



Borough of Tamworth

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**INFRASTRUCTURE, SAFETY AND GROWTH
SCRUTINY COMMITTEE**

10 January 2023

Dear Councillor

A Meeting of the Infrastructure, Safety and Growth Scrutiny Committee will be held in **Town Hall, Market Street, Tamworth on Wednesday, 18th January, 2023 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, appearing to be 'A. B.', followed by a long horizontal line extending to the right.

Chief Executive

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Appointment of Vice-Chair**
- 3 Minutes of the Previous Meeting (Pages 5 - 10)**
- 4 Declarations of Interest**

To receive any declarations of Members' interests (personal and/or personal and prejudicial) in any matters which are to be considered at this meeting.

When Members are declaring a personal interest or personal and prejudicial interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a personal and prejudicial interest in respect of which they do not have a dispensation.

5 Update from the Chair

6 Responses to Reports of the Infrastructure Safety & Growth Committee

7 Consideration of Matters referred to the Infrastructure Safety & Growth Committee from Cabinet or Council

(Discussion item)

8 Renewal of Public Space Protection Order Access Road to Dosthill Hall
(Pages 11 - 16)

(Report of the Assistant Director, Partnerships)

9 Future High Street Fund Quarterly Update (Pages 17 - 20)

(Report of the Leader of the Council)

10 Dual Stream (recycling service) update (Pages 21 - 40)

To receive an update on the dual stream recycling service.

11 Forward Plan

(Discussion item – link to Forward Plan is attached)

[Browse plans - Cabinet, 2023 :: Tamworth Borough Council](#)

12 Working Group Updates

To receive updates from any Working Groups

13 Infrastructure Safety & Growth Scrutiny Committee Work Plan (Pages 41 - 42)

(Update and discussion on the Infrastructure Safety & Growth Scrutiny Work Plan)

Access arrangements

If you have any particular access requirements when attending the meeting, please contact Democratic Services on 01827 709267 or e-mail democratic-services@tamworth.gov.uk. We can then endeavour to ensure that any particular requirements you may have are catered for.

Filming of Meetings

The public part of this meeting may be filmed and broadcast. Please refer to the Council's Protocol on Filming, Videoing, Photography and Audio Recording at Council meetings which can be found [here](#) for further information.

If a member of the public is particularly concerned about accidental filming, please contact a member of Democratic Services before selecting a seat

FAQs

For further information about the Council's Committee arrangements please see the FAQ page [here](#)

To Councillors: S Goodall, M Cook, J Harper, D Maycock, S Peple, B Price, R Rogers, P Turner and A Cooper

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MINUTES OF A MEETING OF THE INFRASTRUCTURE, SAFETY AND GROWTH SCRUTINY COMMITTEE HELD ON 22nd NOVEMBER 2022

PRESENT: Councillor S Goodall (Chair), Councillors R Ford, M Cook, J Harper, D Maycock, S Peale, B Price, R Rogers and P Turner

The following officers were present: Richard Powell (Planning Policy and Delivery Team Leader) and Jo Hutchison (Senior Scrutiny and Democratic Services Officer)

64 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor S Doyle, Portfolio Holder for Skills, Planning, Economy and Waste, in respect of item 5 (Infrastructure Funding Statement) on the agenda.

65 MINUTES OF THE PREVIOUS MEETINGS

The minutes of the meetings held on 26 September 2022 and 11 October 2022 were approved as a correct record.

(Moved by Councillor S Goodall and seconded by Councillor M Cook)

66 DECLARATIONS OF INTEREST

In relation to item 9 (Working Group updates – Facilities for HGV Drivers in Tamworth) on the agenda, Councillor M Cook recorded that she was employed by HS2 Limited.

67 UPDATE FROM THE CHAIR

There was no update from the Chair which was not otherwise covered on the agenda.

68 INFRASTRUCTURE FUNDING STATEMENT 2021/22

The Chair introduced Mr Richard Powell, Planning Policy and Delivery Team Leader to the Committee for this item which was to seek the Committee's endorsement of the recommendations that would be put before Cabinet on 15 December 2022 in relation to the publication of the Infrastructure Funding Statement for 2021/22.

It was reported that prior to approval by Cabinet the report would be updated to include the CIL Neighbourhood proportion spending, following the process previously considered by the Committee, such that Cabinet would agree the projects to be funded.

RESOLVED that the Committee endorsed the following recommendations to go to Cabinet:

1. Regeneration projects within Tamworth remains the priority for spending the strategic element of CIL; and
2. The draft Infrastructure Funding Statement at Appendix A be approved for publication on the Council's website subject to confirmation of the final figures.

(Moved by Councillor M Cook and seconded by Councillor P Turner)

69 RESPONSES TO REPORTS OF THE INFRASTRUCTURE SAFETY & GROWTH COMMITTEE

The Chair reported that he attended Cabinet on 20th October 2022 regarding the Committee's recommendation to include a timescale the preparation of the Action Plan in terms of the Net Zero Carbon Report being considered by Cabinet. The Chair reported that Cabinet agreed that an Action Plan be prepared by 31 December 2024.

70 CONSIDERATION OF MATTERS REFERRED TO THE INFRASTRUCTURE SAFETY & GROWTH COMMITTEE FROM CABINET OR COUNCIL

None at this time.

71 FORWARD PLAN

No further items were identified at this time.

72 WORKING GROUP UPDATES

Councillor B Price provided an update on the Facilities for HGV drivers in Tamworth working group which had met and agreed that the focus of the working group would be on:

1. Service station provisions, due to the relocation of a current provision as a result of HS2, and working with Highways England and the County Council, and Warwickshire County Council, with regard to provisions which could be provided at any new location

2. Any provision within the Borough in terms of toilets and shower facilities to mitigate any littering in the Borough
3. Market research with local businesses around the industrial estates to determine what they provided to people delivering and to determine if there was any local provision.

It was noted that the working group members planned to visit each of the industrial estates within the Borough to identify current provision and report back.

Councillor M Cook reported an interest in respect of her employment by HS2 Limited.

It was agreed that the Committee would support the continued involvement of Councillor S Daniels on the working group should she wish to continue to do so notwithstanding she was no longer a member of this Committee.

The Chair updated the Committee on information which had been received from the County Council in relation to the planned Travellers working group. It was noted that this working group was intended to be a cross scrutiny group, with members of the Health & Wellbeing Scrutiny Committee. The Chair reported that there was work by Officers which was ongoing.

Councillor R Rogers joined the meeting at 6.17pm.

73 INFRASTRUCTURE SAFETY & GROWTH SCRUTINY COMMITTEE WORK PLAN

The Committee considered its work plan and updated it as follows:

Infrastructure, Safety and Growth Scrutiny Work Plan

Work Plan	
DATE	SUBJECT
18 January 2023	Future High Street Fund
18 January 2023	Dual Stream (recycling service) quarterly update
Quarterly updates	Future High Street Fund
Quarterly updates	Dual Stream (recycling service) updates
Quarterly	Reset & Recovery updates
Date to be confirmed	Council Housing Repairs Policy
Date to be confirmed	Review of policy / engagement with stakeholders relating to migrant travelling community
Date to be confirmed	Fire Safety Update
Date to be confirmed	Town Hall
Date to be confirmed	Review of Taxi Licensing Policy – Points System
Date to be confirmed	CCTV update

Working Groups		
Topic	Possible WG Members	Target IS&G Com meeting date
Review of policy / engagement relating to migrant travelling community		
Facilities for HGV Drivers in Tamworth	Cllrs B Price (WG chair) Cllrs S Daniels and M Cook	
Transport integration	Cllrs R Ford (Chair), M Cook, S People and P Turner	

Upcoming Infrastructure, Safety and Growth Scrutiny Committee Meetings
Meeting dates: 18 January 2023 23 March 2023

RESOLVED: That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

(Moved by Councillor S Goodall and seconded by Councillor B Price)

75 TRANSPORT INTEGRATION UPDATE

The Committee discussed transport options into and around the Borough, including coverage and information provision in terms of the bus network and taxi coverage as well car parking arrangements. The Committee considered the potential funding routes for any proposals.

