

**Please note the
meeting time**

Dear Members

Resources Scrutiny Committee

A meeting of the Resources Scrutiny Committee will be held in the **Craddock Room, Civic Centre, Riverside, Stafford ST16 3AQ** on **Thursday 11 November 2021** at **6.00pm** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded.

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.



Head of Law and Administration

**RESOURCES SCRUTINY COMMITTEE -
11 NOVEMBER 2021**

Chair - Councillor R P Cooke

A G E N D A

- 1 Minutes of 17 August 2021 as previously published on the Council's website.
- 2 Apologies
- 3 Public Question Time - Nil
- 4 Councillor Session - Nil
- 5 Called in Items - Nil
- 6 Members' Items - Nil

	Page Nos
7 Officers' Reports	
ITEM NO 7(a) Scrutiny of Waste Contract	4 - 40
HEAD OF OPERATIONS	
ITEM NO 7(b) Fees and Charges Review 2022	41 - 46
HEAD OF FINANCE	
ITEM NO 7(c) Quarter 2 Performance Reporting	47 - 62
CORPORATE BUSINESS AND PARTNERSHIPS MANAGER AND HEAD OF FINANCE	
ITEM NO 7(d) Review of the Constitution	63 - 65
HEAD OF LAW AND ADMINISTRATION	
ITEM NO 7(e) Work Programme – Resources Scrutiny Committee	66 - 70
HEAD OF LAW AND ADMINISTRATION	

Membership

Chair - Councillor R P Cooke

A R G Brown	R A James
R P Cooke	R Kenney
M G Dodson	J A Nixon
A T A Godfrey	G P K Pardesi
A S Harp	P Roycroft

Cabinet Members:-

Councillor R M Smith – Resources Portfolio
Councillor J K Price - Environment Portfolio
Councillor C V Trowbridge – Leisure Portfolio

ITEM NO 7(a)**ITEM NO 7(a)**

Report of:	Head of Operations
Contact Officer:	Lee Booth
Telephone No:	01785 619896
Ward Interest:	Nil
Report Track:	Resources 11/11/2021 (Only)

RESOURCES SCRUTINY COMMITTEE**11 NOVEMBER 2021****Scrutiny of Waste Contract****1 Purpose of Report**

- 1.1 To provide Resources Scrutiny Committee with the Veolia Annual Report and Service Improvement Plan (attached) to scrutinise. The Annual Report and Service Improvement Plan has been received by the Council and covers the period from April 2020 to March 2021 in respect of the Recycling and Waste Collection Services and Processing of Dry Recycling contract that Veolia manage on behalf of the Council. The Annual Report and Service Improvement Plan has been written and created by Veolia.

2 Recommendation

- 2.1 That the information is noted.

3 Key Issues and Reasons for Recommendation

- 3.1 The Annual Report and Service Improvement Plan has been written and created by Veolia. The Annual Report highlights how the service has performed from April 2020 to March 2021. The Service Improvement Plan highlights priorities for service improvement from April 2021 to March 2022.
- 3.2 The Annual Report highlights the actions taken to mitigate risk of performance failure throughout the Covid-19 pandemic.

4 Relationship to Corporate Business Objectives
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4.1 This report is most closely associated with Corporate Business Objective 2:-

To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.

5 Report Detail

5.1 The Council outsourced the Recycling and Waste Collection Services and Processing of Dry Recycling Contract to Veolia. The current contract commenced on 4 February 2018 and is due to end on 3 February 2028, with an option to extend to 3 February 2038.

5.2 Formal management of the contract includes monthly contract meetings and quarterly partnering committee meetings between the Council and Veolia.

5.3 As part of these meetings, Veolia report performance to the Council and the attached Annual Report highlights key performance over the financial year 2020 to 2021.

