40.1%	46.1%	34.9%
NHDC	52.5%	52.7%			52.7%	52.4%	50.2%	43.7%
SADC	52.8%	50.9%			54.1%	51.8%	51.4%	45.4%
SBC	42.1%	44.1%			39.8%	38.0%	39.5%	36.5%
TRDC	56.9%	65.2%			54.4%	53.4%	50.9%	45.6%
WBC	44.5%	43.6%			43.7%	41.5%	39.5%	34.5%
WHBC	54.1%	53.5%			38.1%	35.8%	35.5%	30.8%
Herts CC	69.5%	69.8%			71.2%	70.8%	69.2%	66.3%
HWP	53.1%	53.7%			51.5%	49.9%	48.0%	42.1%

(as of 24.10.11)

APPENDIX B

B.2 HWP 2a & b (NI 191) Residual Household Waste Per Household (kgs)

B.2.1 *Reasons for including this measurement:* A national indicator. An indicator that assists in monitoring the level of residual household waste sent to landfill. The indicator measures performance towards minimising waste to landfill.

B.2.2 Outcome: the outcome will reinforce partnership ownership of minimising residual waste across the County and will indicate whether the HWP is on course to achieve targets detailed in the joint municipal waste management strategy.

B.2.3 Whilst the PI originally proposed was intended to be based on kilograms per household the narrative also included discussion around assessing tonnages on a per head basis in line with targets detailed in the JMWMS.

B.2.4 The table below gives a quarterly breakdown of residual waste levels achieved by each constituent authority.

B.2.5 Negative numbers under the quarterly change columns represent improvements in performance, i.e. declines in residual waste.

2011/12 Residual Waste Per Household Per Authority & Change Compared to 2010/11									
Authority	2012/12 kgs per household				Change Compared to 2010/11				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Total
Broxbourne	139	136			-11	-6			-17
Dacorum	123	121			4	6			10
East Herts	119	113			6	1			6
Hertsmere	122	131			-11	-11			-22
North Herts	111	111			-5	1			-4
St Albans	108	105			-2	0			-2
Stevenage	129	123			-12	-19			-31
Three Rivers	110	89			-4	-23			-27
Watford	124	125			-1	0			-2
Welwyn	113	114			-54	-52			-105
Herts CC	13	12			0	0			0
HWP	132.20	128.68			-8	-8			-16

(as of 24.10.11)

APPENDIX C**C.3 HWP 3 (a-e) Recycling and Composting Materials collected per household (kgs)**

- C.3.1 Reasons for including this measurement: an indicator that assists in monitoring the level of a council's recycling performance. The 5 materials will enable each authority to assess the success of a particular style of collection for a specific material. Materials assessed in this measure include glass, paper, plastic, cans and compost (compost includes garden and kitchen wastes).
- C.3.2 Outcome: Assist in identifying best practice; as well as under performance for a particular material. This will enable the partnership to better target resources and gives important success indicators to lower performers.
- C.3.3 The reporting frequency for this PI was amended to quarterly following discussions at the Heads of Waste group in March 2010.

APPENDIX D**D.4 HWP 4 (NI 193) Municipal Waste Landfilled as a Percentage**

- D.4.1 Reasons for including this measurement: A national indicator. An historic measurement. An indicator that assists in monitoring the level of municipal waste sent to landfill.
- D.4.2 Outcome: the outcome will reinforce the partnership ownership of reducing all types of municipal waste sent to landfill.
- D.4.3 Reporting frequency – quarterly.
- D.4.4 Target for 2011/12 – 42% (source: HCC internal targets)

APPENDIX E

E.5 HWP 5 – Hertfordshire Waste Partnership Value for Money

- E.5.1 Following discussion it was recognised due to the nature of the HWP work programme that it could be difficult to identify a traditional performance indicator that could be measured on an annual basis for which targets could be set.
- E.5.2 The changing nature of the programme means that issues are picked up and dealt with within a specific time frame. As issues are resolved the programme moves on to identifying new problems and service developments that need to be tackled.
- E.5.3 The need for financial efficiency is a common theme running through all work streams. By their nature the financial issues at any given point in time will be temporary and dependent on the complexity of the host work stream being discussed. This makes annual comparisons based on the traditional performance indicator approach difficult.
- E.5.4 As a consequence it was agreed that this performance indicator take the form of a log with supporting narrative against each entry. Primary responsibility for completing the log rests with the Heads of Waste group who decide which savings are genuinely derived through partnership working and which would have been realised anyway.
- E.5.5 Supporting narrative for the current entries is shown below. Narrative is only included for entries over £5000 :-
- **HEF Grant.** Following an application made in 2010 HEF awarded funding of £14,000 to the HWP to support extension of the school play to 20 additional schools as well as fund the HWP's participation in a project to study the carbon benefits of waste prevention activity.
 - **Kitchen Caddies.** These were savings generated from a joint procurement exercise carried out during the summer of 2009. 7 out of the 10 waste collection authorities purchased a total of 189,000 caddies through the joint contract.
 - **Paper Consortium.** Based on phased starts for entry into the consortium and prevailing tonnages at the time of letting the contract the breakdown in the schedule represents anticipated additional income. Projections are revised at regular intervals based on actuals and trends as reported by each constituent authority.
 - **Tescos Funding.** During 2010/11 a total of £17,138 of 'in kind' was secured from Tesco's to support the 2010/11 WasteAware campaign.
 - **Packaging Consortium.** The consortium was launched on the 1st February 2010 with all 11 constituent authorities committing tonnage. The new consortium covers approximately 43,900 tonnes with an anticipated financial benefit of approximately £555,000 per annum. The contract has fixed prices

for the first 2 years. Entries into the log are based on when and how tonnage enters the consortium.