The Committee **RESOLVED** to recommend that Cabinet task relevant Officers to liaise with the partner organisations to identify any funding sources for the development of additional public transport links within the Borough.

(Moved by Councillor R Ford and seconded by Councillor S Peaple)

Chair

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WEDNESDAY 18TH JANUARY 2023

REPORT OF THE ASSISTANT DIRECTOR - PARTNERSHIPS

**RENEWAL OF PUBLIC SPACE PROTECTION ORDER ACCESS ROAD TO
DOSTHILL HALL**

EXEMPT INFORMATION

None

PURPOSE

To consider extension of the Public Space Protection Order on the access road to Dosthill Hall and support delegation to the Portfolio Holder for implementation

RECOMMENDATIONS

It is recommended that Scrutiny Committee

1. Approve delegation to the Portfolio Holder, Voluntary Sector, Town Centre, Evening Economy and Community Safety for the extension of the of the Dosthill Park Public Space Protection Order (as attached as Appendix 1)

EXECUTIVE SUMMARY

Processes for the consideration of Public Space Protection Orders (PSPOs), implemented under the Anti-Social Behaviour, Crime and Policing Act 2014, were approved at Cabinet on 18 June 2015.

The following conditions must be met before making the order:

- Activities carried out in a public place within the local authority's area have a detrimental effect on the quality of life of those living in the locality **OR**
- It is likely that activities will be carried out in a public place within the area that will have such an effect

The effect, or likely effect of the activities:

- Is, or is likely to be, of a persistent or continuing nature **OR**
- Is, or is likely to be, such as to make the activities unreasonable *and* justifies the restrictions imposed by the order

All PSPOs can be put in place for a maximum of three year with the option to :-

- To extend for a further specified period of time on expiration if the order continues to meet criteria above
- To discharge the existing order as no longer needed

Public Space Protection Order (PSPO) Access Road to Dosthill Hall

The authority to undergo public consultation for the above order was approved by Cabinet in December 2019. The original order was made in 2017 following extensive reports to the Police and Council of ongoing ASB in the area.

Following further public consultation in December 2019, implementation of the order was delegated to the Portfolio Holder by Scrutiny for a further period of three years.

The current order(s) expires on 31st January 2023 and signs remain in place.

In consultation with the Tamworth Policing teams and the Tamworth Chief Inspector, has updated that since the introduction of the original PSPO there has been a significant reduction in ASB and calls to the Police at this location. The request is that the order is extended, if possible, for a further 3 years.

It is considered that the PSPO has been a successful deterrent and it would be concerning if there was nothing in place to address individuals who wish to engage in anti-social behaviour.

The PSPO has been an asset and its threat alone has significantly improved the life the residents at this location.

To date no fixed penalties have been issued although Police have moved on and issued warnings. The signage is a deterrent and failure to renew may raise the risk of an increase once more.

Trinity Ward Councillors have been notified and do not have objections the ongoing PSPO at this location.

The updated order is attached as Appendix 1.

In accordance with the The Anti-social Behaviour, Crime and Policing Act 2014 (Publication of Public Spaces Protection Orders) Regulations 2014, the Council's constitution and process agreed, the Infrastructure, Safety and Growth Scrutiny Committee is invited to consider renewal of this order and approve delegation to the Portfolio Holder for extension. The updated PSPO will continue to be displayed on the Council's website.

OPTIONS CONSIDERED

All options and evidence has been considered as per and the process and proposals contained within the executive summary.

The cessation of the order will remove the power of Police and partners to effectively tackle the anti-social behaviour evidence at the time of issue of the PSPO

RESOURCE IMPLICATIONS

The use of Public Open Space Protection Orders requires enforcement resource and can be enforced by Police officers and other Council officers as designated by Tamworth Borough Council.

The Order can be enforced by the Police and Community Wardens (when patrolling) and will be monitored over the next three years

No further signage is required.

All other recommendations will be subject to continued review by the Tamworth Community Safety Partnership as issues present.

LEGAL/RISK IMPLICATIONS BACKGROUND

All legal risks covered by legislation and agreed process

SUSTAINABILITY IMPLICATIONS

To be reviewed as necessary in respect of ongoing ASB.

BACKGROUND INFORMATION

A Public Space Protection Orders (PSPO) is a measure to stop individuals or groups committing ASB in public places. The local authority will identify the area that is to be covered by the order – known as the ‘restricted area’.

The PSPO can:

- Prohibit specified things being done in the area
- Require specified things to be done in the area

The prohibitions or requirements can be framed so that they:

- Apply to all persons, or only persons in specified categories, or to all persons except those in specified categories
- Apply at all times, or only at specified times, or at all times except those specified
- Apply in all circumstances, or only in specified circumstances, or in all circumstances except those specified

The process was outlined and agreed at Cabinet on 18 June 2015.

If after consideration, areas are to be subject to a PSPO, Cabinet agreed to a statutory 28 day consultation (as outlined under the PSPO Guidelines 2014), the results of which will be discussed at Scrutiny for delegated approval to the Portfolio Holder for implementation

REPORT AUTHOR

Jo Sands, Assistant Director - Partnerships

LIST OF BACKGROUND PAPERS**APPENDICES**

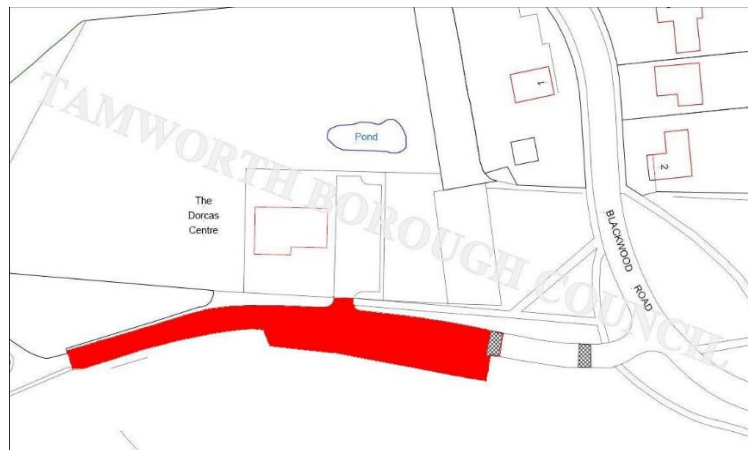
Appendix 1– Updated PSPO

TAMWORTH COMMUNITY SAFETY PARTNERSHIP

NOTICE OF INTENTION TO APPLY A PUBLIC SPACE PROTECTION ORDER Section 59 Anti-Social Behaviour Crime and Policing Act 2014

- 1) Following representations from members of the public and in relation to evidence that has been gathered and reviewed, the Tamworth Community Safety Partnership (lead agency Tamworth Borough Council), intends to apply an extension to the Public Spaces Protection Order on the area defined below:

