

Agenda



Performance Scrutiny Committee - Place and Corporate

Date: Monday, 2 September 2019

Time: 4.00 pm

Venue: Committee Room 1 - Civic Centre

To: Councillors C Evans (Chair), M Al-Nuaimi, G Berry, J Clarke, K Critchley, D Fouweather, I Hayat, J Richards and D Williams

Item

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes of the Meetings held on 10 and 24 June 2019 (Pages 3 - 16)
- 4 Recommendations Monitoring - Budget Proposals 2019-20 (Pages 17 - 28)
- 5 Waste Strategy Action Plan Monitoring (Pages 29 - 54)
- 6 Conclusion of Committee Reports
Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.
- 7 Scrutiny Adviser Reports (Pages 55 - 64)
 - a) Forward Work Programme Update (**Appendix 1**)
 - b) Action Sheet (**Appendix 2**)

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Minutes



Performance Scrutiny Committee - Place and Corporate

Date: 10 June 2019

Time: 4.00 pm

Present: Councillors C Evans (Chair), M Al-Nuaimi, G Berry, J Clarke, D Fouweather, I Hayat, J Richards and D Williams

In Attendance: Councillor R Truman (Cabinet Member for Licensing and Regulation)
Councillor D Mayer (Cabinet Member for Community and Resources)

Gareth Price (Head of Law & Regulation), Meirion Rushworth (Head of Finance), Emma Johnson, Andrew Wathan (Chief Internal Auditor), Rhys Cornwall (Head of People and Business Change), Tracy McKim (Partnership Policy & Involvement Manager) and Daniel Cooke (Scrutiny Adviser)

Apologies: Councillors K Critchley

1 **Declarations of Interest**

None.

2 **Minutes of the Meeting held on 8 April 2019**

The Minutes of the meeting held on 8 April 2019 were **approved** as a true and accurate record.

3 **2018-19 Service Plan Year-End Reviews**

Law and Standards

Attendees:

- Councillor Ray Truman, Cabinet Member for Licensing and Regulation
- Gareth Price, Head of Law and Regulation

The Cabinet Member presented a brief overview to the Committee and highlighted the key areas for consideration. Members were advised that there had been a sustained level of performance throughout 2018/19 in achieving the Performance Measures and in delivering the key projects within the Service Plan, however the Performance Measures and objectives remained challenging, particularly in times of diminishing resources and increased demand. Performance in relation to issuing prosecution and resolution of Public Protection complaints had dipped slightly due to sickness absences in both teams, however this still reflected a good level of performance.

The service area was currently predicting an under-spend of £170,000 for 2018/19, against a net operational budget of £6.9 million. Despite budget pressures, good work was being delivered and Officers were doing their best to maintain high quality services. The Cabinet

Member also advised the Committee that the Registration Service had been commended externally following their inspection by the General Register Officer as a “high performing service”, and the Newport Dog Kennels had been presented with the CAWF Gold Standard Community Animal Welfare Footprint Award for their work with stray dogs, which was really good for the Council.

Members asked the following:

- **(Objective 1)** Members queried the statement in the End of Year Update on Page 24, “*A more streamlined management structure will place increased pressure on management and supervisory staff and this has to be factored into future work planning*” and asked would this be a concern to meet targets, and would there be more pressure on management? Members were given context of the restructure of the Public Protection department, which started 18 months ago, when the management structure had been streamlined and the Public Protection Manager post had been deleted. This had worked, but in order to deliver a new structure the Section had to look at the ways that services were being delivered. There was a thematic approach to service delivery, and the Officer gave an example of the Community Safety Team working together with Environmental Health Officers for community safety.

Smaller teams working in budget pressures were still delivering statutory services and meeting targets in terms of the Service Plan objectives. The concerns were not happening currently, but possibly in the future with budget savings and increased demand for services.

- **(Objective 4)** Members queried the end of year status on page 34 which shows as “In Progress” however on page 42 it shows as Amber – “Short of Target” and asked was this the same piece of work? Members were advised that this performance measure would be ongoing as combating anti-social behaviour was a continual process and was not a finite project, so it would have been difficult to mark as Green – “On Target”. This performance pressure had only just dipped into Amber, and was almost in resolution, so the service area could justify raising the benchmark, however it needed to be realistic due to available resources. The Officer advised the Members of the excellent rate, anything over 90% being excellent performance.
- Had the impact of Welsh Language legislation had a greater impact than expected on the service area, such as struggling to find staff to provide a service in Welsh if required? The Committee were advised that it wasn’t greater, as the impact was anticipated. However it had impacted financially on the Governance Team side as Agenda and Minutes need to be translated into Welsh. The front facing services had not been a problem, as premise registrations had always been done in Welsh and due to collaboration with other councils, Newport could request to use their Welsh speaker when needed.

There had been difficulty in recruiting Welsh speakers on Main Reception.

- A comment was made about “In progress” status, and which way were they trending? Were they progressing well or not? Members were advised that the directions of travel were shown at the end of the service area’s report. There were a diverse range of services which are continual, so they would show as “In Progress”, but the service area may have had to include milestones. Officers had indicated in the narrative of the report a number of key dates the service was aiming to meet.
- **(Objective 4)** Members queried the Service Area Comment “*The resolution rate is constantly over 90% but performance tailed off very slightly over the last two quarters because of the numbers of service requests received*” and asked was there a concern going forward of getting more requests? Members were advised that the Service Area

had noticed a pattern of complaints, and past experience had been that complaints tended to peak in the summer months. There had been some complexity to some of the later requests in the last 2-3 months of the year, which had impacted on resource allocation in the service area.

- Was the Council up to standard with inspecting food premises? It was clarified that 100% of food premises were not inspected during a year due to limited resources, however premises classed as A to C, or high risk outlets were prioritised. There had been initial funding from the Food Standards Agency for premises classed as C to E to be inspected. Had this funding been delivered earlier in the year it could have been utilised sooner, however it made a difference upon the backlog of inspections. Members were advised that without such funding, the Council annually inspects A to C rated premises and new food premises within 28 days.

The Chair thanked the Invitees for attending.

Finance

Attendees:

- Meirion Rushworth, Head of Finance
- Andrew Wathan, Chief Internal Auditor
- Emma Johnson, Income Collection Manager
- Richard Leake, Procurement Manager

The Head of Finance presented a brief overview to the Committee and highlighted the key areas for consideration. Good progress had been made last year, with lots of actions Completed or In Progress. A number of actions spanned into this current year and beyond, and the Service Area had made a start on the majority of them. Performance was relatively good, with only one performance indicator being off target and one close. The Service Area had come in slightly under budget.

Members asked the following:

- Members commented on the £30m savings the Council had to make and asked how much could the Council sustain from debts and arrears collections, was the Council approaching those in debt and signposting them to agencies such as Citizens Advice? The Income Collection Manager advised that with arrears the amount owed wouldn't reach £30m. The Council had adopted Welsh Government's Council Tax Collection protocol which set out high level targets and how to deal with collecting council tax arrears. One part of the protocol involves residents who were in arrears working with organisations to look at the causes of the debt and ways of proceeding ensuring that their personal circumstances were not made worse. The Council worked with partners such as Step Change and Money Advice Service to help find a way forward and reduce an individual's debt. This work was currently ongoing. Members were advised that the department was working hard to ensure policies and the way the Council collect arrears are compliant with Welsh Government legislation. The legislation had introduced a six week breathing space for people who have been approached about Council Tax debt, however the Council did this already.

The Head of Finance added that the Council have had some successes collecting difficult debts, however the main problem was engagement, but all available means were being used to enable the collection of difficult debts.

- With regards to Performance Indicators, the Committee asked for clarification of the difference between "Short of Target" and "Off Target"? Members were advised it

related to the percentage by which the target had been missed. If below the target percentage it would be Off Target. 15% above the target was the cut off.

- Comments were raised about funding cuts to Citizens Advice Bureau. How well did the Council collaborate with partners, and were they working with other charities? Members were advised that the Money Advice Service was an online service, to which the Council Tax team would initially signpost customers if they had problems. The Council also deals with Pobl, Newport City Homes and people tended to go to Citizens Advice. Engagement could sometimes be an issue, as sometimes customers do not advise the Council of problems, but when they do they could signpost help.
- Had there been any interaction with faith groups, mosques to engage with the hard to reach populations in Newport, and did the Council take into account the diverse communities that can be impacted when any financial decisions were taken? Members were advised that there had not been any policy changes needed other than the Empty House deduction. When that specific change came about there had been a Fairness and Equality Impact Assessment carried out to ensure there would have been no adverse effects of on the protected communities. Regarding issues around collections of council tax, language barriers had been identified, but the Service Area strives to meet the requirements of the customer.
- Members queried the comment on page 50 of the report, second paragraph "*The Chief Internal Auditor will risk assess all allegations of fraud / corruption received from any source and decide whether or not to investigate further. In conjunction with relevant Heads of Service the Chief Internal Auditor will also determine if the matter should be referred to the Police.*" It was asked if a matter should be referred to the Police, would Members and/or the Leader have had any involvement? Members were advised that the Leader would be made aware of any referrals. Elected Members would be informed of any decisions with relevant Heads of Service to take such a matter to the Police, but would not be involved in decision making.
- Member asked why the end of year status of action 2.04 on page 50, which was, Raise awareness of the Council's Anti-Fraud, Bribery and Corruption Policy was labelled as "Stopped". Members were advised that the service area was continuing to raise awareness of corruption as part of business as usual, and although it had not been completed it was still being pursued.

The Chair thanked the Invitees for attending.

People and Business Change

Attendees:

- Councillor David Mayer, Cabinet Member for Community and Resources
- Rhys Cornwall, Head of People and Business Change
- Tracy McKim, Policy Partnership and Involvement Manager

The Head of People and Business Change presented a brief overview to the Committee and highlighted the key areas for consideration. It was advised there were three performance measures off Target in Red, those being: "*% of challenges to Welsh language provision upland*"; "*Number of employees trained in Welsh Awareness*", and; "*Number of staff trained in Prevent PVE*". The training figures were significantly lower due to a number of staffing changes and loss of the previous course provider.

Members asked the following:

- What was the biggest cause of sickness in the authority, and whether there were any services staff could be referred to. Members were advised that short term sickness was reasonably low, however the two biggest long term issues were muscularity and stress issues, which could be work or home related. Most other organisations were the same. Muscularity issues can be common in services areas such as City Services where staff are lifting items or conducting manual labour. The Council also have an Occupational Health department where managers can refer staff to. A number of policies were place such as flexible working, agile working and purchasing additional annual leave to alleviate some of the causes of long term sickness.

Members were also advised there was a Care First programme which offers advice regarding lifestyle choice, work home balance and finances, along with a counselling service. The service area had built up a coaching network across the Council, working with members of staff in different ways to deliver their work.

The Cabinet Member added that the Trade Unions appreciated the actions that the Council takes.

- Members queried the comment made on page 78 regarding positive feedback from the Wales Audit Office's review of the Council's delivery of its Well-Being Plan, and asked if the relationship between the Council and Wales Audit Office (WAO) could be elaborated. It was advised that WAO had a legal responsibility, and were also subject to the Future Generations Well-being Act. The Council regularly attended meetings with the WAO, who also understood the pressures the Council were under. They had a dual function, to give assurance to the public that the Council were doing what we should and informing the Council upon improvement. Engagement at early points could have been improved, requiring services to push things forward. It also clarified that this was not a free service. Members commented that this section in the report needed further clarification in future reports.
- Performance Measure "*% of challenges to Welsh language provision upheld*" was discussed, challenges upheld were 100% but shown as Red. Members asked did the Council lose the challenges, and was it usually the same complainants? Members were advised that appeals were upheld so action plans were needed to be put in place. Complaints can be from a range of people. An example was given where two years ago the Council were involved in a national complaint regarding the availability of welsh language swimming lessons. The most recent complaint was around on road signage. The Cabinet Member clarified that urgent information could not be translated in time and had been highlighted as a concern for the future.