- **Staff Costs.** These reflect fixed salary costs linked to the HWP's 2 ½ FTEs. The costs reflect the current freeze on local government pay. Costs will be updated inline with budget reports presented to and approved by the Heads of Waste group every June, September and December.

Following discussion of the HWP budget update at the Heads of Waste group in December 2010 it was agreed that the budget and therefore the log should include a full accounting of the overheads incurred by the County Council as a result of hosting the Partnership unit.

The reduction in costs in 2011/12 takes into account the impact of cuts in terms and conditions as part of wider cost saving measures.'

- **WasteAware costs.** This a summary figure for the various activities undertaken by the WasteAware group and reflects reported final out turns and projections for current and future years.
- **Route Optimisation.** Includes confirmed figures provided by attributable to the HWP / RIEP funded route optimisation initiative. Please note that the savings have been reinvested in the kerbside collection service which has allowed glass to be integrated into the range of materials collected by Hertsmere.
- **Textile Consortium.** This latest consortium launched on the 1st April 2011 based on a fixed price contract with Cookstown Textile Recycling. The consortium accepts tonnages from 10 of the 11 authorities in the HWP with Stevenage able to join when their existing contract expires in October 2012 (subject to the normal price and service quality comparisons).
- **3rd Party Funding.** So far during 2011/12 WasteAware officers have been successful in securing in kind support from a range of sources including :-
 - ERP UK Ltd – costs funded include haulage, staffing and all other operational elements linked to the free electrical & electronic recycling events in June 2011.
 - Apple Inc – costs funded included cost of radio, local paper, bus back, railway station ads and printing publicity flyers
 - Hatfield House - £350 - cost of free pitch at The Hatfield Country Show
 - Asda - £1,040 (provision of 2,000 cans of 410g baked beans)
 - Ecosystems Ltd- £1,300 - local newspaper advertising linked to the IT Takeback events running during September and October 2011.

APPENDIX F**F.6 HWP 6 – Hertfordshire Waste Partnership Communications**

- F.6.1 Previously the HWP agreed to include a measure to assess the impact of the Partnership's communication efforts with chosen methods including advertising equivalency and the numbers of school talks.
- F.6.2 However, there were significant difficulties with obtaining advertising equivalency data from various constituent authorities.
- F.6.3 To address this and following a series of discussions the decision was taken to replace both of these measures with a performance indicator based on the number of 'Opportunities to See and Hear'.
- F.6.4 This approach is much more wide ranging than advertising equivalency and better reflects the depth and coverage of the current WasteAware campaign.
- F.6.5 Importantly the data is also much easier to provide with input now being received from all 11 authorities.
- F.6.6 The latest data available is detailed in an excel spreadsheet which has been circulated separately as 'Item 10 – Appendix F'. Paragraph 3.8.4 in the main report summarises the main differences in performance.

RECYCLING TASK GROUP

17 January 2012

Present: Councillor Crout (Chair)
Councillors Aron, Greenslade and Hastrick

Officer: Waste and Recycling Section Head
Committee and Scrutiny Support Officer (RW)

1. ELECTION OF CHAIR

The Task Group was asked to elect a Chair for the Task Group.

AGREED

that Councillor Crout be elected Chair of the Recycling Task Group.

2. APOLOGIES FOR ABSENCE

There were no apologies for absence.

3. DISCLOSURES OF INTEREST

There were no disclosures of interest.

4. SCOPE FOR THE TASK GROUP AND DISCUSSION

The Task Group had reviewed the scope and agreed that they wished to increase recycling without extra costs being incurred if possible.

Timescale for Task Group

It was agreed that the timescale for completion of the study should be six weeks.

The Waste and Recycling Section Head advised that a review of waste, grounds maintenance and street cleansing was currently being undertaken. The report would be presented to Cabinet on 12th March 2012 with recommendations on how the service would be delivered in the future.

Working within this timetable, the Task Group determined to present its final report to the Overview and Scrutiny Committee at the 7th March meeting; the report would consequently need to be finalised by the end of February.

It was AGREED that the task Group would establish:

- How effective recycling was at Watford Borough Council at the current time
- How recycling could be improved
- How other authorities dealt with recycling issues

- Whether any practical ideas could be put forward to improve the service and the recycling figures.

Current Waste Collection and Recycling Services at Watford Borough Council

The Chair asked the Waste and Recycling Section Head to outline current procedures at Watford and compare them to Three Rivers District Council (TRDC).

The Waste and Recycling Section Head advised that only WBC and one other Hertfordshire authority were committed to weekly domestic waste collection and explained that 140 litre bins were used. She added that green waste was collected fortnightly and that residents could have as many bins as they wished; most councils allowed only one 'green' bin per household. Three kerbside boxes were issued per household for the collection of cans and plastics, glass and papers. This system required residents to sort their own recycling. Communal facilities were provided for residents in flats and it was hoped that contamination would be minimal.

Referring to the percentage rates for collection as itemised on the comparison chart, the Waste and Recycling Section Head noted that non-recyclable and non-green waste comprised not only domestic waste but also fly-tipping, special collections and street litter including litter within the town centre. It was notable that Watford had a greater tonnage of waste produced through street cleansing than neighbouring TRDC which was not subject to a similar quantity of street litter. The total recycling tonnage was composed of collections from both households and recycling banks situated throughout the town.

The Waste and Recycling Section Head stressed that it was considered imperative to reduce landfill.

In reply to a question from the Chair, the Waste and Recycling Section Head said that the breakdown of waste had been made according to collection rounds. She explained that TRDC had recently made reversals in their waste collections: green bins were now collected weekly and domestic waste fortnightly. She added that each household was allocated one green bin with the option of paying for extra bins as required. The Waste and Recycling Section Head explained that the system worked well for TRDC as the area was mostly rural. She noted that whilst Watford's performance compared with other Hertfordshire authorities appeared to be poor, in comparison with towns with a similarly high housing density Watford was performing well.