Access Road to Dosthill Hall, Dosthill Park, Blackwood Road, Tamworth, B77 1LJ



- 2) Under the terms and restrictions of the Public Spaces Protection Order the following is **PROHIBITED**:
- The playing of music emitting from any vehicle or by means of portable amplified device between the hours of 20:00 and 06:00 Monday – Sunday except without the express permission of Tamworth Borough Council
 - Congregating and loitering in groups around (or in) one or more vehicles and engaging in behaviour which is likely to cause noise, harassment, alarm or distress between the hours of 20:00 and 06:00 Monday-Sunday
 - Barbeques or littering
 - 'Doughnutting', racing or other vehicle nuisance
 - The drinking of alcohol in the area defined and breach on failure to comply with a request by an authorised officer to cease drinking or surrender alcohol

Parking of vehicles is permitted at all times by legitimate users of the play facility, Dorcas Centre, private residents and their visitors subject to compliance with conditions at 2(a) above

- 3) If any local resident or member of the public is found to be committing the acts that are prohibited above, the following sanctions may be applied:
- The issue of a £100 Fixed Penalty Notice payable within 28 days and/or
 - Prosecution for breach of an Order and a maximum penalty fine not exceeding level 3 on the standard scale (currently £1,000)
- 4) It is the intention that this Public Spaces Protection Order will be extended on the 1st February 2023 and will expire on 31st January 2027 (*Previous order 1st February 2020 – 31st January 2023*).
- 5) If any interested person desires to question the validity of this Order on the grounds that the Council had no power to make it or that any requirement of the Act has not be complied with in relation to this Order, he or she may apply to the High Court within six weeks from the date on which this order is made.

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Wednesday 18th January 2023

Report of the Leader of the Council

Future High Streets Fund Quarterly Update

Exempt Information

None

Purpose

To update the Committee on the progress of the Future High Streets Fund programme.

Recommendations

It is recommended:

1. To endorse the report

Executive Summary

The project has progressed well since the last update, with Armac starting on site for the Co-op retail store demolition and with tenders for the main contractor for the Flex, Middle Entry improvements, Enterprise Centre and Peel Café underway. Progress has been made with the Market Street Properties and Castle Bridge designs. Please see below for a detailed update on each project area.

Projects

College Quarter: The South Staffordshire College planning application was approved subject to conditions and the signing of a legal agreement in October. A tender process via the Pagabo procurement framework commenced on 9th September, with a successful contractor appointed in December for the new build.

Armac commenced the Co-op retail store demolition at the end of September 2022. They are currently forecast to finish the demolition in March 2023.

The tender for the main works for the Enterprise Centre is live, with returns from contractors expected the second week of January. A preferred contractor will be selected at the end of February. The strip out of the building will be undertaken by Armac and will enable works on the refurbishment of the building to begin. The strip will be completed in March 2023.

Landscape Architects Node have finalised designs for the public realm in St Editha's Square, factoring in market provision and events space in line with the FHSF bid

outputs. A meeting was held with the TBC Arts and Events team to review the designs and allow them to comment on suitability for future events, in line with the desired outcomes outlined in the FHSF bid. A planning application for the landscaping across the FHSF sites will be submitted in early 2023.

The St Editha's Canopy was removed in November.

Middle Entry:

The legal agreement with Peer Group for the acquisition of the Middle Entry units is now complete. RIBA stage 3 designs for the Flex building have been approved by Programme Board and the planning application has been submitted and will be determined at January's Planning Committee meeting.

Landscape architects Node have been appointed to draft designs for the public realm area in front of the Flex building. Designs were submitted alongside the planning application.

Castle Gateway: The planning application for Peel Café has been approved. The tender for the refurbishment is live and a preferred contractor will be selected at the end of February. RIBA Stage 3 designs have now been approved by Programme Board. TBC's solicitor, Freeths are drafting the legal agreement for the assets transfer with Nationwide and are in discussion with their solicitors.

Moving onto Market Street, the heritage structural engineer released a finalised recommendation report in October which detailed further surveys and opening up works required. Due to the heritage listing of the buildings, the proposed schedule of works has been discussed with the conservation officer to understand what can be undertaken. Designs are progressing based on the report's structural recommendation. A specialised heritage contractor will be required for the refurbishment and a bespoke tender will commence once a final design solution has been agreed.

Ongoing surveys will gather the required information to plan the demolition of the current Nationwide building. The lead contractor will produce a demolition procurement strategy for this area. Node have produced a design for the Castle Gateway area that will be finalised and submitted as part of the landscaping planning application in early 2023. Part of the public realm area will be adopted and as such Staffordshire County Highways will need to be involved in discussion once designs have been finalised. A site meeting with the team is planned for the end of January.

As part of the work to widen Castle Bridge, it has been noted that Western Power Distribution (WPD) have existing electrical cables pinned to the underside of the bridge which will need to be relocated. We have now reached an agreement with WPD that allows us to keep the cables in their current location and avoids having to relocate services. The current focus is to engage with a bridge consultant to start the process of delivering a bridge in the planned location in terms of fabrication options and logistics. Discussions have been held with the McBains structural team to find the best options to span the gateway whilst minimising any impact on the Scheduled Ancient Monument. The current timetable will be to plan these works between September and November.

Engagement and Communications

Meetings with businesses and interested parties affected by the upcoming works are being scheduled. Comms strategy is discussed at the monthly delivery team meeting updates, allowing the FHSF project team and comms team to update on progress and potential press releases. The TBC comms team are liaising with the College on upcoming press releases and the hoarding for their site.

Budget and Timescales

The cost plan has been reviewed at Stage 3 and will continue to be refined as detailed designs are developed and survey results indicate the scope of works required. An updated cost plan has been issued and presented to the TBC Finance team and Programme Board. Whilst forecast construction costs are c.£2m higher than expected due to inflation and the rising cost of materials, the continued review of the cost plan and input from contractors during the tender process will determine the real costs associated with the works.

There are c.£2m in contingency funds allocated across the Programme to mitigate risks associated with the Programme of works. The contingency funds allocated to risks across the Programme are continually reviewed as new survey information becomes available and can shed light on what are likely risks and associated costs versus what can be reduced.

An updated Programme was issued by McBains with key planning, tender and start on site dates included. The TBC team continues to review progress with McBains weekly and report progress against key milestones to Programme Board.

Resource Implications

There are no resource implications as a result of this report.

Legal/Risk Implications Background

There are no legal issues

Equalities Implications

There are no equalities issues

Environment and Sustainability Implications (including climate change)

The impact of the Future High Streets Fund programme on sustainability is considered by the consultancy team when designing and implementing the projects.

Background Information

None

Report Author

Anna Miller – Assistant Director, Growth and Regeneration
Alice Poulton – Future High Streets Fund Project Officer

List of Background Papers

None

Appendices

None

18 January 2023

Report of the Chief Executive**Briefing note on the implementation phase of the dual stream recycling service****Exempt Information**

None

Purpose

To update Scrutiny on the post implementation review of the dual stream recycling service that commenced in May 2022

Recommendations

1. That Committee notes the report and reads it in conjunction with the quarterly update report to note progress in key areas.

Executive Summary

The Tamworth and Lichfield Joint Waste Service has now largely implemented the agreed changes to the recycling service; transitioning to dual-stream collections, with residents asked to separate paper and card from glass, cans and plastics. There remain a small proportion, notably flats and houses of multiple occupation (HMOs), who have not moved onto the new service yet, however as detailed in the quarterly update paper this is in progress currently.

At the point of service change, Councillors received significant numbers of concerns from residents at the outset of the implementation of this change in service and consequently, a review of its design and implementation was requested. The purpose of this report is to provide the Committee with the findings of that report.

Implementation

The implementation of the new service took place over an 8-week period from 4 April 2022.