Members asked would performance be affected in upcoming years, as more staff would need to be employed for translation services. Officers advised that Cardiff offered a cost effective translation service. Recently the Council website had been translated by Cardiff. The main issue was recruitment of Welsh speaking staff, this was on the work programme for senior staff to look at different ways of attracting Welsh speakers to the Council, and also how current welsh speaking staff could of been utilised. Members were also advised of a recent positive review from a mystery shopper. The main issue for Newport was having a very small population of welsh speakers. Systems and processes were in place, but the reality was that only a small number of people wanted to have their service in Welsh.

Members were advised that from a performance point of view, when Welsh language complaints were received, the team made sure each complaint was dealt with well and the issue not repeated in the future.

The Chair thanked the Invitees for attending.

Conclusion - Comments to the Cabinet

The Committee noted the End of year Service Plan Reviews and agreed to forward the minutes to the Cabinet as a summary of the issues raised.

The Committee wished to raise their concerns on the levels of anti-social behaviour in Newport and for this to be a focus for the Law and Regulation service area going forward into the 2019/2020 financial year.

The Committee requested that Officers in the Finance department were congratulated for their collaborative working arrangements with external organisations and the Third Sector in Newport. The Committee hoped that the service area would continue to support those citizens of Newport who required additional help to avoid incurring themselves to the Council through nonpayment of Council Tax.

The Committee wished to make the following comments to the Cabinet on the overall service plan reports:

1. The use of 'In Progress' throughout the report did not allow for the Committee to gain an insight into the level of progress towards completion of the action. The Committee requested that another way of reporting the performance towards the completion of actions be used for the mid-year service plans and future end of year service plan reporting.
2. The Committee felt that the use of business as usual work as actions did not fit with the nature of the service plans. They Committee felt that the actions would have been better suited to have aspirational objectives that the service area could strive to achieve as actions. This would allow the Committee to be able to better scrutinise progress and performance.

4 Scrutiny Adviser Reports

Attendee:

- Daniel Cooke (Scrutiny Adviser)

a) Forward Work Programme Update

The Scrutiny Adviser presented the Forward Work Programme, and informed the Committee of the topics due to be discussed at the next two Committee meetings:

- Monday 24th June 2019:
 - 2018-2019 Service Plan Year End Review for:
 - Regeneration, Investment and Housing
 - City Services
- Monday 2nd September 2019:
 - Waste Strategy Action Plan Monitoring
 - Recommendations Monitoring upon the implementation of the 2019-20 Cabinet Budget Proposals

The Committee **agreed** the topics, as above.

b) Action Plan

The Scrutiny Adviser presented the Action Sheet and advised the Committee that as indicated in the table the Draft Highway Asset Management Plan 2019-2024 – Conclusions and Comments would be formally forwarded to Cabinet Member and Officers following the approval of the Minutes.

c) Information Reports

The Scrutiny Adviser informed the Committee that there were no Information Reports to bring to the Committee's attention.

d) Scrutiny Letters

The Scrutiny Adviser informed the Committee that there were no Scrutiny letters to report to the Committee.

The meeting terminated at 5.25 pm

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Minutes



Performance Scrutiny Committee - Place and Corporate

Date: 24 June 2019

Time: 4.00 pm

Present: Councillors C Evans (Chair), M Al-Nuaimi, G Berry, J Clarke, D Fouweather, I Hayat and J Richards

In Attendance: Councillor J Mudd (Cabinet Member for Regeneration and Housing)

Keir Duffin (Head of Regeneration, Investment and Housing), Paul Jones (Head of Streetscene and City Services), Liz Blayney (Scrutiny and Governance Manager) and Neil Barnett (Governance Officer)

Apologies: Councillors K Critchley and D Williams

1 Declaration of Interest

None.

2 Service Plan End of Year Reviews

a) Regeneration, Investment and Housing

Attendees:

- Councillor Jane Mudd (Cabinet Member for Regeneration and Housing)
- Keir Duffin (Head of Regeneration, Investment and Housing)

The Cabinet Member presented a brief overview to the Committee and highlighted the key areas for consideration, including the success of the Council in securing Welsh Government TRI-funding. This was regional funding that required working with partner organisations to identify projects across the South-East Wales area. A number of key projects received funding such as the Ringland Neighbourhood Hub and the Market Arcade. Funding was also received for Business Development, enabling the Council to continue to support new small businesses.

Planning remained on target with supply on land for housing. The Cabinet Member commended Officers' understanding and knowledge of the land across the city. There were also plans proposed for Cardiff Capital Region, the Strategic Capital was being discussed at Cabinet level and further discussions at each local authority level it progressed.

Members asked the following:

- Members queried the performance measure on page 22 of the report – '*Percentage of empty properties brought back into use*' and the comment '*the number of successful interventions has fallen due to pressure on services*'. The Committee asked for clarification of how that had happened and what was in

place for the future prevent it happening again. Members were advised that the 2018/2019 target had risen by 0.5%, with the Quarter 2 result being 0.2%, within the cycle of the year there was nothing to suggest that the Department's target would not be met.

- Members asked if the Council had a robust Economic Growth Strategy for the city, and what inward investment the Council had secured since the last review. Members were advised that the updated draft of the Council's Economic Growth Strategy would be presented to the Overview and Scrutiny Management Committee in September. The Council had secured a significant amount of inward investment for the Chartist Tower and IEC buildings and the Market Arcade that had also had £12 million invested.
- On page 22 of the report – *Average number of calendar days to deliver a Disabled Facilities Grant*, a Member queried the just missed target? Members were advised that 174 days was an exceptionally high target and at quarter 2 the average was 178. The Department was completely independent with Adult Social Services' Occupational Therapy Team carrying out assessments for delivery for each individual DFG. Each Department was working closely to implement further changes, with a number of workers training with Social Services to be fully trained to undertake assessments, which would free up time for Social Services teams to carry out more reviews.
- With Brexit possibly taking place in 16 weeks, what would be the impact of this on funding to the Council? The impact of Brexit was not known, however it was advised Newport was in strong position with the growing economy, as well as other current key factors such as the removal of the Bridge tolls and growth of Semi-Conductor industries.
- Members queried the poor performance of performance measure – *Percentage of empty properties brought back into use*. How many people had taken up the scheme, and how many properties have been brought back into use? Members would be advised of the figures.
- Members discussed housing associations working in partnership with the Authority. Members were advised improvements since the creation of the Strategic Housing Forum, and that previously there had been no opportunities to meet collectively.
- Comment was made about the accuracy of some figures in the report, with examples being given of figures on page 13 of the report. Members were advised that this would be looked into.
- How would the needs of service users potentially change in in the future? The Cabinet Member commented that it was important to recognise that the Local Authority works in a partnership and not in isolation, and chose to work on a regional basis as it is a preferential way of working. Examples were given of Social Services working with the Regional Board and Housing having the Homeless Strategy Board and that continual partnership work was important and met the expectations of Welsh Government.

The Cabinet Member also highlighted the relationship the Local Authority had developed with other local authorities in both England and Wales, looking at inward investment across the Great Western cities corridor. Talks with Welsh Office were positive, with examples given that Department of Transport had invested in Newport Transport to purchase electric vehicles. This would

contribute to the Council's Sustainable Travel Strategy and the Council's aims to improve air quality.

- In response to questions on the City Deal, the Committee were advised that the Leader represents the Council on the Regional Board, all work was in the public domain and Cllr Majid Rahman was the Council's representative on the City Deal Regional Scrutiny Committee.

The Chair thanked the Invitees for attending.

b) City Services

Attendee:

- Paul Jones (Head of City Services)

The Committee received the Cabinet Member for City Services apologies for this meeting.

The Head of City Services provided an overview of the service area and outlined the key areas for consideration. Members were informed that Street cleaning had been a challenge, with increasing demand on a static resource along with an ageing fleet. The fleet was due to be replaced this year. There had been a significant improvement in the HWRC recycling rate and had been achieved in Quarter 4 and it is anticipated a large increase in overall recycling rate for 2019-20 as a result of the new residual restriction policy and is the best quarter the service area has had in 6 years.

Finance was £70,000 under budget however the nature of the work that the service area undertook meant that this could vary greatly from month to month. Last year as a year of preparation for a lot of work that will be seen this year such as the Civil Parking Enforcement and the Waste Strategy.

Members asked the following:

- Members queried the performance of the smaller bin scheme. It was advised that there had been significantly fewer issues than planned for. It was anticipated that 10% of residents would require assistance; however, the figure was below 2%.
- Members were advised that street lighting bulbs were in process of being changed to LED, which would bring in savings on cost for electricity.
- It was asked what was the Council doing to help residents recycle, and was it possible to set up a programme in schools to educate pupils to recycle. Members were advised that this was a part of the Waste Strategy, Due to the smaller bin roll out, figures were currently in green, and likely to reach 70%. It was also advised that has been an ongoing programme taking place in schools for many years. Schools have visits to recycling services, and most schools had recycling facilities.
- Had the part time street lighting scheme had an impact on antisocial behaviour in the areas. Members were advised that there was a significant saving however; there was no evidence that reduced lighting caused further antisocial behaviour. When the lights were replaced by LED, the part time lights stayed on until 12am.
- Members queried how sustainable the income was from Civil Parking Enforcement, given that the numbers of tickets issued would inevitably decrease

once the public became more aware. Members were advised that this had been considered and was being monitored. The service was set up to be cost neutral in the long run, with a small surplus for road repairs.

- Members discussed the ongoing rising targets for recycling and the Council plans on sustaining targets, as eventually Welsh Government could raise targets to 80%. Bins couldn't possibly be made any smaller. Members were advised that the smaller bins are only a small part of the scheme. The Council plan to improve recycling for trade waste and provide greater education and enforcement.

Members commented that problem areas should be targeted for education and enforcement. Members were advised that education and enforcement staff travel with the recycling crew to record and gather information, to address this. There had been over 7000 requests for additional recycling boxes. With further education, it was hopeful that figures would go beyond 70%.

- Members asked to send thanks to the crews for providing great service. However in some areas there was a problem when road sweepers cleaned roads before rubbish was collected. Members were advised that this was an issue the service area is trying to improve.
- Members queried the role of the police in enforcing parking now that the Council had taken over Civic Parking Enforcement. It was confirmed that the Police would continue to deal with obstructions, and enforcement through parking tickets was within the Council's role. It was clarified that Parking Enforcement on private land would be enforced by the land owners.
- Members discussed the various recycling bins being used across the city. It was explained that recycling split was being looked into, paper waste could not be recycled, however the Council was looking to split plastic and can recycling. It was advised that the segregated bins in the city centre were going to be replaced as they were heavily contaminated.
- Members commented on the many community volunteers that undertook litter picks, and queried if would be possible for them to be also given recycling bags also. Members were advised that this is part of the same project and bags are being ordered.
- Members queried how CO2 emissions were reported. It was advised that the reporting was split across service areas, the service area would aim to help reduce emissions by reducing amounts of waste being taken to landfill.

The Chair thanked the Invitee for attending.

Conclusions

The Committee noted and commended the performance within the Regeneration, Investment and Housing and the City Services Service Plans.