5.4 **Working in partnership:-**

- (a) Veolia have donated over forty boxes of food to two food banks after crews raised £260. Each food bank also received a £250 cash donation and a £1,500 donation has been made to Katherine House Hospice.
- (b) Veolia have worked with the Council to ensure safeguarding concerns of residents are referred appropriately.
- (c) Crews have used 'Dementia Friends' training when encountering residents with dementia.
- (d) Christmas selection boxes and Easter eggs were donated to local charities.
- (e) Collections have been rearranged on several occasions to avoid disrupting funeral processions.
- (f) Implementation of the recycling 'blue bag' service change, despite this taking place at the beginning of the Covid-19 pandemic.
- (g) Implementation of the chargeable garden waste service from January 2021.
- (h) Two drivers from the Council's Streetscene team utilised as drivers for Veolia to assist service delivery at the height of the Covid-19 pandemic.

5.5 Collection key figures:-

- (a) 56,430.73 tonnes of recycling materials and waste collected over the time period. This represents a 6.92% increase compared to the 52,527.12 tonnes collected from the financial year 2019 to 2020.
- (b) 99.92% of collections completed successfully.
- (c) 36.24% increase in missed collections compared to 2019 to 2020. A significant contributing factor to this increase was due to extraordinary staff absence levels during the pandemic and the unfamiliarity of routes of agency staff/Streetscene staff required to cover these roles. However, despite the elevated number of missed collections in 2020 to 2021 reported above, it still represents a reduction of 38% compared to 2018 to 2019.
- (d) 218 'containers not returned correctly' complaints compared to 128 complaints for 2019 to 2020. Similarly, a significant contributing factor to this increase was due to extraordinary staff absence levels during the pandemic and the unfamiliarity of routes of agency staff/Streetscene staff required to cover these roles. Complaints for 2020 to 2021 represent a 29% reduction when compared to 2018 to 2019.
- (e) 50.32% recycling rate compared to 51.40% in 2019 to 2020. This is in part due to the 10% increase in collected domestic waste because of the national lockdowns.
- (f) 0 non-conformance notices from the Environment Agency.

5.6 Health and Safety:-

There were no accidents resulting in a Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) report being submitted to the Health and Safety Executive (HSE).

5.7 Impact of Covid-19 pandemic:-

- (a) Daily calls between the Council and Veolia took place during the height of the pandemic to mitigate risk and ensure service delivery.
- (b) Absence levels of the Veolia workforce increased, with absence levels hitting a peak of 37%.
- (c) The reduction in the workforce led to the garden waste service being suspended from 24 March 2020. The service resumed on 27 April 2020.
- (d) Veolia implemented a Covid-19 business continuity plan to protect service delivery that includes sourcing agency members of staff and adapting working practices to maximise safe distancing, Personal Protective Equipment use, cleanliness and hygiene.

- (e) At the height of the pandemic, additional vehicle rounds were in operation due to the increase in household waste and recycling.
- (f) The workforce of Veolia were very appreciative of letters and posters of support from residents sent to the Veolia workforce acknowledging their hard work during the pandemic.

5.8 Updates and future planning for 2021 to 2022: Veolia are working towards an annual service improvement plan that includes:-

- (a) Working with the Council to resume the resident satisfaction survey.
- (b) Regular reviews of the Veolia Covid-19 business continuity plan to help safeguard against service disruption.
- (c) Communications campaign to reduce contamination of kerbside recycling.
- (d) Further removals of excess and unauthorised containers.
- (e) Undertake carbon footprint model of service to inform potential reduction initiatives.

6	Implications
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6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>Impact on Public Sector Equality Duty:</p> <p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p> <p>Recommendations Wider Community Impact:</p> <p>Detailed above.</p>
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Previous Consideration – Nil

Background Papers – File available in Operations



Veolia Stafford Annual Report and Service Improvement Plan

2020/21

Date: 19th April 2021

Version: 1.0

Due for Review: N/A

Purpose of the Document

This document is prepared with reference to Paragraph 2.36 of 'Part One: General Requirements', Paragraph 1.35 of 'Part Two: Service Requirement - Waste and Recycling Collection Services' and 1.16 of 'Part Three: Service Requirement - Processing of Dry Recycling and Other Recyclables' of 'Schedule A Service Specification - Part 1: Technical Specification' of the 'Call-Off Contract for Waste & Recycling Collection Service & Processing of Dry Recycling' ('the Contract') between Veolia ES (UK) Ltd and Stafford Borough Council.