Date	Activity
4 April – 15 April	Delivery of bins
18 April – 27 May	Delivery of bags
2 May	New round structure for recycling, refuse and organics commenced
2 May	First dual stream recycling rounds commenced – jointly with co-mingled service
17 May	Final co-mingled rounds ceased (flats/HMO excepted)

Whilst it was considered that implementing all these changes concurrently was unavoidable, it is clear from the report's findings that while the roll out benefitted from having detailed implementation plan and risk register, it was not clear if any assumptions were tested prior to roll out.

Other issues were identified through the intervention of the two Chief Executives.

- The design of the new rounds implemented as part of the new recycling service rollout, undertaken by a commercial organisation rather than one experienced at providing a local authority service, together with the decision to divert drivers from collection rounds to bag deliveries, significantly restricted the crews’ capacity and capability to complete new recycling rounds.
- There was therefore a period of persistent round non-completions which adversely impacted on residents, particularly following the commencement of dual-stream collections from 2 May.
- There was frustration from ward Councillors and residents over a lack of urgency in the response to these service requests which were being reported daily.
- Despite training prior to implementing the new service, waste crews were unclear in some areas over what could be recycled, and over side-waste and whether it was to be collected or not. The service was slow in implementing ‘toolbox talks’ to aid understanding of the collection crews.
- Bin ‘tagging’ caused significant anger to residents as crews were correctly refusing to collect waste put out, but without explaining the purpose of the red and yellow tags.
- The inability of the service to complete daily co-mingled and dual stream rounds led to capacity being moved from other services (refuse and organics) to support. This further exacerbated residents’ frustrations because it led to these services also failing to collect full rounds at times.
- Early positive communications with residents over the new service were lost as it was not backed-up with daily, consistent messaging.

These issues inevitably placed enormous pressure on the service, not helped by an initial slow response to them and this pressure was worsened by a number of other factors:

- Several drivers resigned at the start of the roll-out, with a difficulty in securing additional agency drivers (the scarcity of HGV drivers is a national challenge). Interestingly subsequently both drivers have subsequently returned.
- Our waste reprocessor also had to move to dual-stream disposal – leading to persistent delays (90-minutes+) with the tipping the RCVs (Refuse Collection Vehicles). There was a slow reaction by them to resolve this and the consequential effect this would have on the collection rounds. Fortunately these problems are now resolved.
- The period of highest pressure – delivering bags whilst running both dual-stream and co-mingled collections – was increased due to bag delivery delays and pausing the delivery of new bags to focus on requests for second bags.

The independent review details commentary on 7 specific areas of implementation.

Review commentary	Service learning
<p>New Vehicles and Driver Training – Twin pack vehicles used to collect the bin and bags had to be specially ordered in and drivers and loaders trained. The vehicles design meant 35% capacity was given to paper and card and 65%</p>	<p>Tonnages collected do support this split. In the first 10 weeks 962 tonnes (36%) of paper & card were collected, 1,686 (64%) tonnes glass, cans and plastics.</p>

<p>capacity to glass, plastic and mixed metals.</p>	<p>Tool box talks now occur on a regular basis with all staff.</p> <p>No Further action required.</p>
<p>Round Review – New service takes longer because of the additional time used in emptying a blue bin and blue bag. To assist in the design of the new rounds, consultants from Biffa were commissioned and suggested an additional two crews with vehicles.</p>	<p>The new rounds were slower than modelled, with crews collecting from fewer households per hour than anticipated. Initial modelling suggested an average of 8.5 recycling crews per day (and the service budgeted such), the round review suggested this could be reduced to 7.8 – which was what the new service was launched at. The service is currently running at 8.8 crews.</p> <p>A further review of the rounds is intended (some days are easier than others), which may bring the number of crews closer to the budgeted 8.5.</p> <p>The round review is now partially completed, and will continue to be reported in the quarterly update report</p>
<p>Public Information Campaign – Initial information was sent and received well. However, once problems started occurring, public response became hostile. Additional negative public comments were received following a unauthorised press release stating that the blue bags procured were not the correct size. This exasperated the situation beyond a point where the comms teams could offer effective messaging.</p>	<p>Communications was a critical point of failure in the project. Both the Joint Waste and Customer Contact teams were overwhelmed by the volume of calls, all of which required an element of manual processing and many required double-handling (Customer Contact then Joint Waste). The service became slow to respond to even the most routine requests, exacerbating resident dissatisfaction.</p> <p>Having a robust comms strategy for any future service changes will be critical in its success.</p>
<p>Staffing – The report identifies that there is considerable pressure on the availability of HGV drivers. A national shortage and wage inflation led at the point of implementation to two drivers leaving. Therefore, there was a shortage of drivers during a critical part of the implementation.</p>	<p>Diverting drivers to bag deliveries, plus the unexpected departure of 2 drivers at the start of the service roll-out left the service stretched and ill-resourced to respond to pressures when initial implementation struggled.</p> <p>Transferring bag deliveries to a third party was an option considered, however it was felt that an external contractor with less district knowledge</p>

	<p>could have led to inconsistent and unreliable deliveries.</p> <p>The service has now implemented a driver training plan to up-skill existing staff to both fill driver vacancies and provide greater resilience for staffing pressures. The service is targeting the training of 10 additional drivers by the end of the municipal year. This project is progressing well.</p>
<p>Management of the Implementation Programme – The report identifies whether at the point of implementation began to go wrong whether the programme was managed in an active way and mitigation actions followed. The report furthermore states that in a materially changing environment, it is vital to have staff with experience of managing change and have both the governance and executive structures in place to support real time decision making and date to test assumptions.</p>	<p>An omission in the project management was a documented escalation route for risks and issues. As a result, when the lack of (additional) driver availability became a critical point of failure – whilst it may not have been possible to mitigate the underlying issue - the service was slow to manage the consequences and did not quickly get on the front-foot to support residents and keep them informed.</p>
<p>Data – The report finds that the data that the service collects is not assembled or analysed from past rounds to inform understanding and future services. The only exception is data surrounding the number of missed property collections. The author of the report recommends the Bartec system to track collections and this data can be extremely useful and should be a source for better trend analysis and service reviews.</p>	<p>As with communications, there is a huge opportunity to use automation and improved systems to enhance the way the service handles the large amount of data collected and translate that data into management information that can be used to drive service improvement and better inform future service changes.</p> <p>Data is now shared on a regular basis with scrutiny committees as part of the quarterly update report.</p>
<p>Transportation and Tipping Off – The effectiveness of the MRF facility was an issue that compounded the problems associated with the implementation.</p>	<p>The limited waste transfer and disposal infrastructure within Staffordshire restricts options – the current disposal contractor is the only disposal facility within practicable travel time from Lichfield & Tamworth. The service has engaged with the contractor to improve systems and reduce turnaround times,</p>

	and is now not experiencing the level of delay that was present in the first stages of the implementation phase. Action completed
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The implementation of the dual stream recycling to general households has been completed, the service has stabilised with collections restored and recycling being collected. However, the dual stream project is not at an end, key activities include:

Activity	Target date
Assessing and supporting the households that are continuing to struggle with the new service.	On-going action
Assessing the effectiveness of the recycling bags – whilst most households are managing with one bag, capacity needs to be reviewed.	31 December 2022 – strategy is to encourage greater uptake as part of the xmas preparation campaign
Smoothing and levelling the new recycling rounds to ensure that resources are deployed most efficiently – currently some days / rounds are notably more challenging than others.	Partially complete
Planning for Christmas collections – especially in the context of the increased amounts of paper and card produced over the festive period.	Completed
Transitioning multi-occupancy properties onto dual-stream collections. These properties (with communal bins) have tended to produce poorer quality recycling with higher levels of contamination which will struggle to meet the more stringent contamination levels for dual stream. Officers are currently assessing the multi-occupancy properties (201 sites across both authorities).	28 February 2023
Transitioning 250 trade waste customers onto dual-stream recycling.	Completed

Options Considered

N/A

Resource Implications

Not directly arising from this report

Legal/Risk Implications Background

Equalities Implications

Environment and Sustainability Implications (including climate change)

Climate change and sustainability are noted as a key priority for the service and both authorities.