One Member asked whether it would be possible for Watford Borough Council to change to fortnightly collections for domestic waste.

The Waste and Recycling Section Head replied that to collect only fortnightly would require stricter rules on what residents could put out for collection. She pointed out that Watford's policy had been to be flexible with regard to its service and whilst this had been helpful for residents it did not always encourage good recycling habits. She explained that TRDC had been far stricter from the outset. For example: residents were fined for placing the wrong types of rubbish in bins whereas WBC was more tolerant. She advised that whilst the TRDC system worked well in the Three Rivers area, a considerable number of basic changes

would be needed to make it work as well in Watford.

In reply to a Member's suggestion that it would be easier for residents if they did not have to sort their rubbish prior to collection, the Waste and Recycling Section Head advised that costs of operation had to be taken into account. She advised that whilst many authorities allowed all recyclables to be placed in the same wheelie bin, in Watford these materials were sorted by householders into three boxes. This necessitated three loaders to be employed on each vehicle. She advised that 'co-mingling' in one bin, as in Hertsmere, had been considered but explained that whilst this system would require only two loaders per vehicle, revenue would be lost as the recycling company would then need to sort the collection. At present Watford received £30 per tonne for glass and £18 per tonne for cans and plastics; if the collection were mixed only £5 per tonne would be received. She added that no income was derived from 'green' waste. This waste was taken to a site in Harefield, shredded and heated and then turned; the process took 12 weeks and the resultant material could then be used as a soil improver.

The Waste and Recycling Section Head detailed other schemes which were available. She explained that the site which was currently used at Waterdale might be willing to provide a bay for mixed recycle; alternatively the waste could be taken to the St Albans site. She advised, however, that extra journey time for staff and also petrol costs would need to be taken into account.

One Member asked what costs would be involved were the Council to change to the 'co-mingling' method.

The Waste and Recycling Section Head explained that with this method the vehicles would need only two compartments for collection whilst current vehicles had three. She advised that although the vehicles would need to be changed, this did not constitute a problem as three vehicles were currently due for renewal. She counselled, however, that the cost of new bins to replace the boxes would be a large capital investment as each bin cost £18.

The Waste and Recycling Section Head advised that whilst 'co-mingling' would effect a saving on staff, less income would be received. She added that there were currently 49 personnel in the workforce.

Another Member noted that flats had bins for the collection of combined recyclables and asked whether residents in flats could be encouraged to recycle more.

The Waste and Recycling Section Head advised that the service was currently distributing surveys and questionnaires to flat dwellers in order to determine options for methods of recycling. She advised that recycling was not as simple for residents in flats as there was a problem with storing the necessary containers. She added that in Central and West Watford in particular there were many Houses in Multiple Occupation with a high turn-over of residents. In these cases it had proved difficult to achieve reasonable recycling results.

One Member asked whether it would be possible for the Group to look at the costs of changes to collection systems.

The Waste and Recycling Section Head said that she would be meeting with the Executive Director (Services) regarding a business case for changes to the waste and recycling collections and would need to ask if the report could be shared with the task group. An alternative would be for the Section Head to give estimated costs to the group.

The Chair suggested that it would be helpful to compare Watford's costs with those of other authorities.

The Waste and Recycling Section Head agreed that this would be useful but counselled that it would also be pertinent to know what collection methods were used and whether WBC could learn from these comparisons.

In reply to a question from a further Member, she advised that a Shared Service initiative with TRDC had been discussed previously, but had not been progressed because the savings were not enough to make it viable. She explained that one of the reasons was the variance in operatives' salaries and terms and conditions between the two councils.

The Chair noted the excellent attitude of Watford's staff. He said that residents had frequently remarked on the helpful and considerate behaviour of the operatives.

The Waste and Recycling Section Head informed the meeting that all staff had been trained in customer care and service and that this had proved extremely beneficial. She added that Watford staff were instructed to replace the bins neatly and to check that all was left tidily once all collections had been completed. Members agreed that it was pleasing to note how polite staff were and that no complaints were received regarding inconsiderate behaviour.

Members discussed the apparently better results for recycling in Denmark and Germany. It was generally believed that this was a result of greater respect and care for the environment. And in addition recycling had been going on for longer and there was a greater infrastructure to deal with recycling.

The meeting then considered the need for 'education' on recycling and waste disposal. The Waste and Recycling Section Head said that crews noted where improvements were needed and these areas were then targeted. She said that whilst the operatives could monitor waste by looking in the bins left out for collection, the Council did not take enforcement action against householders. It was felt that persuasion was a better method of effecting improvement although obviously progress would be slower.

The Waste and Recycling Section Head advised that recycling officers had written to all schools in the Borough. Officers had visited a number of schools in order to speak to the children about the importance of recycling.

The Waste and Recycling Section Head agreed to obtain another chart for comparison with other similar authorities as well as information from TRDC with regard to collections from South Oxhey. She added that a survey of West Watford residents had shown an 80% satisfaction rate for the service. Replying to a

Member, she advised that this had been a costly exercise and that it was unlikely that a survey would be undertaken elsewhere in the Borough at this stage. She explained that West Watford had been surveyed because collection rates in this area were much lower than in other areas. In reply to a question from a Member on the question of the survey, the Waste and Recycling Section Head advised that of the approximately 7,000 households in the area, over half had received face to face contact.

The Waste and Recycling Section Head confirmed that the figures quoted had been supplied by Waste Data Flow. She explained that each council was obliged to send statistics to this organisation; the figures were then audited.

In reply to a question from a Member, the Waste and Recycling Section Head advised that an energy from waste plant for use by WBC would be built in Hatfield. The plant was going through the planning process and through public consultation. She also advised that the Hertfordshire Partnership Agreement which would cover the following 25 years had been signed.

Members decided that they wished to invite Councillor D Scudder, who had proposed the review, to a meeting of the Task Group.