The Committee made the following comments:

Regeneration, Investment and Housing

- The Committee raised a number of issues relating to regeneration during the discussion, and suggested that further information was needed with the plan to give a fuller picture of the performance in this area. The Committee note the assurances that the issues raised by the Committee would be considered in the Economic Growth Strategy. This was being considered by the Overview and Scrutiny Management Committee at its meeting on 26 September 2019. The Committee agreed to forward a summary of its concerns to the Overview and Scrutiny Management Committee to consider as part of the draft plan. These issues including the work programme undertaken by the regional city deal. The Committee were advised that the detail of this would be considered by the Performance Scrutiny Committee – Partnerships, who received regular updates from the Council’s nomination on the Joint Committee. The Committee noted this, but asked that where there were cross overs with the work of the regeneration area that projects be referenced in the Economic Growth Strategy. Members also asked that the Draft strategy addresses the empty retail space in the city centre.
- In relation to the Market Arcade, the Committee suggested that the overall cost of this should be more clearly outlined within one action in the Service Plan, to ensure that it could be monitored effectively by the Committee in the future.
- Members discussed the remit of the service plans, and whether including Housing within the same portfolio as Regeneration and Investment did not allow the Committee to have equal information and time to dedicate to these large areas. The Committee were advised that the portfolios of the service plan followed the Directorate Structure as these areas were under the same Head of Service. In relation to Cabinet Portfolios, the Committee were advised that this was a political decision for the Leader to determine portfolios.
- Members felt that Housing area required further information, and that this information be brought back to the Committee for further discussion and exploration including information on areas of underperformance:
 - More, specifically information on the effectiveness of scheme for borrowing and improving existing homes and bringing properties back into use and addressing numbers of unoccupied properties.
- The Committee noted the contribution of the Cabinet Member to the meeting, and asked that it be noted that the Committee appreciate the frank and open discussion with the Cabinet Member on her portfolio.

City Services

- The Committee commended City Services on reaching the targets set by Welsh Government for Recycling. During the questioning, the Committee asked for information on how this will be sustained and improved in line with the increasing targets. The Committee noted that the Waste Strategy Action Plan was on its work programme and agreed ask that the update include further information on how progress will be sustained in this area.
- In relation to the Waste Targets, the Committee suggested that the Council demonstrate how it is leading by example on recycling. For example through ensuring

recycling stations throughout all council buildings, and the separation of bags for litter pickers to recycle cans and plastic, which the Committee had been advised was in progress to be implemented.

An overall comment was made to Cabinet that the environmental impact of the Council be monitored, as it does not currently fall into one of the Cabinet Members portfolios. The Committees requested that the mechanism for monitoring and reporting the environmental impact be devised and presented to the Place and Corporate Scrutiny Committee.

The meeting closed at 5.37 pm

Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 2 September 2019

Subject Recommendations Monitoring – Budget Proposals 2019-20

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Area / Role / Subject
Bev Owen	Strategic Director - Place
Paul Jones	Head of Streetscene and City Services
Steve Davies	Senior Strategy Manager, City Services
Rhys Cornwall	Head of People and Business Change

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is requested to:

1. Consider the Officer responses in relation to the recommendations made by the Committee at the 14 January 2019 meeting upon the 2019 - 20 Budget Proposals in relation to the subsequent implementation of the budget decisions;
2. Determine if it wishes to make any comments to the Cabinet.

2 Context

Background

- 2.1 The Budget saving proposals were reported to the Performance Scrutiny Committee- Place and Corporate as part of the Budget consultation for the financial year 2019-20. The proposals were included in the Medium Term Financial Plan at the meeting on the 14 January 2019. (**Links to the Report and Minutes of the Performance Scrutiny Committee – Place and Corporate held on 14 January 2019 are provided in the Background Papers in Section 7 of this report.**)

- 2.2 The Committee made a number of recommendations that were presented to Cabinet together with the information gathered from the rest of the consultation process. The Budget Process and Public Engagement aspects of the Budget Proposals were considered by the Overview and Scrutiny Management Committee on the 31 January 2019. ***(Links to the Report and Minutes of the Overview and Scrutiny Management Committee held on 31 January 2019 are provided in the Background Papers in Section 7 of this report.)***
- 2.3 To ensure that the Officers' responses addressed each of the Committee's recommendations, the relevant Head of Service has been requested to provide an update to the Committee. As part of this update and provide a structure to this update, the Heads of Service have been asked to provide an update upon the Budget Proposals that the Committee commented on, and these comments are provided in **Appendix 1**. The Committee's full comments are provided in **Appendix 2** for information.
- 2.4 The Committee is requested to monitor whether its recommendations were taken into account in the implementation of the budget proposals by the Officers. The Committee has an opportunity to ask questions, gather evidence from the Officers upon the implementation of the budget decisions, and make any comments to the Cabinet.

3 Information Submitted to the Committee

- 3.1 **Appendix 1** – contains Head of Services response to the Committee's recommendations on the 2019-20 Budget Proposals.
- Appendix 2** – contains the Recommendations made by the Committee on 14 January 2019, for information.

4. Suggested Areas of Focus

4.1 Role of the Committee

The role of the Committee in considering the report is to:

- Establish whether the monitoring report adequately addresses the Committee's Recommendations;
 - What progress has been made towards the recommendations?
 - What actions are in place to continue progress over the next twelve months?
- Question the relevant Officer on any areas the Members feel requires additional explanation or information.
- Query whether the Service Area has achieved the proposed saving as set out in the business case.
 - If the saving has been achieved what impact has it had?
 - If the projected saving has not been made, why and will this have a financial impact on this year's spending?
- **Conclusions**
 - What was the overall conclusion on the information contained in the report?
 - Does the Committee wish to make any comments to the Cabinet?
 - Do any areas require a more in-depth review by the Committee or further information required?

Wellbeing of Future Generation (Wales) Act

- 4.2 The Committee's consideration of the implementation of the Budget decisions should consider how services are maximising their contribution to the five ways of working. Below are examples of the types of questions to consider:

5 Ways of Working	Types of Questions to consider:
<p>Long-term</p> <p>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>In implementing the budget decisions, how was it ensured that the impact upon future generations was being established and long-term impact identified?</p>
	<p>What evidence demonstrates the WFGA has been considered in implementing the decisions?</p>
<p>Prevention</p> <p>Prevent problems occurring or getting worse.</p>	<p>What has been done to prevent future problems?</p>
<p>Integration</p> <p>Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>Were any other organisations providing similar / complementary services?</p>
<p>Collaboration</p> <p>Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>What co-working with other sectors has been undertaken?</p>
	<p>How was the knowledge / information / good practice of others been used to inform / influence these decisions?</p>
<p>Involvement</p> <p>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>	<p>How were the people who would be impacted by this decision involved?</p>

Section B – Supporting Information

5 Supporting Information

- 5.1 Evaluating the impact of the recommendations made by Scrutiny is an important tool in assessing whether the work of the Scrutiny Committee is making a difference and making an impact.
- 5.2 The Centre for Public Scrutiny (CfPS) practice guide 'Demonstrating and Enhancing Impact' outlines the importance of being able to demonstrate that Scrutiny is effective and that it has impact, as follows:

“When we talk about scrutiny having an “impact” we mean that the work of councillors sitting on scrutiny committees should translate into better outcomes for local people. A scrutiny investigation of an issue should lead to services provided to the public improving. If scrutineers are unable to demonstrate either to themselves or others that their work adds value and makes a positive difference to local people, it is more difficult to justify expending resource on it in difficult financial times.”

(A link to the Centre for Public Scrutiny Guide: ‘Demonstrating and Enhancing Impact’ is provided in the Background Papers in Section 7 of this report.)

5.3 Demonstrating impact does not necessarily mean that a decision was changed, or altered, Scrutiny’s recommendation of the budget being discussed at this meeting were centred around identifying risks and potential issues for the Council to take into account should it chose to proceed with the proposal. *The value of Scrutiny in assessing the implementation of the recommendations at this stage is to check whether those issues identified by the Committee are being addressed and mitigated against when the decisions are being implemented.*

6 Links to Council Policies and Priorities

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7. Background Papers

- [The Centre for Public Scrutiny \(CfPS\) Guide ‘Demonstrating and Enhancing Impact’](#)
- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 - 2022](#)
- Performance Scrutiny Committee – Place and Corporate held on 14 January 2019
[Report \(Agenda Item 5 refers \) and Minutes](#)
- Overview and Scrutiny Management Committee held on 31 January 2019
[Report \(Agenda Item 5 refers\) and Minutes](#)

Report Completed: August 2019

Recommendations Monitoring – 2019-20 Budget Proposals**CS1920/06 – Refuse Collection – Review of Charging for Waste Special Collections**

Scrutiny's Comments and Conclusions	Officer Response
<p>The Proposals stated a saving of £66,000 would be made in this financial year. Will this be achieved?</p>	<p>The numbers of collections being requested and income received in quarter 1 when compared to the 1st quarter of the 2018/19 indicates that the full saving will be achieved in year.</p>
<p>At what stage of the implementation is the Council currently?</p>	<p>This MTRP proposal was fully implemented from the 1st April 2019.</p>
<p>What evidence has there been to suggest there has been unintended impact as a result of implementation e.g. an increase in fly tipping?</p>	<p>There has been no increase in the tonnage of reported fly tipping across the city between April and June when compared to the same period in 2018.</p> <p>The majority of material deposited is commensurate with building and garden clearance works, with no obvious links to the changes to bulky waste collection</p> <p>City Services will continue to monitor and report levels of fly tipping.</p>
<p>What feedback has been received since implementation and has there been an increase in complaints?</p>	<p>The pricing structure was clearly explained before residents book the service, including the refund policy.</p> <p>There have been 3 complaints about Special Collections since implementation.</p> <p>All of the complaints were due to customers being unhappy that they were unable to claim refunds when their items had been taken by someone other than the Council. None of the complaints were upheld as there was recorded evidence that the 'no refunds' policy was clearly explained to customers before they paid for the service.</p>

CS1920/07 – Off street parking – Changes to Council Parking Charges

Scrutiny's Comments and Conclusions	Officer Response
<p>The Proposals stated a saving of £86,000 would be made in this financial year. Will this be achieved?</p>	<p>Income received in quarter 1, when compared to 2018/19 financial year, indicates that the full saving will be achieved in year.</p> <p>Any shortfall incurred through Councils decision to delay resident permits implementation until 1st July will be accommodated within existing City Services revenue budgets</p>
<p>At what stage of the implementation is the Council currently?</p>	<p>This MTRP proposal was fully implemented from the 1st April 2019 with the exception of Resident Parking Permits which were implemented 1st July as agreed by Council</p>
<p>Has the Residents Parking permit charges increase been implemented following the implementation of Civil Parking Enforcement on 1 July? What evidence is there that there has been any unintended impact e.g. less take up of the Permits?</p>	<p>The Resident Parking Permit charges were implemented from 1st July to coincide with the introduction of the new Civil Parking Enforcement service.</p> <p>Newport has seen a 130% increase in parking permit applications since April 2019 compared to the same period 2018, with residents who have not applied for 6 years now applying.</p> <p>High levels of enforcement action has been well received by residents and has restored confidence that a parking permit is once again excellent value for money.</p>

CS1920/08 – Customer Services – Reduction in Customer Services Operating Hours – Information Station only

Scrutiny's Comments and Conclusions	Officer Response
<p>The Proposals stated a saving of £31,000 would be made in this financial year. Will this be achieved?</p>	<p>The full MTRP saving has been achieved</p>
<p>At what stage of the implementation is the Council currently?</p>	<p>The reduction of face-to-face services was implemented in April. The opening hours for the Information Station are 08:30-5pm Monday, Tuesday, Thursday and Friday.</p> <p>There is no longer a face-to-face service at the Information Station on a Wednesday.</p> <p>The changes to opening hours were publicised in the Information Station and on the Council's website and social media accounts.</p>
<p>What evidence is there that the implementation has caused any unintended consequences or adverse effects to service users?</p>	<p>There has been an increase in calls to the City Contact Centre since April, but this is attributed to the implementation of major service changes e.g. rollout of smaller bins and the adoption of Civil Parking Enforcement.</p> <p>Between April and June 2019 the City Contact Centre received 24.7% more calls than for the same period in 2018.</p> <p>As a result, the wait time has been approximately 2 minutes longer than the previous year.</p> <p>There has been no change to the average number of visitors to the Information Station on a weekly basis, however these visitors are now distributed over four days rather than five.</p> <p>This has caused an increase to the average waiting time for face-to-face services but the wait time is still within target. (23mins)</p>