Background Information

Report Author

Andrew Barratt – Chief Executive

List of Background Papers

Nil

Appendices

INFRASTRUCTURE SAFETY AND GROWTH COMMITTEE

18th January 2023

Report of the General Manager

Dual Stream Recycling Service Performance Update and Data

Background

The purpose of this report is to provide the Committee with an update on the dual stream recycling collections which were introduced in both Tamworth and Lichfield in May 2022.

Service reliability has been re-established following the challenging rollout period and the general direction of travel for the key performance indicators is quite positive. Complaints have fallen significantly but there is still some resident dissatisfaction with recycling policy and the change in collection methodology.

A breakdown of the Joint Waste Service performance data is attached as Appendix A and the trends are discussed as follows:

Operational Performance

All collection rounds are now being completed on time unless there is an operational issue such as a breakdown or a road closure. The Recycling Service is being provided using an average of 8.8 crews per day compared to the approved budget which contains provision for 8.5 crews per day. The cost of providing this additional infrastructure is £1,100 per week which is currently being met from within budget. However, a further round review was started before Christmas which has identified that the collection infrastructure can be realigned closer to the original budget provision. The changes will be made during the week commencing 23rd January 2023 and monitored closely to ensure that there is no impact on service delivery. The on-going review will also consider the growth of new housing developments in both Tamworth and Lichfield in the coming years which will need to be factored into future rounds.

There has been a steady reduction in the number of service failures such as missed bins because the crews have got used to the new rounds and the new collection methodology. The number of formal/escalated complaints peaked at 22 in June and reduced to 1 in October.

The number of assisted collections that the service is required to provide has continued to increase. At the start of 2022 there were 1,852 assisted collections across both authorities; by the end of November this had increased to 2,211. The equality impact assessment completed prior to the implementation indicated that more residents may struggle to handle a bag when compared to wheeling a bin. Residents can easily apply for an assisted collection on-line or over the telephone if they don't have an able-bodied person in their household to move bins or bags.

The Service has also been able to demonstrate a higher level of resilience as it had to react quickly to events following the death of Her Majesty the Queen and rearrange collections.

This year's Christmas and New Year catch up collections were all completed on time without any problems. Pushing everyone's collection back a day over a two-week period was a very simple message to communicate and using the bin tags paid dividends. Consideration will be given to adopting a similar approach for the next festive season.

Resident Participation

Resident participation is very high with most properties presenting both a bin for the glass, cans and plastic and a bag for paper and card every fortnight. Some residents do present side cardboard and additional bags are still being supplied. To date 8,521 additional bags have been delivered (10.6% of households).

The significant fall in the number of rejected bins does show that residents are getting to grips with sorting their dry recyclate into the two different streams. The number did fall by more than a third over the first few weeks of the new service and it has now plateaued, averaging 430 bins per week which is approximately 1.2% of households. Visits are being made by the Recycling Officers to some of the properties that have had their bin rejected, to offer advice on how to use the service correctly, but we don't have the capacity to visit all of them. Therefore, we are proposing to write to each property again offering advice.

Recycling performance

The dry recycling rate for the first two quarters of 2022/23 was 21.43% compared to 23.4% for the same period last year. Whilst the reduction is disappointing it is probably too early to draw any firm conclusions and it will be interesting to compare the data for Q3 and Q4.

The headline recycling rate that includes garden waste was 43.36% for the first two quarters of 2022/23 compared to 46.87% for the same period last year. This is a more significant reduction, but it is in line with national trends and the garden waste yield was impacted by the long hot Summer this year.

The total tonnage of dry recyclate collected from the kerbside has fallen this year compared to 21/22. In the first two quarters of 2022/23 we collected 7,585.1 tonnes compared to 9,505.5 last year. The reductions have coincided with the country coming out of lockdown and there has also been a significant reduction in residual tonnages which are down 2,561.66 tonnes. Further reductions in both recycling and residual waste tonnages are expected to occur during the remainder of the year because of the cost-of-living crisis.

The quality of the recycling continues to be very good. One load was rejected recently but this was due to an operational error whereby some residual waste had been left on the truck from the previous day. The fibre stream is very clean and the amount of contamination and non-target waste in the blue bin averaged 2.89 % and 7.66% respectively at the end of Q2 for both authorities. Most of the non-target waste in the blue bin is paper and card which we will attempt to address through regular checks and communications.

A substantial residents engagement campaign is currently being planned which aims to improve performance by explaining the benefits of recycling correctly, for both the community and the environment.

Financial Performance

The total gate fees spent on re processing the dry recyclate during the first two quarters of 2022/23 was £404,360 compared to the full year budget of £840,810.

The Recycling Credit received from the County Council for the first two quarters of 2022/23 was £639,789 compared to the full year budget of £1,198,480. While this is an encouraging figure, it should be noted that the first half of the year is always stronger than the second, because it encompasses the growing season for garden waste.

The income from the sale of dry recyclate for the first two quarters of 2022/23 was £388,270 compared to the full year budget of £330,570. Commodity prices were very strong during the first half of the year because of high demand following the end of lockdown but are expected to fall during the rest of the year as the economic slowdown starts to take hold.

The current end of year forecast for the Joint Waste Service budget is to breakeven. Whilst income levels have been strong, they will need to offset increases in driver pay, agency rates, additional infrastructure on the Recycling Service and fuel. There is always a risk that this position could change either way depending on the performance of commodity markets and if there is bad weather over the Winter months.

Recycling bags

Whilst the demand for additional bags has been quite buoyant as described above, the service has only received a small number of complaints about their quality. Most of the complaints have been about faulty seams and broken handles. This is a similar scenario to both Newcastle Under Lyme and Stafford who have been using bags for paper and card for the last two years.

The service has enough bags in stock to last approximately three months, but a decision does need to be made as soon as possible on securing further supplies as the lead times can be quite lengthy.

Joint Waste Service Projects

Several important projects are currently underway or will be completed over the next few months. These include:

- Complete the migration of flats and HMOs onto the new dual stream recycling service
- Options appraisal for the future operating model for the Joint Waste Service
- Completion of the round review
- Options appraisal for the proposed weekly collection of food waste
- Fleet review and procurement
- Workforce plan
- Review of the commercial waste service

Regular updates on the progress of each of these projects will be reported to the Committee.