The Waste and Recycling Section Head asked whether the group would like to invite the Partnership Development Manager of the Hertfordshire Waste Partnership to a future meeting. The meeting agreed that this would be helpful.

The Waste and Recycling Section Head offered to supply comparison figures for other authorities.

Members asked whether comparative statistics could be obtained from other sources.

The Waste and recycling Section Head suggested that Members looked at the Waste and Resources Action Programme (WRAP) site.

The Chair said that he would look at the site and prepare a report.

Members said that it would also be interesting to look at the 'door stepping' report and to contact residents' associations.

ACTIONS:

- Waste and Recycling Section Head to pass contact details to Committee and Scrutiny Support Officer who would then write to the Partnership Development Manager to invite to a future meeting
- The Committee and Scrutiny Support Officer to invite Councillor D Scudder to a future meeting
- The Waste and Recycling Section Head to supply the Group with comparison figures for other authorities including the South Oxhey area of TRDC and the Police Family Group.
- The Waste and Recycling Section to supply the Group with the door stepping summary report

- The Waste and Recycling Section to supply the Group with the website for WRAP
- The Chair to look at the WRAP site and to prepare a report for the Group

AGREED –

that the above Actions be completed prior to the next meeting.

5. DATES OF NEXT MEETING

- Monday 23rd January 2012 at 10.30 a.m.
- Monday 30th January 2012 at 10.30 a.m.

The meeting started at 10.30 a.m.
and finished at 11.40 a.m.

Chair
Recycling Task Group

23/1/12

RECYCLING TASK GROUP

23 January 2012

Present: Councillor Crout (Chair)
Councillors Aron, Greenslade and Hastrick

Also Present: Duncan Jones, Partnership Development Manager, Hertfordshire Waste Partnership

Officer: Waste and Recycling Section Head
Committee and Scrutiny Support Officer (RW)

6. **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

7. **NOTES OF THE MEETING ON 17 JANUARY 2012**

The notes of the meeting on 17 January 2012 were agreed.

8. **QUESTION AND ANSWER SESSION WITH DUNCAN JONES, HERFORDSHIRE WASTE PARTNERSHIP**

The Chair welcomed Duncan Jones and asked him to give an overview of recycling in Hertfordshire, an overview of the work of the Waste Partnership and an indication of how costs could be reduced.

Duncan Jones advised that the partnership comprised 11 local authorities and that a review had been conducted in 2008 in order to establish what had been achieved. It had then been decided to resolve the arrangements for partnership working. Mr Jones had been appointed to have responsibility for strategy policy.

Mr Jones advised that it was his role to look for opportunities to develop the partnership's strategic role in Hertfordshire and to create the best service possible for the least cost. He pointed out, as an example, that by combining collection of newspapers and magazines as a single process, the partnership had access to better business contracts.

With regard to recycling, Mr Jones informed the Task Group that the joint strategy of 2007 aimed to reduce residual waste to 270 kg per head by 2012 and reported that this figure had already been reduced to 218 kg per head. He said that the recycling target had been set at 50% of all refuse by 2012/2013 and that, as the figure was currently just under this percentage, the target should be reached by March 2012. He explained, however, that since the change in Government in 2010, local authorities were no longer bound to achieve these targets.

Members noted that most other authorities in Hertfordshire achieved higher percentage recycling and asked how Watford Borough Council could improve their statistics.

Mr Jones replied that of the 19,000 tonnes of residual waste that Watford produced, potentially there could be five to six thousand tonnes of food waste (based on composition analysis). Had this been placed in the greenwaste bins the recycling percentage would have been higher.

One Member asked whether it was possible that the percentage would be higher were weekly recycling collections to be introduced.

Mr Jones said that evidence suggested that this was a correct assumption. The increase at Three Rivers District Council (TRDC) when weekly greenwaste collections had been introduced had been immense. He added, however, that he was unsure whether all the waste had been from domestic sources and noted that overall there had been a 1,000 tonne increase. He acknowledged that the garden plots in TRDC tended to be larger than those in Watford.

In reply to a further question from the Member, Mr Jones replied that the kerbside boxes made collection easier for the crews and achieved a higher income; co-mingled recycling produced less in revenue.

The Member pointed out that with the co-mingling systems residents were inclined to place all recyclable items in the receptacle. With the current system, they were often unsure, however, which box to use for particular items.

Mr Jones advised that it was the function of PR to advise and to inform on this matter.

The Waste and Recycling Section Head advised that the level of contamination at WBC was very low; this was due in part to the crews who would leave boxes when they noticed that incorrect items had been included.

Mr Jones noted that high costs were incurred where bespoke systems were used, such as at Watford, and that choice increased the cost of implementation. He explained that Watford provided similar recycling facilities to those in other authorities and that similar systems could consequently be used. He added that authorities wished to provide the best service at the least cost and that uniformity across the county would assist in keeping costs down. He explained that as part of a wider partnership, WBC had access better business opportunities.

The meeting considered the advantages and problems associated with collecting recyclables.

It was noted that currently the collection vehicles needed separate compartments but that the co-mingle system could utilise any type of vehicle. Mr Jones advised that when paper and glass were mixed there were problems in separating the items. In reply to a suggestion that a crew could operate with one vehicle to collect glass and plastics and a trailer attached for paper collection, the Waste and Recycling Section Head noted that more than one type of material could be collected in a vehicle (without use of a trailer) but there would be more flexibility when using a standard fleet of vehicles. There would inevitably be problems with working practice where a trailer to be used.

The Waste and Recycling Section Head explained the labour costs associated with waste collection: for collection of three kerbside boxes as was the current practice, three operatives were required; when all materials were placed in one contained the labour costs were less. She added that it was important to maximise vehicle use and advised that it was necessary to keep one spare vehicle for use in the event of breakdown and to cover the servicing schedules.