CS1920/10 – Introduce Parking Charges within Tredegar Park and Fourteen Locks

Scrutiny's Comments and Conclusions	Officer Response
<p>The Proposals stated a saving of £31,000 would be made in this financial year. Will this be achieved?</p>	<p>The MTRP saving will not be made in full in year 1, as this was based on the potential income from the fully operational car park from the start of the financial year.</p> <p>The changing of both off and on street traffic orders for the implementation of Civil Parking forced a delay in the legal process for the new car park orders.</p> <p>Additionally, following statutory consultation, there were objections raised that had to be fully considered and presented to the Cabinet Member for City Services and Cabinet Member for Culture and Leisure</p> <p>It is anticipated that circa 50% of the forecasted income will be achieved in year 1, with full year savings from year two.</p>
<p>One-off implementation costs of £12,000 were projected in year one. What have been the actual one off costs so far?</p>	<p>To date, legal and implementation costs incurred are £4,000.</p>
<p>At what stage of the implementation is the Council currently?</p>	<p>Paid for parking at both locations is programmed to commence by the first week of September</p>
<p>How was consultation undertaken with the affected groups before implementation in line with the Committee's comment below?</p> <p><i>"The Committee stressed the need for consultation and engagement to be sensitive and focussed on the individual sites and their uses, as each park was different in nature, in different locations and had different user groups e.g. water park, sporting activities, historic, and what is suitable for one may not be applicable to the others."</i></p>	<p>There were a number of public consultation events undertaken as part of the MTRP budget proposals. These were relatively well attended with all stakeholders providing their views and feedback to inform the decision making process.</p> <p>An additional consultation event was held at fourteen locks with user groups and residents prior to the traffic order being statutorily advertised. Comments and suggestions received were considered and, where applicable, aspects of the scheme revised accordingly. i.e. staff and café parking provision. Volunteer permits and extended stay length for £1.</p> <p>Cabinet Members considered all relevant concerns and objections received through the statutory consultation on the traffic order. Their decision is currently going through the necessary democratic process.</p>

PSB1920/02 – Partnership – Reduction in Voluntary Sector Grants

Scrutiny's Comments and Conclusions	Officer Response
<p>The Proposals stated a saving of £54,000 would be made in the first year. Will this be achieved?</p>	<p>A £46k saving has been made this year due to SEWREC ending their service in Newport. Agreement was sought to extend full funding until the end of this financial year in order to minimise impact on existing grant recipients and to allow sufficient time to scope and design an appropriate future funding model.</p>
<p>At what stage of the implementation is the Council currently?</p>	<p>All of the existing grant recipients have been given notice in relation to the withdrawal of funding at the end of this financial year. All services have been engaged in discussion of the anticipated impact of this.</p>
<p>Has the Recommended Option 2 – to commission a service to deliver against a contract set to the corporate priorities funded successful organisations up to 2021/22?</p>	<p>It is anticipated that the scope of the commissioned service will be established by the end of September and contract set shortly after this. Further evidence has been gathered in relation to the impact on existing services, particularly where this may have a disproportionate impact on particular communities or vulnerable groups. Discussions are ongoing across Service Areas where similar funding is awarded in order to streamline, consolidate, and secure best value for money.</p>
<p>What evidence is there that the implementation has caused any unintended consequences / adverse effects to service users?</p>	<p>Many services are able to absorb the loss of their voluntary sector grant, and do not expect a decrease in funding to impact significantly on their operations. For a small number of recipients the grant withdrawal will significantly impact their service provision, and NCC are in dialogue with these in order to establish a way forward which mitigates this.</p>

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Comments to the Cabinet on the following proposals:

- a) The Committee noted the budget proposals relevant to the Place and Corporate Directorates and agreed to forward the minutes to the Cabinet as a summary of the issues raised.
- b) The Committee wished to make the following comments to the Cabinet on the Proposals within the Place and Corporate Directorate:

CS1920/06 – Refuse Collection – Review of Charging for Waste Special Collections

- The Committee felt that ways of making the Service more efficient and cost effective without increasing charges could be explored.
- The Committee expressed concern that the proposal to increase the minimum charge to £20 for up to three items may result in an increase in fly tipping.
- The Committee was concerned about the impact of the charge upon low income families and that consideration should be given to a discount.
- There was a need for greater monitoring and enforcement of fly tipping alongside this proposal and investment in cameras / CCTV and publicity about cameras to better prevent fly tipping.
- More detail and explanation is needed in the Business Case e.g. the Wellbeing of Future Generations (Wales) Act Five Ways of Working Section of the Business Case: Integration – makes a statement that fly tipping would be reduced, but it does not provide any details to substantiate how.

CS1920/07 – Off street parking – Changes to Council Parking Charges

- The Committee requested a breakdown of the administration costs of the service from the Head of Streetscene and City Services before a decision upon the proposal to increase the charge for Residents Parking.
- The Committee recommended that the increased resident parking permit charge should not be introduced until parking enforcement is in place.
- The Committee proposed the increase of the number of business parking spaces be explored, which could increase revenue and could reduce illegal business parking.

CS1920/08 – Customer Services – Reduction in Customer Services Operating Hours – Information Station only

- The Committee expressed concern about the closure of the Information Station for a whole day and effect that this would have upon the most vulnerable service users.
- Having regard to the Wellbeing of Future Generations (Wales) Act Five Ways of Working – Collaboration, the Committee recommended exploring collaboration with Newport City Homes and other partners on the provision of joint city centre customer services thereby reducing and sharing costs rather than closing services.

CS1920/10 – Introduce Parking Charges within Tredegar Park and Fourteen Locks

- The Committee stressed the need for consultation and engagement to be sensitive and focussed on the individual sites and their uses, as each park was different in nature, in different locations and had different user groups e.g. water park, sporting activities, historic, and what is suitable for one may not be applicable to the others.

PSB1920/02 – Partnership – Reduction in Voluntary Sector Grants

- The Committee commented that the Business Case for this proposal did not contain sufficient information about which organisations the removal of grants would effect and the services being impacted upon.
- The Committee took assurance that Recommended Option 2 - to commission a service to deliver against a contract set to the corporate priorities would fund successful organisations up to 2021/22.
- The Committee recommended signposting Shop Mobility to Newport Now and other city centre providers e.g. Kingsway and Friars Walk to discuss any alternative funding available for the Shopmobility service.



Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 2 September 2019

Subject **Waste Strategy Action Plan Monitoring**

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Area / Role / Subject
Bev Owen	Strategic Director - Place
Paul Jones	Head of Streetscene and City Services
Silvia Gonzalez-Lopez	Waste Service Manager, City Services

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is requested to:

1. Note the content of the Draft Waste Strategy and consider the Action Plan update upon progress to be presented to the Committee;
2. Acknowledge that all Actions included in the Draft Strategy are part of the City Services Service Plan, which is monitored by the Committee on a six-monthly basis.
3. Determine if it wishes to make any comments to the Cabinet Member.

2 Context

Background

- 2.1 The Overview and Scrutiny Management Committee held on 7 March 2019 considered a report upon the Wales Audit Office Waste Service Follow Up Review and made the following comments:
- The Committee noted the progress being made in relation to the Waste Strategy and in addressing the issues raised within the Audit Report.
 - The Committee felt that there was a need for the Authority to establish a clear Waste Strategy document, and associated action plan for actions to be implemented to achieve the strategic aims. The Committee asked the Officers to confirm if a Waste Strategy document would be created, and when it was anticipated that it would be finalised.
 - The Committee requested that the Waste Strategy be circulated to Scrutiny Members once finalised.
 - The Committee agreed to forward these comments to the Cabinet Member – Street scene and the relevant officers for consideration.
 - **The Committee noted that the role of monitoring the performance of implementing the strategy, and the recommendations within the WAO report was not within its remit under the Committee’s Terms of Reference. Ongoing monitoring of this would be referred to the Performance Scrutiny Committee – Place and Corporate for inclusion in its work Programme for next year as appropriate to avoid duplication of work.**

(Links to the Report and Minutes of the Overview and Scrutiny Management Committee held on 7 March 2019 are provided in the Background Papers in Section 6 of this report.)

- 2.2 Subsequently at its meeting held on 8 April 2019, this Committee approved its Annual Forward Work Programme for 2019-20, which included the following Item:

Topic	Role	Why is the Committee looking at this report?
Waste Strategy Action Plan Monitoring	Monitoring Council’s performance against agreed action plan.	Item referred from the Overview and Scrutiny Management Committee. To monitor progress of the Waste Strategy Action Plan to address findings of the Wales Audit Office Report. 2 September 2019

(Links to the Report and Minutes of the Performance Scrutiny Committee – Place and Corporate held on 8 April 2019 are provided in the Background Papers in Section 6 of this report.)

- 2.3 The Draft Waste Strategy is attached to this report as **Appendix 1** which includes the Action Plan for monitoring by the Committee.
- 2.4 The Committee is requested to note the Draft Waste Strategy and consider the Action Plan update upon progress to be presented to the Committee. All actions included in the Strategy are part of the City Services Service Plan which is monitored by the Committee six-monthly.

3 Information Submitted to the Committee

- 3.1 **Appendix 1** – Draft Waste Strategy which includes the Action Plan to be considered by Committee.

4 Areas of Focus

4.1 Role of the Committee

The role of the Committee in considering the report is to:	
	<ul style="list-style-type: none"> Consider the Draft Strategy Action Plan presented; Assess and make comment on: <ul style="list-style-type: none"> Whether progress has been made in the Action Plan to date? Whether actions are in place to continue progress over the next twelve months?
2.4	Acknowledge that all Actions included in the Draft Strategy are part of the City Services Service Plan which is monitored by the Committee on a six-monthly basis.
	<ul style="list-style-type: none"> Conclusions <ul style="list-style-type: none"> What was the overall conclusion on the information contained in the report? Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the performance of the Service Area? Does the Committee wish to make any comments to the Cabinet Member?

Well-being of Future Generation (Wales) Act

4.2 The Committee's consideration of the Waste Strategy Action Plan Monitoring should consider how the service is maximising their contribution to the five ways of working. Below are examples of the types of questions to consider:

5 Ways of Working	Types of Questions to consider:
<p>Long-term</p> <p>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	How does the draft Waste Strategy Action Plan take account of the long-term impact upon future generations?
	What evidence is there that demonstrates the Well-being of Future Generations (Wales) Act has been considered in developing the Waste Strategy Action Plan?
<p>Prevention</p> <p>Prevent problems occurring or getting worse.</p>	How are you ensuring that the needs of the service users monitored and are taken into account when developing the long-term strategy action plan?
<p>Integration</p> <p>Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	How does the Council's implementation of the draft Waste Strategy Action Plan impact upon the services of other public bodies and their objectives?
<p>Collaboration</p> <p>Acting in collaboration with any other person (or different parts of the organisation itself).</p>	How was the knowledge / information / good practice of others been used to inform / influence the draft Waste Strategy Action Plan?

<p style="text-align: center;">Involvement</p> <p>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p>	How were the people who would be impacted by this draft strategy Action Plan involved?
	While developing a long-term strategy and action plan, how were diverse communities involved?