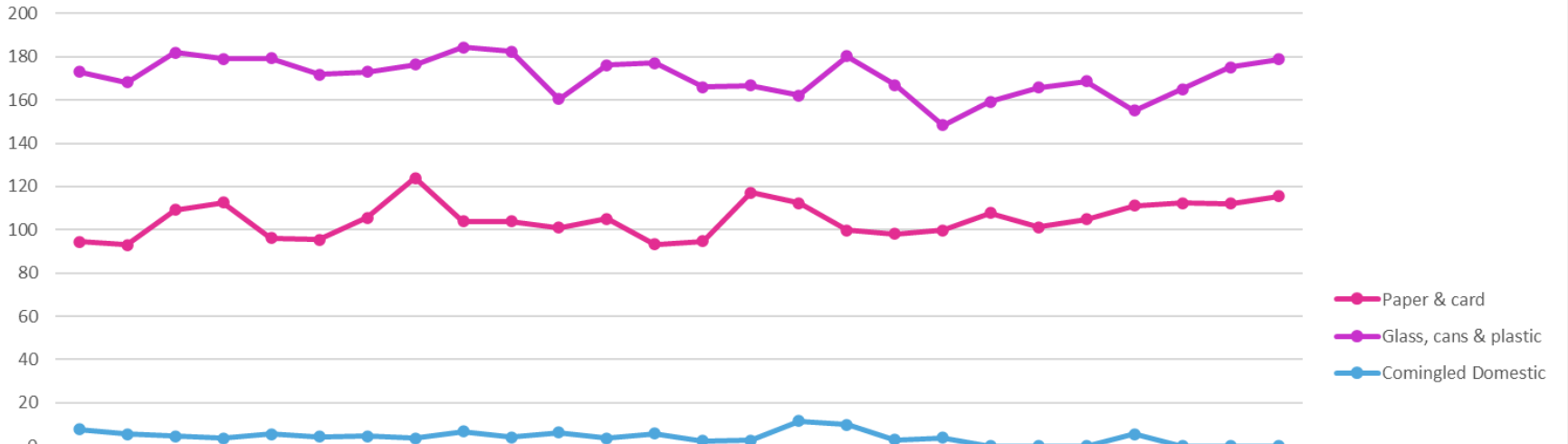
Recommendation

That the Committee:

- 1. Note the update on the performance of the Dual Stream Recycling Service**

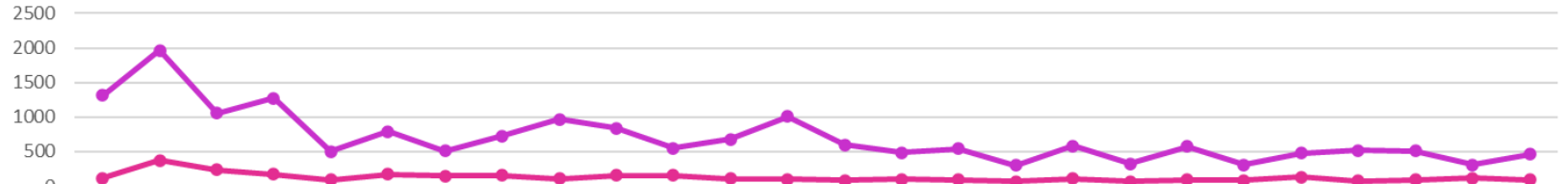
APPENDIX A - JOINT WASTE PERFORMANCE DATA

Joint Waste Service Dual Stream Recycling Tonnage per week



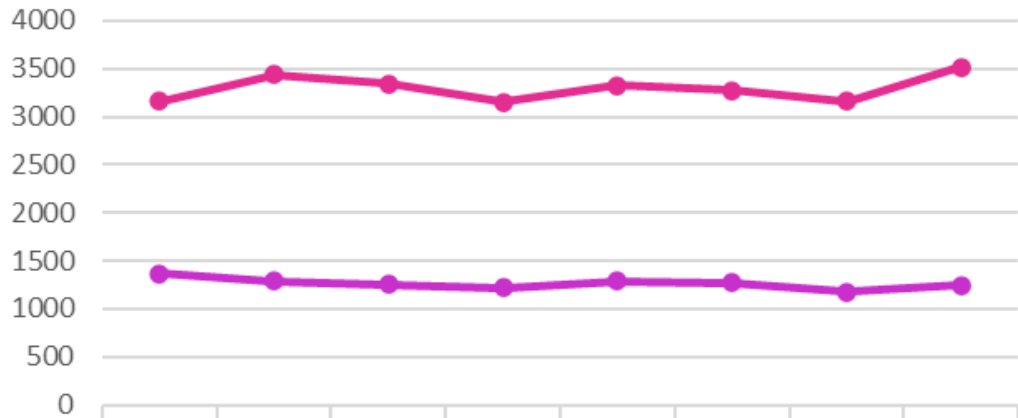
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	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20	Week 21	Week 22	Week 23	Week 24	Week 25	Week 26
● Paper & card	94.5	93.12	109.2	112.5	96.18	95.4	105.5	124	104	104	101	105.2	93.36	94.68	117.1	112.4	99.82	98.04	99.83	107.7	101.1	104.9	111.1	112.5	112	115.6
● Glass, cans & plastic	173.1	168.2	182.1	179	179.2	171.9	172.9	176.4	184.4	182.4	160.3	176.2	177.2	165.9	166.7	162.2	180.3	166.9	148.3	159.3	165.7	168.7	155.1	165	175.2	178.9
● Comingled Domestic	7.72	5.64	4.62	3.56	5.62	4.24	4.5	3.7	6.78	3.96	6.224	3.62	5.78	2.32	2.62	11.6	9.82	2.98	3.82	0	0	0	5.52	0	0	0

Joint Waste Service Missed Bins and Contaminated Recycling Bins per week



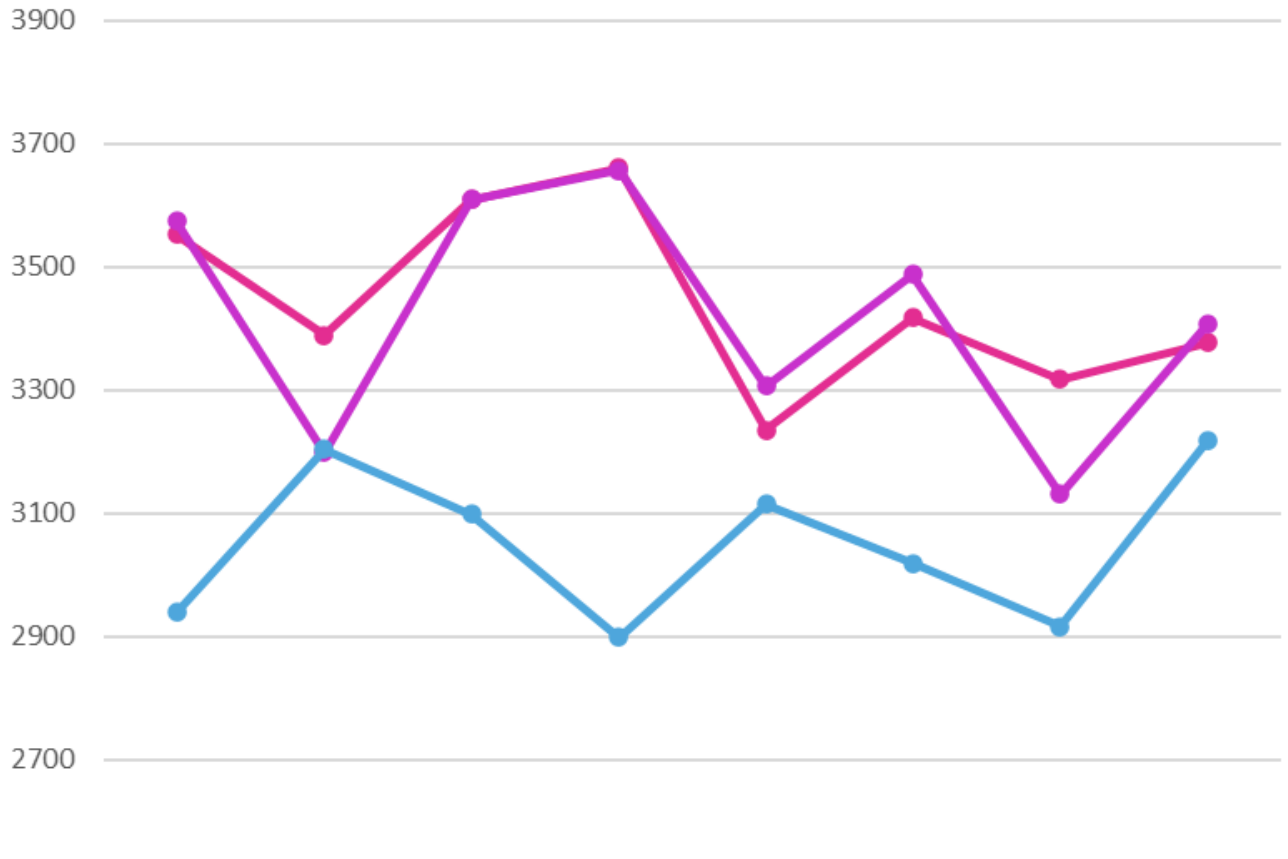
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	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20	Week 21	Week 22	Week 23	Week 24	Week 25	Week 26
Missed Bins	120	375	239	171	92	174	147	155	113	154	155	112	102	82	100	91	70	106	66	92	89	132	81	93	114	95
Contaminated recycling bins	1317	1963	1054	1272	501	790	509	725	969	838	549	679	1005	596	488	546	304	587	326	576	312	476	521	512	313	465