This third Veolia Stafford Annual Service Improvement Plan ('Annual Report') covers the year 1st April 2020 to 31st March 2021.

This report is broken down into the following sections:

- Executive Summary
- Charges Summary
- Resources
- Health and Safety Summary
- Collection Operations Summary
- Waste Transfer Station Operations Summary
- Action Plans
- Annual Performance 2020/21
- Annual Service Improvement Plan 2021/22

Contents

Executive Summary	4
Charges Summary	5
Resources	6
Absence Rates	10
Vehicles and Plant	11
Health and Safety Summary	12
Collection Operations Summary	13
Missed Collections	13
Containers Not Returned Correctly	17
Missed Assisted Collections	18
Collected Weights	19
Collected Weights Recycling Rate	21
Waste Transfer Station Operations Summary	22
Waste Inputs	22
Waste Outputs	23
Waste Outputs Recycling Rate	24
Environmental Performance	25
Action Plans	26
Annual Performance 2020/21	31
Annual Service Improvement Plan 2021/22	32
Review of Previous ASIP	32
2021/22 ASIP	33

Appendices

Appendix 1 - 2020/21 Charges Breakdown

1. Executive Summary

The third full Contract year (April 2020 to March 2021) has seen significant challenges to the Services provided by Veolia on behalf of Stafford Borough Council ('SBC'). :

- The Covid-19 pandemic had a significant impact on the Services during 2020/21 but it also showcased the close working partnership that continues to develop between Veolia and SBC.
- The 'Scenario 2' recycling service change was successfully implemented, with the first collections taking place in April 2020.
- A Charged-for Garden Waste Collection service was introduced in January 2021, with an alternate payment mechanism agreed for the first year of the service due to SBC's decision to maintain an open subscription window.

SBC and Veolia have continued to work closely together to ensure that the Services are provided throughout the Covid-19 pandemic and that the new recycling and charged-for garden waste collection services were successfully implemented.

Veolia provided an 'Estimate' on 13th February 2020 in response to the first of three Contracting Body Change Notices. Change Notice 1 specified the removal of all Bring Site containers before the end of March 2020. Veolia provided an Estimate to Change Notice 3 relating to the introduction of the charged-for garden waste collection service on 2nd February 2021. Veolia awaits a response to these Estimates as well as the Contracting Body Change Notice 2 for the introduction of the reusable bag for card and paper undertaken in March 2020 as part of the 'Scenario 2' service change.

Veolia and SBC continued to hold daily calls that started on 18th March 2020, at 09:10 every workday morning, until 20th May 2020. These calls were held to discuss the impact of the ongoing Covid-19 Coronavirus pandemic on waste collection services and agree on actions to try to maintain services in these exceptional times. SBC also redeployed SBC Streetscene team members to Veolia on occasion to help to mitigate the impact of Covid-19 Coronavirus on staffing levels. Veolia expresses its thanks again to the Council for the efforts of its staff throughout the pandemic.

SBC instructed Veolia to suspend the following services until further notice due to the impact on available resources of the ongoing Covid-19 Coronavirus pandemic:

- 'Civic Amenity' site visits from 20th March 2020.
- Garden waste collection services from 24th March 2020 (restarted 27th April 2020).
- Bulky waste collection services from 24th March 2020 (restarted 17th June 2020).

The additional costs incurred by Veolia from the start of the pandemic until the end of the first lockdown in July 2020 for sickness cover and the purchase of additional hygiene PPE and supplies was [Text Redacted].

Veolia intends to maintain the strong working relationship with SBC through the coming year as outlined in the Annual Service Improvement Plan (ASIP) section of this report. Reviewing the previous ASIP, significant proposals were successfully completed:

- Implementation of the 'charged-for' garden waste collection service.
- Assisted collection review.
- Agreement on recycling rate targets.
- Installation of on-site fuelling at Tollgate Drive with appropriate interceptor(s).

2. Charges Summary

The following table summarises all charges made by Veolia to SBC relating to the services provided under the Contract. Each monthly report acts as 'backing data' for the invoice that includes the reporting month's Core charge and the previous month's Variable charge. A detailed breakdown of charges is provided at Appendix 1.