Section B – Supporting Information

5 Links to Council Policies and Priorities

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

6. Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 - 2022](#)
- Overview and Scrutiny Management Committee held on 7 March 2019
[Report \(Agenda Item 5 refers \) and Minutes](#)
- Performance Scrutiny Committee – Place and Corporate held on 8 April 2019
[Report \(Agenda Item 6 refers\) and Minutes](#)

Report Completed: August 2019

NEWPORT'S WASTE STRATEGY

2019-2025

Contents

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1. Introduction

a. National context:

The Welsh Government set out its overarching strategy in relation to Waste in 'Towards Zero Waste – One Wales: One Planet strategy in 2010'. The document aims to set out Wales' long term framework of waste management and resource efficiency and states that Wales will have zero residual waste by 2050 through a gradual approach of set recycling targets. The table below outlines the current statutory intermediate targets;

Target on waste collected by LAs	2012/13	2015/16	2019/20	2024/25
Minimum overall recycling	52%	58%	64%	70%

The Welsh Government also set limits on the amount of biodegradable municipal waste that councils in Wales can landfill. The Landfill Allowance Scheme (Wales) Regulations 2004 established the Landfill Allowance Scheme (LAS) Wales, which reflects the relevant requirements of the European Union Landfill Directive. The purpose of the scheme is to ensure diversion of biodegradable municipal waste from landfill, to reduce pollution from landfill gas that is a potent greenhouse gas. As is the case with those councils that miss the statutory recycling target, those councils that exceed their landfill allowance could also be subject to financial penalties.

In March 2011, The Welsh Government published the 'Collections Blueprint - For affordable and sustainable local authority collection services for recyclable, compostable and residual waste'. The Collections Blueprint describes the Welsh Government's recommended service profile for the collection of waste from households, including the following central policies:

- Weekly separate collection of dry recyclables via 'kerbside sort', with material being collected separately in boxes and/or in re-usable sacks, with two or more boxes provided per household, and recyclables being sorted into separate compartments on the collection vehicle by the collection staff;
- Weekly separate collection of food waste;
- The use of modern lightweight, multi-compartment vehicles for a single pass collection of dry recyclables and food waste; and
- Fortnightly collection of residual waste, from collections with reduced residual waste capacity, where 'no side waste' policies are enforced.

The Collections Blueprint has been designed to not only meet the targets set out in the 'Towards Zero Waste' strategy, but also ensure compliance with the requirement for separate collections as set out in the European Waste Framework Directive.

The targets bring with them substantial financial penalties of £200 per tonne, for not meeting the required levels of recycling and/or exceeding the allowable levels of landfill. To put it into context, for Newport 1% off a target equates to a fine of around £140,000.

Alongside the requirements of 'Towards Zero Waste', the service delivered will also need to contribute to the goals set out as 'Well-Being of Future Generations (Wales) Act 2015'

Consequently, this Strategy seeks to identify the integrated approach needed to ensure that not only are these fines avoided but crucially that service users and stakeholders have a clear understanding of the aims of the service, the actual services provided by the Council, the education and engagement activities it can undertake to promote these, and the Council's future plans to meet its aspirations and statutory requirements.

b. Local context

Newport is a coastal city, covering a geographical area of just over 84 square miles. With a population of almost 150,000 people, it has an urban hub with an extensive rural hinterland and is home to one of Wales' most diverse and multi-cultural populations. Its natural and heritage assets are significant, such as the Wetlands Reserve, Roman Caerleon, Tredegar House, the iconic Transporter Bridge and important links to Chartism and the history of British democracy.

Newport is a vibrant, forward-thinking city steeped in a rich industrial heritage. Whilst some of the core industries at the time are now lost, the city has proved that it can re-establish and adapt itself as a centre of modern industry and commerce, particularly in areas such as technology, finance, professional services and the government sector. The new City Regional Deal offers huge potential for the city's future economic growth.

Newport gained city status in 2002. Since then, one of the largest regeneration projects in the UK has delivered huge transformation, culminating in the opening of the Friars Walk retail and leisure complex in 2015. In recent years, landmark buildings have been brought back into use, creating new homes and commercial space in the city centre. Newport has also developed an international profile, having hosted world-class business and sporting events: the NATO Summit in 2014 and the Ryder Cup in 2010.

Newport's Corporate Plan 2017-2022 clearly states its commitment to the environment through its Vision of 'improving people's lives' and the well-being objective - To promote economic growth and regeneration whilst protecting the environment.

In response to the Well Being and Future Generation Act (Wales) 2015, Newport also has published its Well Being Plan for Newport 2018-2023, which also provides context for this waste strategy, when it commits, via its One Newport Public Services Board, to work differently to deliver the well-being priorities, including Newport having clean and safe environment for people to use and enjoy, and creating communities resilient to climate change.

In preparing Newport's Integrated Waste Strategy, as presented in this document, both plans have been referenced to ensure it remains aligned to the commitments identified in them.

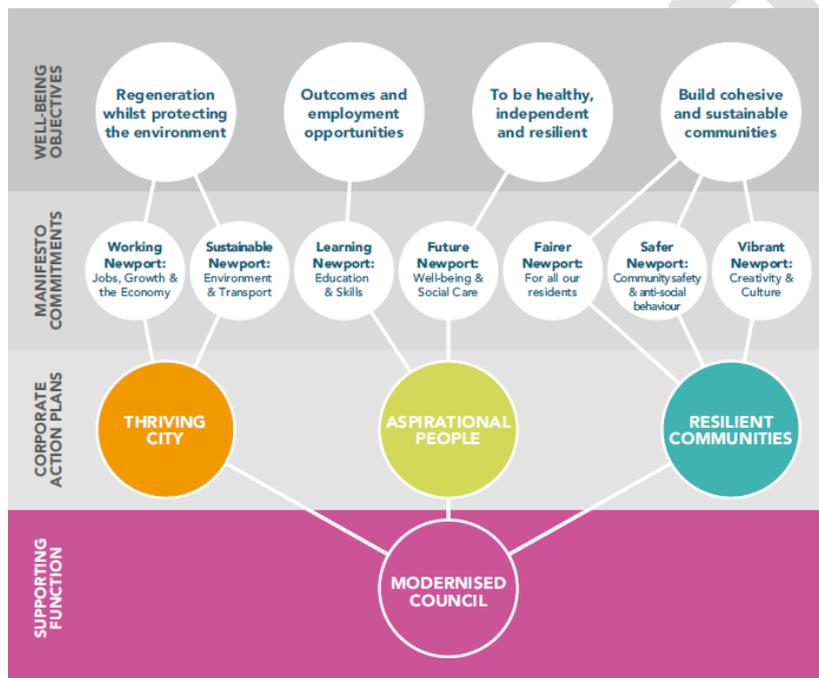
Newport City Council adopted a kerbside collection system from the outset. Since its inception, all improvements introduced by the City Council have moved Newport's recycling methods closer to Welsh Government's Collections Blueprint. This has resulted in consistent levels of performance, with a steady rate of improvement, and Newport has long been an exemplar of sustainable waste management. With strong political leadership and a desire to be a lead authority, Newport was one of the first authorities in Wales to roll out weekly recycling collections and fortnightly residual waste collections.

Newport recognises the intrinsic value of waste as a reusable item, process material and future fuel source and seeks to maximise the opportunities this brings socially, environmentally and financially.

2. Vision and Objectives

a. Vision and link to Council priorities

Under the Council’s Corporate Plan there are different areas of activity centring all different actions and commitments linked to the well- being goals, summarised below. They will be the overarching structure where the strategy, vision and specific objectives sit.



This document is based on the need to meet the recycling targets set by Welsh Government, but it goes beyond that, as it is a platform to ensure the right approach is used and sustainability is key. This document sets out a long-term vision for waste services and how to achieve it, and establish the basis for engagement with residents.

The Council deliver essential public services to the City of Newport, that impact on every resident, business and visitor within the city, with the waste and recycling element at the heart of it. It is widely accepted that the reliability and quality of these services significantly influences stakeholder perception of the Council and the city as a place to live, visit or do business. The wide range of services not only impact on the quality of life and wellbeing of our communities but also impact positively on objectives such as social inclusion, community safety and the local economy.

With the City currently seeing increases in population, new businesses and house building, the authority is indeed achieving its drive to make the city a place stakeholders want to live, visit or do business. Although clearly welcome, it places increasing demands on essential frontline services and infrastructure. This combined with reductions in local authority funding create significant financial and resource challenges.

Within this context, our vision is to **provide the most efficient and effective services in Wales in a way that contributes to keeping healthier and sustainable communities, in line with the Well-being Goals.**

b. Specific objectives for recycling

Newport City Council has three values – Courageous, Positive and Responsible. These values apply to this strategy and how the different activities will be implemented.

Newport’s Waste Strategy has been developed to respond to legislation, and an overarching element of any waste strategy needs to be waste minimisation, following the waste hierarchy as established in the Waste Directive and the basic principles of sustainability; in future we must prevent waste from being generated, where we cannot prevent, we must reduce, repair, re-use, recycle and compost more. Waste must be considered a resource from which as much value as possible should be recovered. Disposal should only ever be the last resort.

This document has also been developed following public consultation on recycling; the results of this consultation provided the Council with insight on our resident’s needs and opinions and have informed our objectives.

The following key Objectives have been identified to ensure Newport City Council continues to improve services for customers and other stakeholders:

IMPROVE RECYCLING AND MINIMISE WASTE
1. Increase recycling performance (offer additional recycling services, improve capture, improve provision)
2. Meet biodegradable waste to landfill targets (alternatives to landfill)
3. Reduce waste arising per resident (promote waste minimisation, reuse alternatives, promote recycling over disposal)
MODERNISED SERVICES
1. Provide recycling services to all residents and businesses in Newport (seek to extend the coverage of full recycling services so that all households have either a regular collection service or a convenient alternative arrangement available for those who do not have a regular recycling service)
2. Incorporate new technologies and ways of working (review and improve internal processes to ensure service is efficient, use new technologies when available, review assets, look for improved recycling processes)
3. Improve engagement with residents, businesses and stakeholders (improve contact and increase contact options, create specific engagement activities, incorporate feedback)

3. Strategy

a. Context

The Welsh Government established the 'Collaborative Change Programme' (CCP) in 2011 to support Local Authorities to hit the targets around waste management and recycling by developing a business plan with mid and long term actions. The aim of the programme was to review all waste services, come up with options and model different scenarios to develop alternatives and a proposed plan to ensure the recycling targets were met. This would then serve as the basis to approve a new Waste Strategy document detailing actions to meet the recycling targets over time.

In 2014, Newport failed to meet its statutory targets and agreed to get support from the CCP to improve its performance. Under this programme, Newport City Council Officers worked with Welsh Government and WRAP from 2015 to 2017 to review the Council services, analyse all the different options available and come up with a tailored proposal that would ensure the Council met the set targets and avoid the imposition of fines.

This review was driven by several factors:

- The need to improve the recycling performance, by defining medium to long term options and actions as a continuation of the previous Sustainable Waste Plan 2013.
- The need to establish a new Waste Strategy was also a recommendation from the Wales Audit Office (WAO) as a result of their waste services audit conducted in 2015/2016.
- Financial pressures: since 2001/2002 the Welsh Government have provided additional support to local authorities to move to higher diversion recycling services in the form of the Sustainable Waste Management Grant. This is a top up to cover the cost of service transition and investment, however the underlying principle is that once implemented, high diversion recycling is more cost effective than the status quo and so the grant has been decreasing over time and is likely to be phased out in the future.

The review comprised of options appraisal for the main areas of household collections, Household Waste Recycling Centre and commercial waste, including a full cost benefit analysis of different scenarios based on the preferred options of each area, and complete Business Case on the recommended scenario. All reports with the findings and recommendations from the CCP process, including the Cost-Benefit Analysis and the Business Plan, were presented to the Overview and Scrutiny Management Committee for analysis and recommendations. A Policy Review Group was established and a recommendations report presented to the Cabinet Member for Streetscene in May 2018.

Main recommendations were to support the development of an additional Household Waste Recycling Centre and develop for commercial waste recycling, but to not support the introduction of three weekly residual waste collections. Also, further work on flats recycling was requested, as well as considering undertaking a short consultative exercise on why people do not recycle. In summary, the Policy Review Group recommended a partial introduction, but excluded the proposed changes to the frequency of domestic residual waste collections.