Joint Waste Refuse and Recycling Apr-Nov 22



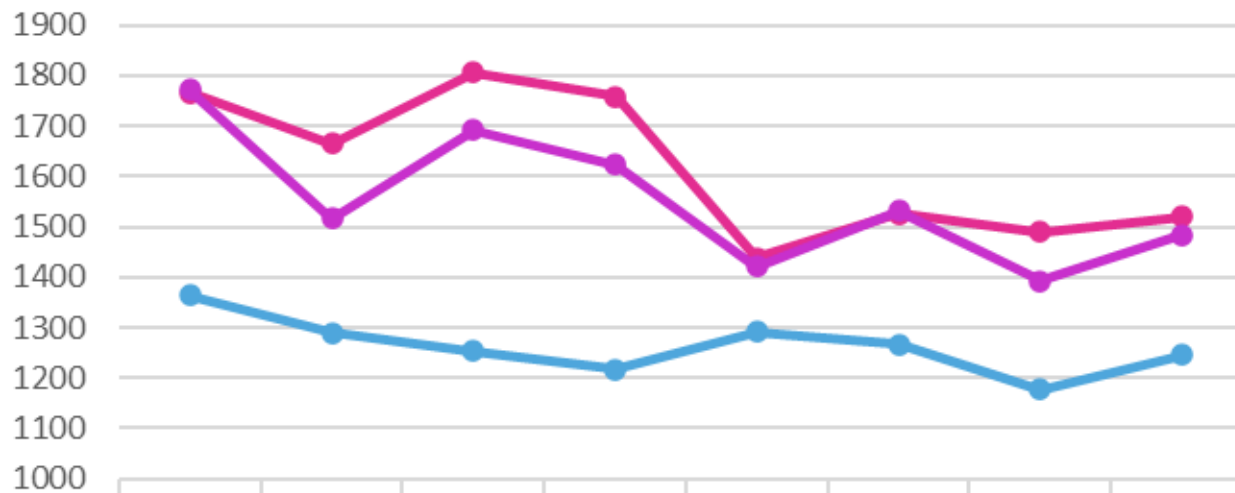
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
RESIDUAL	3160.14	3442.59	3343.92	3150.34	3321.66	3271.8	3157.16	3518.4
RECYCLING	1363.07	1290.08	1252.49	1216.7	1290.99	1267.21	1176.86	1245.08

Joint Waste Residual Tonnage Comparison



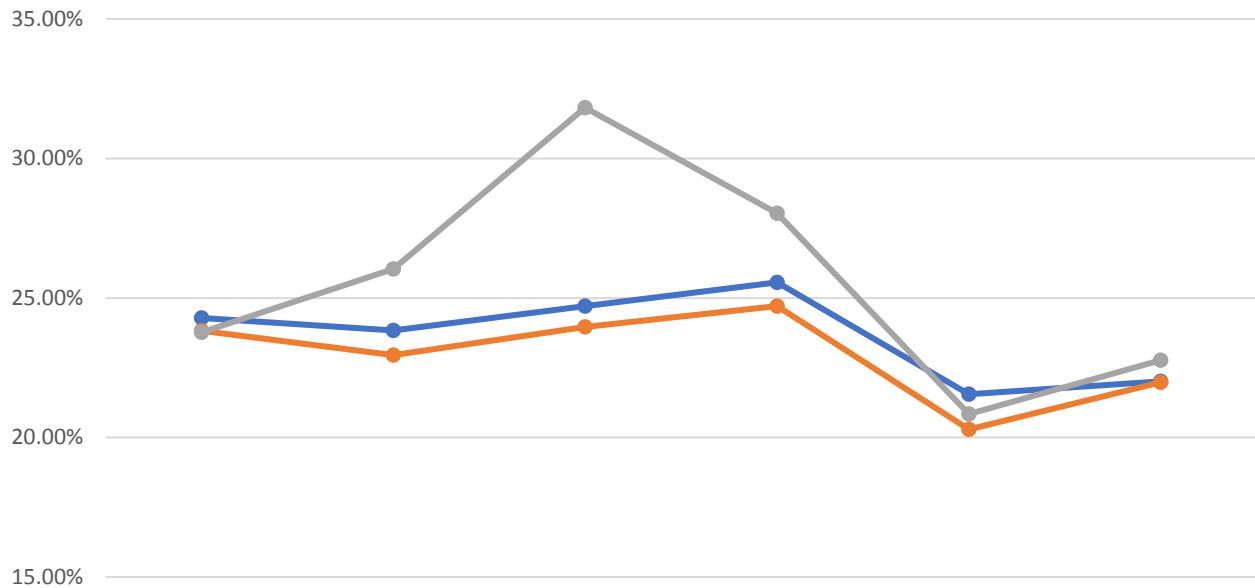
	APR	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV
20/21	3552.96	3389.56	3610.04	3660.66	3234.84	3417.96	3317.83	3376.61
21/22	3574.74	3198.16	3609.63	3657.2	3307.15	3487.31	3131.26	3406.94
22/23	2939.3	3204.29	3098.46	2897.62	3114	3018.84	2915.34	3216.92

Joint Waste Recycling Tonnage Comparison



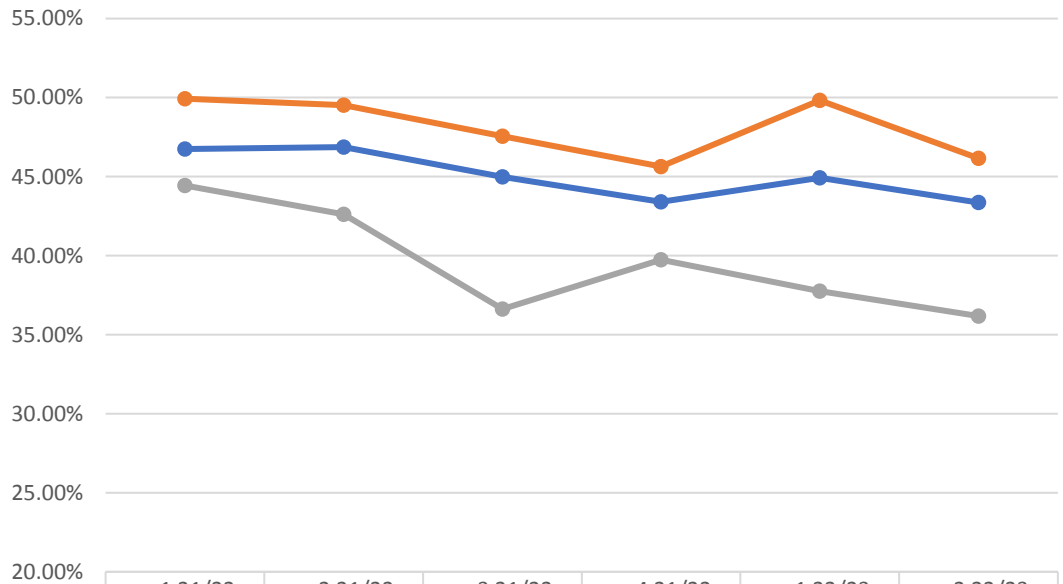
	APR	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV
20/21	1766.9	1664.31	1807.01	1757.77	1438.03	1525.03	1489.81	1520.22
21/22	1772.41	1515.94	1690.97	1623.34	1421.21	1531.6	1392.78	1483.92
22/23	1363.07	1290.08	1252.49	1216.7	1290.99	1267.21	1176.86	1245.08