One Member asked whether, due to the recession, there had been a drop in the amount of food waste collected.

Mr Jones replied that contrary to expectation this was not the case. A 2010 study had confirmed that food waste still contributed to one third of the quantity in the bins for residual waste.

Another Member asked whether it would be prudent to change to fortnightly collections for domestic waste and weekly collection of 'green' bins.

The Waste and Recycling Section Head advised that it would be necessary to look at the costs involved but that weekly collection of green waste would increase the recycling rate and would maximise collection of food waste. She added that when residents were restricted to 140 kg bins for residual waste, they inevitably changed their approach and made greater use of both the recycling and green waste facilities; this would maximise recycling.

In reply to a further question from the Member, the Waste and Recycling Section Head said that TRDC's priority was target-driven rather than cost-driven.

With regard to the decision to provide weekly collections for domestic waste, the Chair pointed out that this had been part of the manifesto at election. It was consequently a policy decision which would need to go to Cabinet.

Mr Jones informed the meeting that some authorities collected cardboard in the green waste container. A change in legislation, however, could mean that cardboard would in future need to be collected with paper. The resultant income would be £70 per tonne. He explained that there was a risk of contamination and that it was likely that in future it would be decided that it was unwise to combine cardboard with organic waste.

In reply to a question from the Chair, the Waste and Recycling Section Head said that there were facilities in the town centre for visitors to recycle their waste but street cleansing arisings went straight to the landfill site. She advised that the figure for street cleaning was much higher for WBC than for TRDC.

A Member asked whether shops recycled.

The Waste and Recycling Section Head advised that WBC's trade customers were offered trade waste recycling collections but that this figures had not been included within the statistics. She added that traders were not obliged to recycle as this was often difficult for them due to lack of space. She said that it was possible to charge traders extra if they did not recycle but that this was not the practice at WBC. In reply to question from a Member she advised that many of

the larger shops tended to have national contracts; it was mainly the smaller businesses who were WBC trade customers. Recycling materials comprised approximately 11% of trade waste.

Mr Jones explained that the Council was legally bound to provide a service to collect trade waste and reminded the meeting that the basic mission of this service was to protect the public health.

He advised that within the Government's changes to the law it was intended to prioritise glass recycling in order to melt down for reuse; he added that most collected glass was currently used for road aggregate and some glass was sent abroad for melting.

Mr Jones said that when the drive to recycle had started, plastics had not been collected as the sale value was low; some authorities still did not collect plastic. It had been noted, however, that residents put large quantities of plastics into the bins and that, by collecting this material, householders were encouraged in good management of waste. He said that in future a high priority would be placed on Carbon management and that it might be wise to measure the quantity of Carbon in the plastics collected.

Mr Jones then explained the recycling arrangements for plastics. In Hertfordshire plastics were taken to a recycling plant and then graded. The plastic was then melted down, transformed into flakes and sent to manufacturers for recycling. Plastic bottles were generally sold abroad.

The Chair asked how low performing areas were targeted.

Mr Jones replied that improvements were expected to be achieved through doorstep enquiries and advice and by PR networking and education. He acknowledged that there had so far been no evidence that this work had been effective. He said that there had been a large investment in PR in Tower Hamlets but that there appeared to have been little improvement. He also noted the Hertfordshire Partnership's Waste Aware campaign had cost £40,000 but there had been no evidence of improved recycling.

Mr Jones then explained that a countywide study had shown how money could be saved whilst still achieving a high recycling rate. He said that a scheme had been identified which forecast revenue of £66,000,000 on waste management as opposed to the £92,000,000 with the present system. He also noted that a 'drive time analysis' had shown that by using four recycling sites at convenient positions throughout Hertfordshire, a maximum drive time for crews of 30 minutes could be achieved. This system would reduce costs which was an aspect of the service of importance to residents.

The Waste and Recycling Section Head agreed that the study had confirmed that the requirement of the study was to identify the best service at the least cost. She added that the next stage was to look in more detail at the figures and then to investigate how local needs could be met in a Countywide scheme. She noted that, having looked at the details, it was apparent that some aspects could be used whilst others would not work for WBC.

Mr Jones noted that savings could be made in special areas for a section of residents.

The Chair thanked Mr Jones for his input and advice.

The Chair reminded Members that Councillor D Scudder, Portfolio Holder for Environmental Services, would be attending the next meeting.

He suggested that the draft report could be drawn up at this meeting and asked whether costings could be included.

The Waste and Recycling Section Head referred to the business case and potential changes to waste and recycling collections. She advised that the Executive Director- Services had proposed that the two initiatives work separately. The Waste and Recycling Section Head said that she would assist the group by providing some outline figures for their proposals, but both income and expenditure costs would be considered.

A Member said that it would be difficult to make recommendations without appropriate figures. She noted that cost savings seemed to inevitably lead to job losses and expressed her hope that these savings could be effected without a reduction in staff. The Waste and Recycling Section Head advised that the main costs in the waste budget were staff and vehicles so to make savings it was highly likely that these elements would be affected. She advised that there were currently three vacancies in the service which had been purposely left open whilst the service was under review. She added that although these decisions were difficult when they affected staff, the group should focus on what service they would like to recommend and the any staffing implications would be addressed through the waste management team.

In reply to a question from a Member she advised that the cost for one vehicle with crew was approximately £150,000 per year.

In reply to a request from a Member she said that she would locate the study which Mr Jones had referred to for the Task Group to view.

The Waste and Recycling Section Head advised that the proposals resultant on the WBC door stepping exercise had been implemented and that residents in flats would be targeted in order to achieve a higher level of participation. She reiterated that this work was difficult due to the high turnover of residents in the flats and Houses in Multiple Occupation; she added that it was probable that low performance in this area would have to be accepted.

The Chair asked the Waste and Recycling Section Head whether there had been any involvement with the Waste and Resources Action Programme (WRAP).