Full information can be found [here](#).

However, unless the Council reduced the amount of residual waste collected, it would fail to meet its statutory recycling targets, facing additional cost pressure of £6.5m because of increased operational costs and fines. This fact was recognised by the PRG recommendations report, as it stated that without introducing three weekly collections, the Council would not be in a position to reach the necessary targets for recycling, would be subject to the associated fines from the Welsh Assembly and would

not be able to fund extra costs linked to developing the other recommended activities. As such, officers were unable to proceed with the recommendations as a cohesive strategy.

Following the report from Scrutiny, the Cabinet Member for City Services requested that officers develop alternative proposals for domestic collections to assist the Council in meeting the statutory recycling targets and avoid the additional, significant cost pressures associated. Taking into account alternatives available, information on waste compositional analysis that showed that almost 60% of the material being disposed of in residual bins was recyclable, and benchmarking and best practice from other Welsh Local Authorities, the proposed alternative solution was the introduction of smaller bins. Whilst this would not be as cost effective as reduced frequency collections, results elsewhere indicated that impact on recycling rate would be similar.

All proposals were then presented to the Cabinet Member for City Services for approval as the basis for the review Council's Waste Strategy; the proposal was approved on 28th Dec 2018 and full report and appendixes can be found [here](#).

In summary, the decision taken includes activities for improvements split into the three main service deliver areas:

- Household waste collections, with the restriction of residual waste capacity for domestic properties by introducing 120 litre wheeled bins for fortnightly collection of non-recyclable waste only, and the introduction of a new waste education and enforcement team to support the residual waste cap.
- Household Waste Recycling Centres (HWRC), by developing a second HWRC.
- Commercial waste collections, by developing recycling focused commercial waste collections.

Expected contribution to recycling performance from the different areas is:

AREA	CONTRIBUTION TO RECYCLING PERFORMANCE
Household collections	7%
HRWC	2%
Commercial collections	1%

And details on the different activities included in each area can be found in the next section.

b. Main areas and activities

Household waste collections

The household waste collection services are the main contributor to Newport's recycling rate; with collections provided to more than 65,000 properties, only one Household Waste Recycling Centre for almost 150,000 residents (compared to an average of one site per 17,000 properties across Wales) and high amounts of residual commercial waste collected, Newport is heavily dependent on its household collections.

Source segregated kerbside collections for all dry recyclable materials and food waste are provided weekly, with residual and garden waste collected fortnightly. Detail of the services currently provided can be found in Appendix 1.

Results from a Wales-wide waste compositional analysis conducted by WRAP in 2015-2016 show that across Wales a high percentage of recyclable materials still end up in the residual bin; in Newport's case, results show that 30% of the residual bins is food waste, and another 28% other dry recyclable materials, with only a 42% being non-recyclable waste. This data shows that potential to improve capture of recyclable materials at the kerbside is high.

Also, benchmarking data on changes implemented in other Welsh Local Authorities, where restrictions on residual capacity have been applied by changing either size of containers or collection frequency, shows sharp increases in recycling rates.

Following this line, main changes linked to household collections in Newport involve restriction of residual waste. During the review undertaken as part of the CCP project, three weekly collections were modelled and showed an overall increase in the recycling rate of 5% with a conservative approach, which since has been increased to 7%. Later on, a decision was taken to reduce container capacity instead; however, despite the change presenting a different costing profile, in terms of performance it will deliver the same result and implementation of residual restriction capacity will contribute with 7% towards Newport's recycling rate, also having an overall impact on waste minimisation and a reduction in the waste generated by residents of 10%.

Main changes involve:

The following default capacity for residual waste will be provided to residents, on a fortnightly basis:

- 120 litre for homes with 5 or fewer people
- 180 litre for homes with 6 to 7 people
- 240 litre for homes with more than 8 people

Larger bins will only be provided when residents can demonstrate they are recycling all materials that can be recycled or composted.

A ban on the following materials being placed in non-recyclable bins will be applicable:

- Paper
- Cardboard
- Plastic bottles and plastic trays
- Glass bottles and jars
- Cans, tins and aerosols
- Food waste
- Garden waste
- Electrical items
- Clothes

Recycling containers and collection frequency will remain unchanged: weekly collection of:

- Blue box: paper, electrical items, textiles
- Green box: cardboard and glass
- Red bag: cans and plastics
- Brown caddie: food waste

Existing support services (assisted collections, bulky items collections) will also remain unchanged.

Families with children under 3 years of age living in the same house and residents with health conditions that produce incontinence pads or similar waste can request an additional collection for hygiene waste.

Residents found to be placing items listed above in the non-recyclable bin will face a fine, after enough warning and information and support have been provided. To this end a new team of engagement and enforcement officers will be available to monitor collections, assist and engage with residents and, as a last resort, enforce the collections policy. More details are provided in Appendix 3.

More information on household collections can be found in the [Household Waste and Recycling Collection Guidance](#).

These changes are to be implemented in 2019.

As additional activities to improve kerbside recycling collections, the Council will undertake a review of waste collections from flats, following recommendations of the Scrutiny Policy Review Group. Flats collections are traditionally a challenging area, and it is recognised across the UK that they have lower than average waste arisings; also, flats only represent about 9% of households in Newport and tonnage collected from flats only amounts to 5% of the total recycling tonnage collected at the kerbside, so measures on flats will have a relatively low impact on overall performance. However, there is a need to ensure consistency in services provided and look for ways to improve recycling in all areas, so a review and corresponding actions will be carried out in the medium term.

Changes to the way crews work will also be implemented by the introduction of new technologies – a new Customer Relationship Manager (CRM) system is being implemented in the Council to manage all resident's interactions and requests, and as part of that upgrade a new Mobile Waste module will be introduced. This will enable the crews to work more efficiently and facilitate interaction with residents, so will contribute to all 'modernised council' objectives.

Household Waste Recycling Centres

Newport City Council has only one HWRC, a medium-sized purpose-built site located in the industrial south of the city close to Alexandra Docks and the Docks Way landfill site is. As the only site in the city, it serves the entire population of Newport, which is much lower than the Wales average of one site per 17,000 residents. This is the reason why the HWRC contribution to the recycling rate is also lower than most councils, contributing 14% compared to 25% by some of the top performers. Although a review on driving times showed that the current provision is good, as almost 100% of the population are able to drive to the site within 20 minutes, meeting WRAP's recommendation on HWRC provision, the site is heavily used and tends to experience congestion on the weekends, which impacts on traffic onto the surrounding road, which is a dual carriage way. Works were carried out recently to reverse the flow of traffic on site, which has improved accessibility and traffic congestion on the main road.

Newport HWRC is provided solely for residents of Newport to take materials for recycling, composting, re-use and disposal of non-recyclable waste.

The construction of a second HWRC is included in Newport's Corporate Plan as one of the 20 Commitments by 2022 that will help deliver the objectives set out in the plan and it will improve provision, accessibility and will boost recycling performance; modelling shows that a new HWRC would produce an increase of 2% in the recycling rate. It will not only affect positively the recycling performance but has also links to the modernised services theme and engagement work to build on community pride.

It is proposed that the new site is built on the Eastern part of the city to balance provision, and plans include not only a standard provision of recycling options for residents, but a re-use area and, potentially, alternatives for recycling of commercial waste too.

The new site will be fully operational by 2022; early work was done during the options appraisal phase, however due to the complexity of the project, proper design and decisions on final set up will be taken once a location has been selected.

Additionally, improvements to the existing Docks Way site will also be implemented during 2019/2020 following the changes to the traffic flow – layout and location of skips will be reviewed, skips and signage updated, and work to minimise residual waste will also be undertaken, following best practice from high-performing sites in Wales.

Commercial Waste Collections

Newport City Council provides a commercial waste service to approximately 1,000 businesses in Newport, predominantly to entertainment and recreation companies, with accommodation and food services close behind. Recycling collection services are on offer for cardboard and dry mixed recycling only, with the majority of the 4,500 tonnes collected being residual waste, which has a negative effect on its overall recycling rate.

A review of the service showed that there was potential for the Council to grow the market take up and number of customers, with the right sales strategy, and an estimation of the composition of the residual waste collected suggested that up to 50% of the material currently collected could be recycled.

On this area, main activity will be to improve recycling by developing a separate, dedicated commercial recycling service on a source-segregated basis. This will improve recycling performance and at the same time ensure the Council is in the position to offer a service in line with waste regulations for businesses. Changes to the commercial collections would promote recycling amongst businesses and waste minimisation, and are expected to contribute to the overall recycling rate in at least 1%

4. Review and monitoring

There is a need to review this overarching waste strategy to measure progress and results over time, as well as monitor the implementation and impact of the different activities and actions deriving from it.

The review will be undertaken at different levels:

Performance review

The Council has a number of set performance indicators, made up of national measures set by the Welsh Government and measures which are set by service areas to monitor priorities. The following performance indicators are part of the current City Services Service Plan and are being monitored as part of the corporate performance review:

- PAM/030 (WMT/009b) - % Municipal waste re-used, recycled and composted

- PAM/043 - Kilograms of residual waste generated per person
- STR/L/018 - % of municipal waste recycled at the HWRC

Performance data is inputted in the Council performance system, MI hub, on a quarterly basis, and is presented to the Performance Scrutiny Committee – Place and Corporate to monitor progress regularly. Service Plans are also updated mid-year and reviewed at year end. All relevant actions for the year will also be included in the Service Plan and are updated/monitored via MI hub system, so all relevant information related to actions and performance will be available through the system.

Also, the Council has set four Programme Boards, reflecting the themes within the corporate plan. These boards have four functions:

- Deliver the corporate plan project priorities
- Exercise budget management responsibility over high risk areas.
- Identify and drive forward budget savings to be included in the medium term financial plan
- Help embed culture change as we seek to become a more effective, modern organisation

Updates on waste strategy and waste and recycling activities are being presented to the Thriving City Programme Board on a regular basis.

Although the Overview and Monitoring Scrutiny Committee has been heavily involved in the preparation and approval of this strategy, and updates were provided to the Committee until the approval stage, it has been noted that ongoing monitoring of the strategy implementation will be referred to the Performance Scrutiny Committee – Place and Corporate. This will be included as part of their yearly work programme.

Financial monitoring

All costs linked to activities included in this document will be monitored on a monthly basis as part of the standard Council budget review system. In addition, service changes are normally included as part of the medium term financial plan review, so business cases are prepared and approved, and then monitored, by the relevant board on a regular basis

Waste strategy document review/update

The waste strategy document will be reviewed on a yearly basis to assess progress and ensure the document is still relevant in light of future changes etc. Also, the specific action plan included as Appendix 2 will need to be updated to reflect progress to date and to be adapted to potential changes.