[Table Redacted]

3. Resources

Veolia announced a restructure in January 2020, with business lines replacing the previous geographic regions. The SBC contract was allocated to the 'Municipal' business line.

Whilst the day-to-day points of contact of the Business Manager and Contract Performance Manager have not changed, changes have occurred to the senior management responsible for Stafford. [Text Redacted] (Managing Director - Municipal) replaced [Text Redacted] (Director - Treatment) as the Provider's Representative. [Text Redacted] (Contract Performance Manager) replaced [Text Redacted] (Director - West) and [Text Redacted] (General Manager - North and Midlands) replaced [Text Redacted] as Key Personnel. Veolia provided SBC with notice of the Provider's Representative and Key Personnel changes on 8th June 2020.

[Text Redacted] Former driver/loader [Text Redacted] was employed in the newly-created 'Echo Controller' position in November 2020. [Text Redacted]

[Table Redacted]

We continued to invest in staff training and development throughout 2020/21.

Course	Undertaken By	Undertaken
Level 5 - Operations / Departmental Manager Apprenticeship	Business Manager Contract Performance Manager	August 2020 (ongoing)
Anti-Facilitation of Tax Evasion	Business Manager Contract Performance Manager Senior Supervisor Supervisor ECHO Controller	February 2021
Data Protection Essentials		
Information Security Essentials		
Data Protection and Information Security		
'Skill Up, Stay Smart' Module 1 of 4		December 2020
Safety Week 2020 - Hazard Spotting		September 2020
Data Protection and Information Security	Depot Administrator	February 2021
HR Payroll Awareness		March 2021
Live Stream - Procurement		
HR Payroll - DA Overview		
Digital Ambassador Training		
Payroll 'Deep Dive'		
Procurement Training		
Waste and Recycling Management	ECHO Controller	January 2021
LGV Module 6 - Health and Safety		February 2021
Worksafe		
Equality and Diversity		
Customer Service		
Introduction to CMS		
Fire Safety (Covid) Corporate Offices		
Waste Industry Awareness		
Emotional Intelligence		
QHSE		
Leadership and Management 3 - Modules 2 and 4		
Leadership and Management 5 - Modules 513, 514, and 515		February/March 2021
Personal Health and Safety		March 2021
Minute Taking		

The responsibilities allocated to each role are documented in the table below. There have been no fundamental changes to responsibilities since the previous annual report with the exception of the creation of the 'ECHO Controller' role.

Role	Responsibilities
Business Manager [Text Redacted]	Responsible for all aspects of service provision, legal compliance, including health and safety and environmental statutes, and financial and transport management. [Text Redacted] is also the COTC-holder for Stafford Waste Transfer Station.
Contract Performance Manager [Text Redacted]	All aspects of Contract compliance, data analysis to identify opportunities for improvement, and client reporting.
Senior Supervisor [Text Redacted]	Vehicle compliance, supervision of crews, disciplinary processes and resource allocation. Reports directly to the Business Manager.
Supervisor [Text Redacted]	Service management, including resource allocation. Also responsible for vehicle compliance and supervision of crews. Reports to the Senior Supervisor.
Depot Administrator [Text Redacted]	The role includes payroll input, purchasing and invoicing, and weighbridge operation. [Text Redacted] is also the depot's Mental Health First Aider and 'Digital Ambassador' for the switch to paperless payslips in Q1 2021/22.
ECHO Controller	Responsible for the administration of ECHO, including allocation of work to crews, and investigation and resolution of complaints within Contract Service Level Agreements (SLAs).
Driver / Loader	Driving refuse and/or recycling collection vehicles (RCVs) in accordance with relevant licences and regulations, in addition to the collection of waste.
Loader	The collection of waste in accordance with relevant regulations, Contractual standards, and training instructions.