The Waste and Recycling Section Head replied that seminars had been attended and the iconography had also been used. She added that information on techniques could provide useful models which could be used in areas of Watford. She also recommended MOSAIC as a useful tool as it explained and identified demographic groups and how best to communicate with them.

The Chair concluded by suggesting that Members consider recommendations which they wished to put in the final report and to give details to the group at the next meeting.

AGREED: that Members consider recommendations for inclusion in the final report to the Overview and Scrutiny Committee

10. **DATES OF NEXT MEETING**

- Monday 30th January 2012 at 10.30 a.m.
- Monday 6th February 2012 at 10.30 a.m.

Chair
Recycling Task Group

The meeting started at 10.30 a.m.
Adjourned at 11.40 a.m.
Reconvened at 11.45 a.m.
and finished at 12.05 p.m.

F 27/01/2012

RECYCLING TASK GROUP

30 January 2012

Present: Councillor Crout (Chair)
Councillors Greenslade and Hastrick

Also Present: Councillor D Scudder, Portfolio Holder for Environmental Services

Officer: Committee and Scrutiny Support Officer (RW)

11 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Aron.

12 NOTES OF THE MEETINGS ON 17 AND 23 JANUARY 2012

The notes of the meetings on 17 and 23 January 2012 were agreed and signed.

13 DISCUSSION OF RECOMMENDATIONS

The Chair circulated some written observations submitted by Councillor Aron.

The Chair welcomed Councillor D Scudder to the meeting and invited him to address the Members with regard to recycling rates in Watford.

Councillor Scudder pointed out that Watford Borough Council (WBC) currently achieved a recycling rate of just over 40% and explained that there were a number of reasons for this figure.

- He advised that there was a correlation between recycling and population density; the national average equated to three persons per hectare whereas in Watford this statistic was thirty nine persons per hectare. He explained that a higher density of population resulted in smaller gardens per household which consequently impacted on the quantity of garden waste collected.
- A third of dwellings in Watford were flats where not only was recycling more difficult for residents but, in addition, no garden waste was produced.
- The high turn over of population in some wards also impacted on recycling rates. Residents who stayed only a short while in an area generally had less concern for their environment; where residents in these wards did comply with recycling arrangements it was often the case that they then moved on again.

Councillor Scudder said that Watford's recycling rate compared favourably with other authorities with a high density of population. He explained that the rate was low in comparison with other local areas but that there was little prospect of increase.

One Member asked what improvements could be made.

Councillor Scudder advised that it would be wise to look in depth at systems used by Three Rivers District Council (TRDC). He reminded Members that it was imperative that weekly collections were maintained. Currently, collections of

green waste were made fortnightly and domestic waste weekly. He suggested that were these collection rotas to be switched this would not only maintain the weekly collections pledge but would increase green waste. He explained that householders frequently placed food waste in the domestic rather than the green bins in the knowledge that these would be then taken from their property within a shorter time.

In reply to a comment from a Member regarding lack of space for green waste bins within flats, Councillor Scudder advised that green waste was still produced in these homes and that it would be wise to overcome this problem.

The Chair said that the Waste and Recycling Section Head, who it was anticipated would attend the next meeting, could be asked how many flats had green bins available for use. The Chair added that the recycling figures relating to the South Oxhey area of TRDC would also be useful as this area was similar in nature to much of Watford; the figures could be used for comparison purposes.

A Member suggested that recycling systems in Stevenage could also be studied. This town, in common with Watford, had a number of high-rise flats.

Members discussed possible means of improving waste collection whilst acknowledging the fact that it would be impossible to make recommendations which would suit all areas of the town.

Co-mingling of recyclable waste

The method of collecting all recyclable waste in one bin would rely on an outside company for sorting. Although a saving could be made on WBC staff the waste would then have a lower value and produce less revenue.

In reply to a question from the Chair, Councillor Scudder advised that recycling collection was both cost- and target-driven; there were cost benefits for a high recycle rate as there was consequently more material for resale. He added that with the co-mingling system fewer containers were required. He pointed out, however, that paper had a high value. When paper was collected in the same container as other waste the value was reduced. This was particularly pertinent in the case of co-mingling with glass as paper was likely to become wet and consequently of less value.

The Chair noted that the Hertfordshire Waste Partnership (HWP) Development Manager had advised that the Government was considering new regulations with regard to the recycling of cardboard. He asked whether these considerations were connected to the presence of printing ink on cardboard.

Councillor Scudder confirmed that this was correct. He advised, however, that it was unlikely that householders would take the time to sort cardboard in this way and said that recycling must be simple to effect. He informed Members that when the plastic recycling rules had been relaxed, results had improved. He said this issue was under discussion at the HWP.

One Member said that co-mingling would produce better results in flats and suggested that communal bins be provided for the use of flat dwellers.

Councillor Scudder did not think that this would be effective as it was probable that there would be a degree of contamination.

One Member suggested that additional education on recycling and stricter rules would assist in reducing contamination. She expressed concerns, however, on the reduction in revenue concomitant with the co-mingling system.

Countywide Initiative

The Chair advised that the HWP considered that a system used countywide would be most effective.

Councillor Scudder counselled that there were many reasons why this scheme did not work. He advised that both East and North Hertfordshire Councils had tried to work together on recycling. Although these two areas were alike with regards to geographical area and political persuasion there had been minimal success. He pointed out that these two areas were unlike Watford, Stevenage and Hemel Hempstead and that consequently a countywide recycling initiative would be almost impossible to achieve.

Weekly Collections

Members discussed the issue of weekly collections of green bins.

Councillor Scudder advised that residents had frequently commented on problems associated with food waste in green bins, currently collected fortnightly. He pointed out that during the summer months the smell emanating from these bins was unpleasant and that they were also prone to infestation by maggots. Consequently householders were inclined to place food waste in the domestic refuse bins which were collected weekly. He advised that a switch to weekly collection of green waste would increase the recycle rates and would please residents. He added that cost saving would also be effected since many homes with larger gardens currently had two bins in order to cope with fortnightly collections.