Appendix 1: Current service

Current waste and recycling services provided by Newport City Council are as follows

Collection Services	Household collections	<ul style="list-style-type: none"> -Fortnightly collections of residual waste using 120l bins (rolled out early 2019) or equivalent capacity -Fortnightly collection of garden waste using 240l orange lidded bins – service runs 9 months a year, free of charge -Weekly collection of dry recyclables: <ul style="list-style-type: none"> – Blue box 55l: paper, textiles, small electrical items – Green box 55l: cardboard and galls – Red 90l bag: cans and plastics – 5l (internal) and 23l (external) caddies: food waste. Compostable food liners provided free of charge - Fortnightly collections of nappy/hygiene waste using yellow nappy sacks
	Bulky items collections	A chargeable collection service for bulky items is available on request
	Commercial waste collections	<ul style="list-style-type: none"> -Waste collections of residual waste, dry mixed recycling and cardboard are available for businesses -Different options for collection frequency and type of container (1100l, 660l, 360l, sacks)
	Household waste collection centre	<ul style="list-style-type: none"> -Collection of all types of recyclable materials, bulky items, DYW waste, media, etc. , for residents only -Open 7 days a week -A Reuse shop where items in good condition will be collected for reuse is located at the site
Treatment services	Residual waste	All household residual waste collected is sent to Cardiff's Energy from Waste facility as part of the inter authority contract Project Gwyrdd
	Organic waste	<ul style="list-style-type: none"> -All garden waste collected is treated in the Council's composting plant located at Docks Way. The compost produced is a certified PAS 100 product for agricultural use -Food waste is sent to the Anaerobic Digestion plant located at Bryn Pica, which produces biogas and fertilizer as outputs
	Recyclates	All dry recyclable waste is sent to permitted reprocessors in the UK so it can be recycled and transformed into raw materials again

Appendix 2: detailed Action plan

Area	Activity	Links to Main Objectives	Action	Implementation date	Lead/owner	Monitoring
HOUSEHOLD COLLECTIONS	Residual restriction: roll out of smaller bins	<ul style="list-style-type: none"> -Increase recycling performance -Reduce waste arisings -Meet landfill diversion targets -Provide extensive recycling services -Improve engagement with residents 	Delivery of new bins and collection of old bins	April-June 2019	-Waste and Cleansing Service Manager	1.KPIs to be monitored: -PAM/030, PAM/043 -Tonnage of residual and recycling waste collected at kerbside -No. of containers delivered -No. of tags issued/enforcement stages 2.Report to: -Performance Scrutiny Committee (performance data) -Thriving City Programme Board -Corporate Management Team
			Targeted communications campaign	March 2019-June 2019	-Collections Team Manager	
			Delivery of additional recycling containers	April-July 2019	-Cleansing Team Manager	
			Monitoring of collections	Ongoing from April 2019	-Recycling Team Manager	
			Engagement with residents	Ongoing from April 2019		
			Extend nappy collection service	April-July 2019		
	Flats collections review	<ul style="list-style-type: none"> -Increase recycling performance -Reduce waste arisings -Meet landfill diversion targets -Provide extensive recycling services -Improve engagement with residents 	Review of existing provision and proposals for improvement	Autumn 2019	-Waste and Cleansing Service Manager -Collections Team Manager	1.KPIs to be monitored: -PAM/030, PAM/043 -Tonnage of residual/recycling waste collected at kerbside 2.Report to: Thriving City Programme Board
			Engagement with residents	Autumn 2019-Early 2020	-Cleansing Team Manager -Recycling Team Manager	
			Implementation of changes	February 2020		
	Mobile Waste	<ul style="list-style-type: none"> -Incorporate new technologies -Improve engagement with residents 	Core System installation	June-August 2019	-Customer Experience Service Manager -Waste and Cleansing Service Manager	1.KPIs to be monitored: -no. of missed collections/complaints; - collection times; changes to routes 2. Report to: Modernised Council Programme Board
Mobile devices roll out			September 2019	-Customer Experience Service Manager -Collections Team Manager		
Docks Way site review	<ul style="list-style-type: none"> -Increase recycling performance -Reduce waste arisings -Meet landfill diversion targets 	Layout review	Autumn 2019	-Waste and Cleansing Service Manager -Recycling Team Manager	1.KPIs to be monitored: -STR/L/018 -Tonnage of residual and recycling waste collected at HWRC 1.Report to: -Performance Scrutiny Committee (performance	
		Implementation of changes	November 2019-March 2020			

Area	Activity	Links to Main Objectives	Action	Implementation date	Lead/owner	Monitoring
HWRC			Review residual waste acceptance criteria	November 2019-March 2020		data) -Thriving City Programme Board
	New HWRC	-Increase recycling performance -Provide extensive recycling services	Site search and land lease/purchase	September 2019 to March 2020	-Waste and Cleansing Service Manager -Recycling Team Manager	1.KPIs to be monitored: -STR/L/018 -Tonnage of residual and recycling waste collected at HWRC 2.Report to: -Performance Scrutiny Committee (performance data) -Thriving City Programme Board
			Site design	April-September 2020		
			Commissioning of civil works	September-December 2020		
			Construction works	2021		
			Engagement with residents	2021		
COMMERCIAL COLLECTIONS	Develop commercial recycling service	-Meet landfill diversion targets -Provide extensive recycling services -Improve engagement with businesses	Design/procurement of recycling service	Autumn 2019	-Waste and Cleansing Service Manager -Collections Team Manager -Recycling Team Manager	1.KPIs to be monitored: -PAM/030, PAM/043 -Tonnage of residual and recycling waste collected from businesses -No. of clients -Financial monitoring on income generated 2.Report to: Thriving City Programme Board
			Implementation of recycling services	2020		



Appendix 3: Engagement

Engagement with residents

Approach

Newport's communications will be focused on engagement with residents and the messages and methods deployed will be designed to assist behavioural change and make the service as easy as possible for people to use. The Council will work in partnership with stakeholder groups and contract partners to provide guidance, information and assistance to enable all residents to access all services to maximise recycling and minimise waste.

Aims of communications activities will be:

- To increase awareness of the need and positive impact of recycling
- Whilst recognising the efforts most of the residents already make, to encourage more residents to start recycling or recycle more
- To keep people informed of new approaches and opportunities for recycling

Results from campaigns and studies across the UK suggest education campaigns, even if needed to raise awareness and support behaviour change, do not have a big enough impact or result in a significant change on their own. Therefore, rather than as standalone solutions to increase the recycling performance, communications have to be used as key supporting elements of operational changes – this way they will contribute to reinforce the message and provide advice and support to residents to understand the changes and enable participation.

With this project-based approach, the Council aims to deliver big project-based communications campaigns linked to service changes, supported by non-time specific smaller campaigns linked to specific objectives (such as promoting food waste recycling or real nappies). In between this targeted campaigns, the Council still aims to deliver regular communications outputs to ensure residents are kept up to date with relevant news, reminded of the services available to them etc. via standard communications channels (Council website, social media, newsletters etc.).

Also, the Council recognises that different audiences or activities may need difference approaches, so different elements (digital tools, paper-based communications, face to face interaction, press, signage etc.) will be considered.

All communications will be conducted in Welsh and English

Resources

A recent survey on the waste and recycling services showed there is a clear recognition amongst Newport residents of the need to improve recycling, and outcome indicates a significant percentage of the population could do more to recycle or recycle more material. In addition, that information on what can be recycled and availability of recycling containers is needed, and that there is support for the Council issuing fines for non-recyclers and for the Council to provide support to residents by reviewing the content of their bags with them.

As a result, increased resources have been included to enable proper engagement during the next 2 years; a team of engagement officers has been created to support the service change linked to household collections and its communications campaign, with the main aim of monitoring the waste collections and identifying and monitoring areas where residents are not segregating their waste correctly. The officers will engage with residents to explain what materials need to be segregated and how to do it.

The proposed system to monitor and control the correct segregation of waste is as follows:

- All residents will be provided with information on the recycling scheme, receptacles available and what goes where as part of the communications campaign linked to the smaller bins roll out.
- Once smaller bins are in place, the Council will monitor usage of bins and recycling containers, and will use a 3 strike system where residents presenting overfull bins or side waste will get their bins tagged. This will trigger contact by the engagement team to provide individual guidance and advice to residents, which could also involve pro-actively conducting bin audits to ascertain ownership and provide assistance to residents as to what materials can be deposited in recycling receptacles.
- When all communication and engagement routes have been exhausted it may be necessary to use powers under S46 of the Environmental Protection Act 1990 to take enforcement action against residents who are not following the Council's waste and recycling policies, which could then result in a fixed penalty notice if issues persist. This will be done as a last resort option and after ensuring residents have been given every opportunity to participate in the correct manner; enforcement of any kind will only be used when all other methods of communication and engagement have been exhausted.

Clear policy and guidelines will be available for residents, so there is clarity about how the policies work, how to recycle and what is allowed; aim is to engage with residents and bring them on board, and to ensure it is residents who do not participate and engage who are targeted.

In addition, the Council will continue to make use of existing corporate resources:

- Council media (website, social media, newsletters etc.) managed by its Public Relations team,
- and Customer Services resources – Contact Centre staff and MyNewport portal

And, where possible, the Council will continue to tie in with existing regional and national campaign, making use of existing materials/templates and common themes. Also to take part in the Welsh Government's multi-year Behaviour Change Programme that is about to be launched, and other national initiatives as they are developed, which is likely to provide multiple opportunities for participation and collaboration, whilst continuing to make the most of existing networks and partnerships

Newport City Council will also collaborate with stakeholders and local interest groups to improve waste services and its reach to residents, local business and visitors.

Engagement with businesses

In the first instance, the Council will focus on the conversion of the collection service to one that is recycling led, enabling local businesses to respond to the regulations of the Environment (Wales) Act 2016. However, it will make use of current resources to liaise with businesses to ensure they

understand their obligations and know their options, and will try to influence behavioural change in local businesses and encourage the recycling behaviours adopted at home to be transferred to the work place. It will look to ensure that its service design will support this approach.

Engagement with schools

Environmental Education is provided to children in schools through the National Curriculum. However, Newport City Council complements this by carrying out additional activities to increase awareness in recycling matters. Current activities include:

- Educational Programme – a schedule of educational visits is carried out via Wastesavers, a third sector organisation and current contractor to carry out recycling household collections for the Council. In their Educational Room they host educational visits by local schools.
- Encourage schools to become further involved in interactive education programmes such as Eco Schools, Fairtrade etc.
- Run competitions continually throughout the year relating to waste education such as:
 - Battery Recycling Campaign – schools across the city receive schools pack and a free recycling collection, with prizes being awarded to the best recyclers
 - Christmas Card Competition
- Carry out waste workshops to schools – such as for instance a recycling workshop been carried out to engage with Newport’s pupils on recycling in general and the collection system in use in Newport during Autumn 2018
- Schools Recycling – The Council works in partnership with Wastesavers to offer recycling waste collections to schools in Newport and is currently working on initiatives to improve recycling, especially food waste recycling, in schools.

Appendix 4: Links to Wellbeing Goals

Contribution of Newport's Waste strategy to the national Well-being Goals			
Well-being goals	5 ways of working	Newport's strategic objectives	How Newport's activities contribute to well-being goals
<p>A prosperous Wales An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.</p>	Long-term	<p>Reduce waste arisings Meet landfill diversion targets</p> <p>Provide extensive recycling services</p>	<p>Services designed so that everyone can participate.</p> <p>Maximise benefits of emerging technologies to recycle more and introduce additional materials.</p> <p>Providing residents with more suitable HWRC and re-use facilities</p>
<p>A more equal Wales A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).</p>	Integration and Collaboration	<p>Provide extensive recycling services</p> <p>Improve engagement with residents and businesses</p> <p>Incorporate new technologies and ways of working</p>	<p>Services that are accessible to all residents, local businesses and visitors</p> <p>Improvements to HWRC will improve provision so everybody is included.</p> <p>Engagement and communications that give everyone the opportunity to participate in recycling and waste minimisation schemes.</p>
<p>A Wales of cohesive communities Attractive, viable, safe and well-connected communities.</p>	Collaboration and Involvement	<p>Provide extensive recycling services</p> <p>Improve engagement with residents and businesses</p> <p>Incorporate new technologies and ways of working</p>	<p>Public Surveys and Satisfaction surveys that give residents and local businesses a voice and influence the services provided to them.</p> <p>Working with residents and local stakeholders for an inclusive waste management service.</p> <p>Encourage community resilience and empower individuals to help others by working with housing associations, businesses and other stakeholders.</p>

Contribution of Newport's Waste strategy to the national Well-being Goals

Well-being goals	5 ways of working	Newport's strategic objectives	How Newport's activities contribute to well-being goals
			<p>Collaboration with third sector partners to develop employment opportunities and enhance qualifications such as training in NVQs, to increase re-use and the wider social benefits</p>
<p>A healthier Wales A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.</p>	Integration and Involvement	Provide extensive recycling services	<p>Schools programme of communication and engagement so our children understand how they can make a difference from an early age.</p> <p>Targeted education to recognise differences. Focus messages with emphasis on the positive and appealing to residents' sense of identity and community.</p>
<p>A resilient Wales A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).</p>	Long-term	<p>Increase recycling performance</p> <p>Reduce waste arisings Meet landfill diversion targets</p> <p>Provide extensive recycling services</p>	An integrated strategy that is aligned to the waste hierarchy.
<p>A globally responsible Wales A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.</p>	Prevention	<p>Increase recycling performance</p> <p>Reduce waste arisings Meet landfill diversion targets</p> <p>Provide extensive recycling services</p>	<p>An integrated strategy that encourages the prevention of waste, providing opportunities to reuse and recycle</p> <p>Collaboration with third sector partners to help support communities</p>
<p>A Wales of vibrant culture and thriving Welsh language A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.</p>	Involvement and Collaboration	Improve engagement with residents and businesses	Education and Engagement - all communications with our community will be provided in English and Welsh.