Joint Waste Service % Dry Recycling



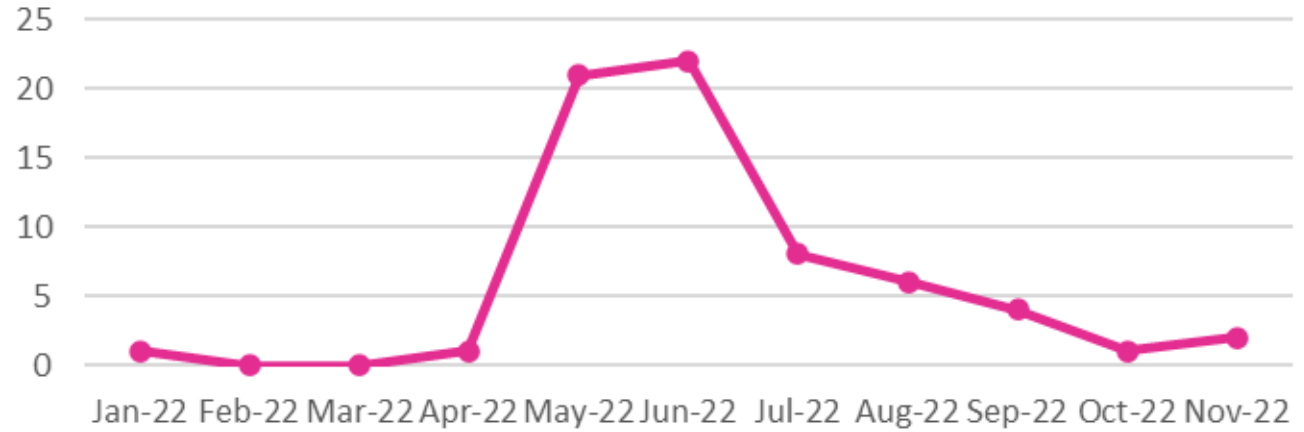
	qu1 21/22	qu2 21/22	qu3 21/22	qu4 21/22	qu1 22/23	qu2 22/23
Joint Waste	24.28%	23.84%	24.71%	25.56%	21.55%	22.01%
Lichfield	23.83%	22.95%	23.96%	24.71%	20.29%	21.98%
Tamworth	23.77%	26.04%	31.82%	28.04%	20.84%	22.77%

Joint Waste Service Cumulative Total % Recycling (Dry and Organic)



	qu1 21/22	qu2 21/22	qu3 21/22	qu4 21/22	qu1 22/23	qu2 22/23
Joint Waste	46.75%	46.87%	44.98%	43.40%	44.93%	43.36%
Lichfield	49.93%	49.52%	47.55%	45.64%	49.82%	46.16%
Tamworth	44.44%	42.61%	36.62%	39.75%	37.76%	36.18%

Joint Waste Service Complaints/Escalated Call Backs Logged on Pentana



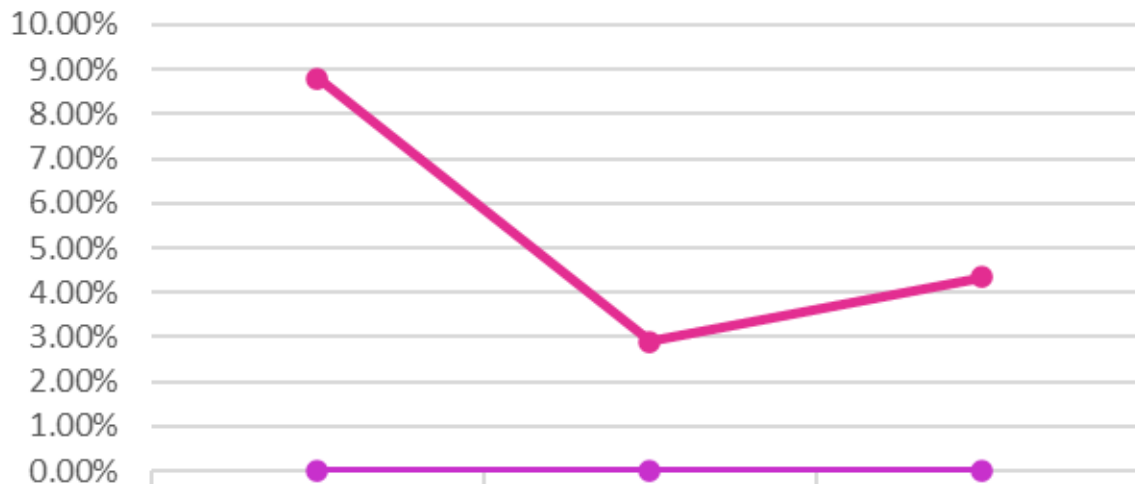
	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22
Complaints/Escalated call backs	1	0	0	1	21	22	8	6	4	1	2

Comingled Contamination Rate



	2019/20	2020/21	2021/22
● Contamination Rate	10.17%	7.49%	6.69%

Dual Stream Contamination Rate



	Qu1	Qu2	Qu 3
GCP	8.80%	2.89%	4.35%
Paper and Card	0%	0%	0

● GCP ● Paper and Card

Infrastructure, Safety and Growth Scrutiny Work Plan

Work Plan	
DATE	SUBJECT
18 January 2023	Future High Street Fund
18 January 2023	Dual Stream (recycling service) quarterly update
18 January 2023	Renewal of Public Space Protection Order for Access Road to Dosthill Hall
23 March 2023	Tamworth Community Safety Partnership Plan 2023-2026
23 March 2023	Town Hall
August / September 2023	PSPO (Tamworth Dog Control)
Quarterly updates	Future High Street Fund
Quarterly updates	Dual Stream (recycling service) updates
Quarterly	Reset & Recovery updates
Date to be confirmed	Council Housing Repairs Policy
Date to be confirmed	Review of policy / engagement with stakeholders relating to migrant travelling community
Date to be confirmed	Fire Safety Update
Date to be confirmed	Review of Taxi Licensing Policy – Points System
Date to be confirmed	CCTV update

Working Groups		
Topic	Possible WG Members	Target IS&G Com meeting date
Review of policy / engagement relating to migrant travelling community		
Facilities for HGV Drivers in Tamworth	Cllrs B Price (WG chair) Cllrs S Daniels and M Cook	
Transport integration	Cllrs R Ford (Chair), M Cook, S People and P Turner	Work completed – Recommendations taken to 15 December 2022 Cabinet meeting

Upcoming Infrastructure, Safety and Growth Scrutiny Committee Meetings

Meeting dates:

18 January 2023

23 March 2023