Members agreed that the altered timing for green collection would adhere to the stated weekly collection pledge.

Trade Waste

Councillor Scudder said that there had been increases in the recycling rates for businesses. Glass and cardboard was now collected; this had helped to effect improvements. Councillor Scudder pointed out that recycling at trade premises was voluntary and was in some cases difficult to organise in restricted spaces.

Street Waste Collections

Councillor Scudder advised that street collections (known as 'arisings') were not recycled but were taken to landfill sites. A few councils had conducted a trial whereby arisings were separated and then recycled. This had proved to be an expensive undertaking. Councillor Scudder said that the scheme would be looked at again and, if it were found to be cost effective, could be initiated in the future.

The Chair asked whether recycling facilities were provided in the town centre for the use of night-time visitors.

Councillor Scudder replied that this had been trialled but that there had been a considerable degree of contamination. In reply to a suggestion from another Member he advised that facilities had been placed outside fast food outlets in the town centre but that this had not proved to be successful. He added that much waste from fast food suppliers was in the form of polystyrene which could not be recycled.

Members suggested that cardboard be used for this purpose and that perhaps a licensing regulation could be introduced to exclude polystyrene from use at fast food outlets.

Recycling Business Case

Councillor Scudder informed the meeting that a business case dealing with the provision of waste services was currently being prepared; its aim was to reduce costs and would be budget-driven. He advised that a preliminary report would be presented that evening. He confirmed that the budget year to which the report referred was 2013 / 2014.

The meeting considered the improved recycling rates in the nearby Three Rivers area and questioned whether costs had also been reduced. It was noted that TRDC was very strict on conditions applied to collections. It was agreed that it was too early to determine whether the policies were working; it was possible that although recycling had improved this had been achieved at a high financial cost.

The Chair advised Councillor Scudder that the Task Group felt that it would be difficult to make informed recommendations prior to having sight of the business case report. He suggested that the Task Group meetings could be adjourned until the report had been made final. The Chair agreed to meet with the Mayor and Councillor Scudder to determine the best way to proceed in light of the report.

AGREED:

- that consideration of recommendations be postponed until the business case could be considered at the next meeting.
- that the Waste and Recycling Section Head be invited to the next meeting
- that the TRDC figures for South Oxhey should be looked at
- that the Chair report back on The Mayor's and the Portfolio Holder's consideration of the way forward.

14. DATES OF NEXT MEETING

- Monday 6th February 2012 at 10.30 a.m.

Chair
Recycling Task Group

The meeting started at 10.35 a.m.
and finished at 11.30 a.m.

RECYCLING TASK GROUP

6 February 2012

Present: Councillor Crout (Chair)
Councillor Aron

Also Present: Waste and Recycling Section Head (for minute number 18)

Officer: Committee and Scrutiny Support Officer (RW)

15 **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Hastrick.

16 **NOTES OF THE MEETING ON 30 JANUARY 2012**

The notes of the meeting on 30 January 2012 were agreed and signed.

17 **CHAIR'S REPORT**

The Chair had met with the Mayor and the Portfolio Holder for Environmental Services.

The Chair reported that the Portfolio Holder considered that the Task Group did not need the Recycling statistics as it should be possible to draw conclusions without the figures from the Business Case. The Portfolio Holder had also said that it would be interesting to see whether the Task Group reached the same conclusions as the consultants and himself.

The Chair thought that it was not ideal for the Task Group and the Business Case to work on the projects concurrently as he felt that it was not possible to make recommendations until the figures were known. He referred to the wording of the Scope which had asked that the topic be carried out in order to determine whether the recycling rates could be improved without increasing costs. The Chair pointed out that unless the Group were aware of current costs they would not be able to compare these figures with possible proposed increases. He suggested that he prepare a paper with suggestions for improvement using information currently available and then circulate this to the Task Group.

Councillor Aron noted that the Three Rivers District Council (TRDC) collection scheme had started the previous year and that it was possible that, since an entire year had not so far elapsed, figures would be incomplete. She also drew attention to the fact that revenue from green waste was low compared to other recyclates.

The Chair compared figures for collection of green waste and noted that the collection rate for Watford Borough Council (WBC) was 23% whilst TRDC's was 32%. He advised that this was in large part due to the sizeable gardens in the Three Rivers area and the large number of flats within Watford where no such waste was produced.

The Chair said that the Mayor had indicated that one third of properties in Watford did not recycle and that it would be more sensible to address this situation than to look at the new model.

Councillor Aron agreed that the Council's aim should be to encourage all residents to recycle their waste.

The Chair suggested that it would be helpful to know the exact cost for collection of waste from each household and to compare figures for WBC and TRDC.

The Chair and Councillor Aron discussed possible conclusions which the consultants could draw, including the outsourcing of services. It would only be possible, however, to compare options when costs were known.

18 **REPORT OF WASTE AND RECYCLING SECTION HEAD**

The Waste and Recycling Section Head advised that the recycle rate for South Oxhey was 65%. She added that this area had a significant number of very large gardens and was not, as had been supposed, similar to many areas in Watford. Consequently comparison with Watford would not be meaningful.

The Waste and Recycling Section Head said that less than 10% of Watford's households did not recycle at all. She added, however, that not all those who did recycle followed guidelines.

In reply to a question from the Chair she said that the consultants had been advised of figures on costs and that the Executive Director (Services) considered that the business case and the Task Group should proceed in parallel.

The Chair advised that because the necessary figures were not available it would not be possible to present a report to the Overview and Scrutiny Committee.

It was agreed that it was not possible at this time to proceed any further with the scrutiny. The Chair would report to the Chair of the Overview and Scrutiny Committee on work by the Task Group so far.