Sustainable Development Principle	Contribution of the Waste Strategy to the 5 ways of working
 <p>Long Term</p> <p>Balancing short term need with long term needs</p>	<p>The main purpose of the Waste Strategy is to provide long term solutions and a clear direction of travel for the Council to sustainably improve its recycling performance. It is a strategic document that will provide the correct frame for more specific actions and activities that can be planned and implemented both short, medium and long term</p>
 <p>Collaboration</p> <p>Working together to deliver objectives</p>	<p>A number of partners and external organisations, including Welsh Government, WRAP, WLGA and experts in the waste industry have been part of the process follow to produce and analyse the different proposals considered and the final proposal included for consideration. Benchmarking with other Local Authorities in Wales has also been carried out, to ensure consistency and best practice are being actively pursued, and initiatives to work in collaboratively are always considered – a range of side projects have also been carried out whilst developing the waste strategy</p>
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	<p>Main stakeholders are Newport residents and local businesses:</p> <ul style="list-style-type: none"> – Residents have been involved via consultation on recycling options, and also through involvement of elected members in the options proposal. A wide communications campaign to ensure they keep being informed, and face to face assistance, will also be arranged – As for businesses, the Council currently has a collection service with very limited recycling options – by developing a proper recycling collection service, the existing customer will benefit from an improved service and the Council will also be able to offer a comprehensive collection package to new customers – Additionally, linked to the proposals included in the waste strategy, the council has undertaken a survey amongst businesses in the city centre to determine their preferences and needs linked to waste collections.
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	<p>The aim of the waste strategy is to find solutions that work for Newport and ensure plans are in place for a preventative and proactive approach, to avoid reactive solutions that do not address the root causes. Recycling has much to do with behaviour so service changes need to be coupled with regular communications – this will need to continue in the future to ensure issues with behaviour and performance keep being identified and solved.</p>

Sustainable Development Principle	Contribution of the Waste Strategy to the 5 ways of working
 <p>Considering impact on all wellbeing goals together and on other bodies</p>	<p>In relation to the Well-being Goals, the decision to have a waste strategy in place was based on the need to meet the recycling targets set by WG but it goes beyond that as it is a platform to ensure the right approach is used and sustainability is key. The proposals being considered take recycling performance into account, but in a wider sense environmental benefit and impact on local employment are also considered, which contributes to a more prosperous and resilient Wales and favour employment opportunities. Within the strategy, underlying principles to follow the waste hierarchy, favouring waste reduction and reuse, and a circular economy based on local recycling outlets also play a part in this by promoting economic growth. Moreover, work with community groups and initiatives such as reuse projects for people in need are already supported by the council, and ensuring these projects can be maintained in time by providing stability to the waste services via a waste strategy will contribute to maintain cohesive communities.</p>

DRAFT



Scrutiny Report

Performance Scrutiny Committee – Place and Corporate

Part 1

Date: 2 September 2019

Subject Scrutiny Adviser Report

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Role
Meryl Lawrence (Scrutiny Adviser)	Present the Committee with the Scrutiny Adviser Report for discussion and update the Committee on any changes.

Section A – Committee Guidance and Recommendations

Recommendations to the Committee

The Committee is asked to:

1. Committee’s Work Programme

Consider the Committee’s Forward Work Programme Update (**Appendix 1**):

- Are there any amendments to the topics scheduled to be considered at the next two Committee meetings?
- Are there any additional invitees that the Committee requires to fully consider the topics?
- Is there any additional information that the Committee would like to request?

2. Action Sheet

Consider the Actions from previous Meetings (**Appendix 2**);

- Note the responses for the actions;
- Determine if any further information / action is required;
- Agree to receive an update on outstanding issues at the next meeting.

2 Context

Background

- 2.1 The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council’s delivery of services.

- 2.2 Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council's Scrutiny webpages (www.newport.gov.uk/scrutiny).
- 2.3 The Centre for Public Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

Forward Work Programme Update

- 2.4 The Committee's work programme was set in June 2018, including estimated timescales for when the reports will be considered by the Committee. This programme is then managed and implemented by the designated Scrutiny Adviser for this Committee under the direction of the Committee Chairperson.
- 2.5 Attached as **Appendix 1** is the Committee's Forward Work Programme Update: The Committee is asked to consider
- *Any amendments to the topics scheduled to be considered at the next two Committee meetings?*
 - *Are there any additional invitees that the Committee requires to fully consider the topics?*
 - *Is there any additional information that the Committee would like to request?*

The Committee agreed to keep a degree of flexibility within its work programme to enable the Committee to respond to urgent / emerging issues. This item is an opportunity for the Committee members to raise any suggested amendments to the Work Programme.

Action Sheet from Previous Meetings

- 2.6 Attached at **Appendix 2** is the action sheet from the previous Committee meetings. The updated completed actions are included in the table.
- 2.7 Any actions that do not have a response will be included on the Action Sheet at the next meeting to ensure that the Committee can keep track of outstanding actions.

3 Information Submitted to the Committee

- 3.1 The following information is attached:

Appendix 1: The Committee's Forward Work Programme Update;
Appendix 2: Action Sheet from Previous Meetings.

4. Suggested Areas of Focus

Role of the Committee

The role of the Committee in considering the report is to:

- **Forward Work Programme Update**

Consider:

- Are there any amendments to the topics scheduled to be considered at the next two Committee meetings?
- Are there any additional invitees that the Committee requires to fully consider the topics?
- Is there any additional information that the Committee would like to request?

- **Action Sheet from Previous Meetings**

- Consider the responses to the actions from the meeting;
- Are you satisfied that you have received the necessary information?
- Are there any further issues arising from the responses that you would like to raise?
- For the actions that do not have responses – these actions will be rolled over to the next meeting and reported back to the Committee.

Section B – Supporting Information

5 Supporting Information

- 5.1 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.
- 5.2 The latest Cabinet work programme was approved by the Cabinet on a monthly basis for the next 12 months and includes the list of reports scheduled for consideration. Effective forward planning by both Cabinet and Scrutiny needs to be coordinated and integrated in relation to certain reports to ensure proper consultation takes place before a decision is taken.

6 Links to Council Policies and Priorities

- 6.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.
- 6.2 This report relates to the Committee's Work Programme, Actions from Committee's and Information Reports that support the achievement of the Scrutiny Committee, in accordance with the Law and Regulation Service Plan, Objectives, Actions and Measures and the Wellbeing objectives:

Well-being Objectives	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7 Wellbeing of Future Generation (Wales) Act

7.1 The Wellbeing of Future Generations Act 2015 which came into force in April 2016 sets the context for the move towards long term planning of services.

7.2 General questions

- How is this area / policy affected by the new legislation?
- How will this decision / policy / proposal impact upon future generations? What is the long term impact?
- What evidence is provided to demonstrate WFGA has been / is being considered?
- Evidence from Community Profiles / other data?
- Evidence of links to Wellbeing Assessment / Objectives / Plan?

7.3 Wellbeing Goals

- How are the Wellbeing goals reflected in the policy / proposal / action?
 - *A prosperous Wales*
 - *A resilient Wales*
 - *A healthier Wales*
 - *A more equal Wales*
 - *A Wales of cohesive communities*
 - *A Wales of vibrant culture and thriving Welsh language*
 - *A globally responsible Wales*

7.4 Sustainable Development Principles

- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
 - **Long Term**
The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs
 - **Prevention**
How acting to prevent problems occurring or getting worse may help public bodies meet their objectives
 - **Integration**
Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies
 - **Collaboration**
Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives
 - **Involvement**
The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

8 Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017 - 2022](#)
- The Corporate Assessment and [follow up assessment](#).

Report Completed: August 2019

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Appendix 1

**Performance Scrutiny Committee – Place and Corporate
– Forward Work Programme Update**

Monday, 4 November 2019 at 4pm		
Topic	Information Required / Committee's Role	Invitees
<p>2019 - 20 Service Plan Mid-Year Review for:</p> <ul style="list-style-type: none"> • Law and Regulation; • Finance; • People and Business Change. 	<p>Performance Monitoring - holding the executive to account for the Council's performance, focusing on:</p> <ul style="list-style-type: none"> • Achievement of outcomes and actions within service plans; • Scrutinising progress in improvements to areas of poor performance; • Assessing the extent to which performance objectives are contributing to the overall objectives and priorities of the Council including an update upon Corporate Objectives and how linked to Well-being Objectives and the Corporate Plan. 	<p>Strategic Director – Place;</p> <p>Head of Law and Regulation;</p> <p>Cabinet Member for Licensing and Regulation;</p> <p>Head of Finance;</p> <p>Head of People and Business Change;</p> <p>Cabinet Member for Community and Resources.</p>

Monday, 18 November 2019 at 4pm		
Topic	Information Required / Committee's Role	Invitees
<p>2019 - 20 Service Plan Mid-Year Review for:</p> <ul style="list-style-type: none"> • Regeneration Investment and Housing; • City Services. 	<p>Performance Monitoring - holding the executive to account for the Council's performance, focusing on:</p> <ul style="list-style-type: none"> • Achievement of outcomes and actions within service plans; • Scrutinising progress in improvements to areas of poor performance; • Assessing the extent to which performance objectives are contributing to the overall objectives and priorities of the Council including an update upon Corporate Objectives and how linked to Well-being Objectives and the Corporate Plan. 	<p>Strategic Director – Place;</p> <p>Head of Regeneration Investment and Housing;</p> <p>Cabinet Member for Regeneration and Housing;</p> <p>Head of City Services;</p> <p>Cabinet Member for City Services.</p>

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Performance Scrutiny Committee – Place and Corporate

ACTION SHEET - 8 April 2019:

Agenda Item	Service Area	Action	Responsibility	Outcome
Draft Highway Asset Management Plan 2019 - 2024	City Services	Conclusions and Comments forwarded to City Services following approval of Minutes at meeting held on 10 June 2019.	Scrutiny Team / City Services	ACTIONED

ACTION SHEET - 10 June 2019:

Agenda Item	Service Area	Action	Responsibility	Outcome
2018-19 Service Plan Year - End Reviews	Law and Regulation; Finance; People and Business Change.	The Committee's Conclusions and Comments were included in Performance Update - Early Year - End PI Analysis report to Cabinet on 17 July 2019.	Scrutiny / Performance	ACTIONED

ACTION SHEET - 24 June 2019:

Agenda Item	Service Area	Action	Responsibility	Outcome
2018-19 Service Plan Year - End Reviews	Regeneration, Investment and Housing; City Services.	The Committee's Conclusions and Comments were included in Performance Update - Early Year - End PI Analysis report to Cabinet on 17 July 2019.	Scrutiny / Performance	ACTIONED

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