AGREED:

- that the Chair prepare a paper with suggested improvements and circulate to the Task Group
- that the Chair report on findings to the Chair of Overview and Scrutiny Committee.

19 **DATE OF NEXT MEETING**

- To be confirmed

Chair
Recycling Task Group

The meeting started at 10.35 a.m.
and finished at 11.05 a.m.

RECYCLING TASK GROUP

15 August 2012

Present: Councillor Aron (Chair)
Councillors Greenslade and Hastrick

Also Present: Councillor D Scudder, Portfolio Holder for Environmental Services

Officer: Head of Environmental Services
Waste and Recycling Section Head
Committee and Scrutiny Support Officer (RW)

20 **ELECTION OF CHAIR / APOLOGIES FOR ABSENCE**

Since the previous meeting the former Chair had been appointed Portfolio Holder for Leisure and Community Services and was consequently unable to sit on scrutiny task groups.

The Task Group was asked to elect a Chair for the meeting.

RESOLVED –

that Councillor Aron be elected Chair for this meeting.

No apologies had been received.

21 **NOTES OF THE MEETING ON 6 FEBRUARY 2012**

The notes of the meeting on 6 February 2012 were agreed and signed.

22 **UPDATE BY THE WASTE AND RECYCLING SECTION HEAD**

The Waste and Recycling Section Head advised that she could now update the Task Group on current processes.

1. Procurement

Prequalification questionnaires to potential suppliers had been issued in June 2012. Nine questionnaires had been returned and an evaluation of the replies was currently in progress.

The successful candidates would be notified by the end of August 2012 and would then continue to the next stage in the selection process. Suppliers' proposals would be submitted by mid October to be followed by dialogue with the Council. Final tenders would be submitted by the end of January 2013.

The final decision on whether to outsource services would be made at the Cabinet meeting in March 2013. In the event that Cabinet made the decision to outsource, the successful applicant would then be selected.

Councillor Hastrick asked whether specifications had been requested on the quantity of waste to be collected.

The Waste and Recycling Section Head advised that the amount had been specified but on a broad basis. She stressed that proposals were to include the retention of weekly collections for food waste.

2. In-house Benchmark Programme

The Waste and Recycling Section Head explained that investigations were in progress on savings to be made were the services to continue in-house.

The Chair asked when the various departments would be notified with regard to changes to be made.

The Head of Environmental Services advised that changes would be confirmed on 20 August 2012 and a meeting with the unions would take place on 24 August 2012.

The Chair asked how reduced staffing provision would impact on services.

The Head of Environmental Services replied that potential suppliers had been asked to produce savings of £1m on current costs; although savings were required, maximising efficiency was the greatest criterion.

The Waste and Recycling Section Head advised that all three services would be looked at holistically and a review of support staff undertaken. She added that many staff were already aware of progress made within the process as they had been involved from the start; their ideas and opinions would be invited

3. Weekly Collections

The Waste and Recycling Section Head Waste advised that the Council had applied for a bid for the Weekly Challenge Support Scheme operated by the Department for Communities and Local Government (DCLG); she considered that there was every chance that the bid would be successful. The Waste and Recycling Section Head added that weekly recycling of co-mingled waste including cardboard would also be provided thus giving an enhanced service. She explained that fewer containers would make recycling easier for householders and that greater tonnage would be generated.

The Waste and Recycling Section Head informed the meeting that application criteria for the bid specified that collections must be made weekly for recyclables, green waste and food waste. Funding from the DCLG would enable this provision.

Councillor Greenslade pointed out that co-mingling of waste would make it easier for flat-dwellers to recycle.

The Waste and Recycling Section Head agreed and noted that recycling continued to be a challenge particularly in the 'high-rise' flats.

The Chair asked for information on finances connected with co-mingling.

The Waste and Recycling Section Head advised that although the Council would receive less income per tonne from co-mingling this would be balanced by the greater tonnage produced.

The Waste and Recycling Section Head advised that three vehicles were currently due for renewal with a further two in 2013. Funding from the bid would cover the costs of new collection vehicles and additional bins. In reply to a query from the Chair she added that she was confident that the bid would be successful and that the Council would be informed of the result in October 2012.

The Waste and Recycling Section Head then advised that in order to support the Weekly Challenge Support Scheme bid, a composition evaluation had been completed. Collections from 100 houses and 100 flats from a range of differing households had been analysed and tonnage and 'capture rate' for recyclable waste had been calculated. Results for received recyclables were as follows:

- 90% of possible glass and paper waste
- 33% of possible recyclable plastic and cans and
- 64% of possible organic waste

It was noted that the bins for plastic and cans were too small but improvements could be made; the statistic for organic waste could also be improved.

The Waste and Recycling Section Head explained that the bid included a request for caddy liners which would encourage food recycling; she added that it was important to use correctly constituted liners as incorrect ones could cause contamination.

The bid also requested funding for communication; this would cover the cost of four Communication Waste Officers whose work would be support and inform residents. The Waste and Recycling Section Head added that officers had, in the past, handed out leaflets and run 'information sessions' for residents at local supermarkets.

Any Other Business

In reply to a question from the Chair the Portfolio Holder for Environmental Services said that it was no longer necessary to continue with the Task Group. He considered that to continue would prove to be a distraction and would hinder officers.

Councillor Greenslade asked that members of the Task Group be kept informed of all issues regarding outsourcing.

The Head of Environmental Services advised that the decision on whether to outsource or to retain in-house services would depend on the results of the bid application.

Councillor Hastrick asked whether a report on the Task Group would be required.

The Committee and Scrutiny Support Officer said that she would produce a draft

report and forward to members.

This course of action was AGREED.

ACTION: Committee and Scrutiny Support Officer

The meeting started at 2.30 p.m.
and finished at 3.00 p.m.

Chair
Recycling Task Group