Generally, there have been few staff issues throughout the third full year of operations. [Text Redacted]

Vehicles and Plant

The following table shows the vehicles employed on the contract in March 2020:

Vehicle Type	Count	Utilisation*
26-tonne RCV	12	100%
26-tonne '70:30 split' RCV	7	100%
12-tonne Narrow Access RCV	2	100%
12-tonne Cage Vehicle	1	100%
JCB Telescopic Material Handler	1	100%
Ford Ranger 4x4	1	-
Peugeot van	1	-
Total	25	100%

*Utilisation is taken to mean the capacity of the vehicle used. All vehicles are filled to capacity at least once per day so utilisation is given as 100%. The JCB Telescopic Material Handler is used daily. The Peugeot van was replaced by a Vauxhall van in January 2021 with the appointment of the new Supervisor.

The following table shows the vehicles employed on the contract in March 2021:

Vehicle Type	Count	Utilisation*
26-tonne RCV	14	100%
26-tonne '70:30 split' RCV	8	100%
12-tonne Narrow Access RCV	2	100%
12-tonne Cage Vehicle	1	100%
JCB Telescopic Material Handler	1	100%
Ford Ranger 4x4	1	-
Vauxhall Van	1	-
Total	28	100%

An additional '70:30 split' and a standard RCV were permanently transferred from Veolia Shropshire to support Stafford following the 'Scenario 2' recycling service change's impact on crew productivity, the ongoing impact of imbalanced collection rounds, and rapid property growth.

4. Health and Safety Summary

Veolia's health and safety performance in 2020/21 is summarised in the table below.

2020/21	Incidents	Accidents	RIDDOR	Near Misses
Apr	0	1	0	0
May	0	1	0	1
Jun	0	0	0	6
Jul	1	1	0	15
Aug	0	1	0	10
Sep	0	1	0	3
Oct	0	0	0	3
Nov	1	0	0	5
Dec	0	3	0	4
Jan	0	2	0	23
Feb	0	0	0	0
Mar	0	0	0	1
Total	2	10	0	71

Veolia Stafford unfortunately suffered a total of ten accidents in 2020/21, with two incidents, and 71 near-misses reported. None of the accidents resulted in a RIDDOR report being submitted to the Health and Safety Executive (HSE). This compares to a total of six accidents (two RIDDOR reports), four incidents, and 150 near-misses reported in 2019/20. There were no 'Lost Time Incidents' (LTIs) in 2020/21 and therefore no days lost compared to 19 days lost in 2019/20.

Veolia introduced the Veolia Minimum Requirements (VMR) in February 2020. The VMR project is designed to ensure that all Veolia sites and operations are conducted safely and in a compliant manner. The VMR aims to improve:

- The communication of health and safety procedures and processes to our employees,
- The sites that we operate from by identifying necessary changes to sites and operational practices and procedures to improve compliance
- Promotion and maintenance of the highest standards of safety in our working environments.

Veolia Stafford completed a self-assessment against the VMR in December 2020 with the support of our Quality, Health & Safety, and Environment advisor. This self-assessment informed a Site improvement Plan. The main areas requiring improvement were shared with SBC on 22nd March 2021. Veolia is now working to finalise more detailed improvement proposals to share with SBC.

5. Collection Operations Summary

Collection operations were severely impacted by the ongoing Coronavirus Covid-19 global pandemic in 2020/21. Despite this challenging situation, Veolia worked closely with SBC to ensure that the 'Scenario 2' recycling service change was successfully embedded. Veolia continued to work in partnership with SBC to deliver the 'charged-for' garden waste collection service which launched in January 2021.

- Collection operations have seen further investment during 2020/21 with the replacement of older vehicles in the fleet, including the arrival of two new vehicles, RCV VX20ZBL and '70:30 split' RCV VX70ZNA, replacing DK61YGP and VU12LBU in April and October 2020 respectively. The fleet was also supplemented by an additional two vehicles acquired from Veolia's Shropshire contract (RCV DE63ZYD and '70:30 split' RCV DG66HTE) to support the older vehicles in the fleet. The overall reduction in the fleet age profile should reduce vehicle downtime and improve operational delivery. Further investment in the fleet is planned for 2021/22 with the replacement of RCV registration DE63ZYD.
- A new fuel tank was commissioned at Tollgate Drive by Veolia following the completion of interceptor works by SBC's contractor in January 2021. The first fuel was drawn in February 2021.

Veolia continued to develop services outside of the scope of the 'Scenario 2' service change package:

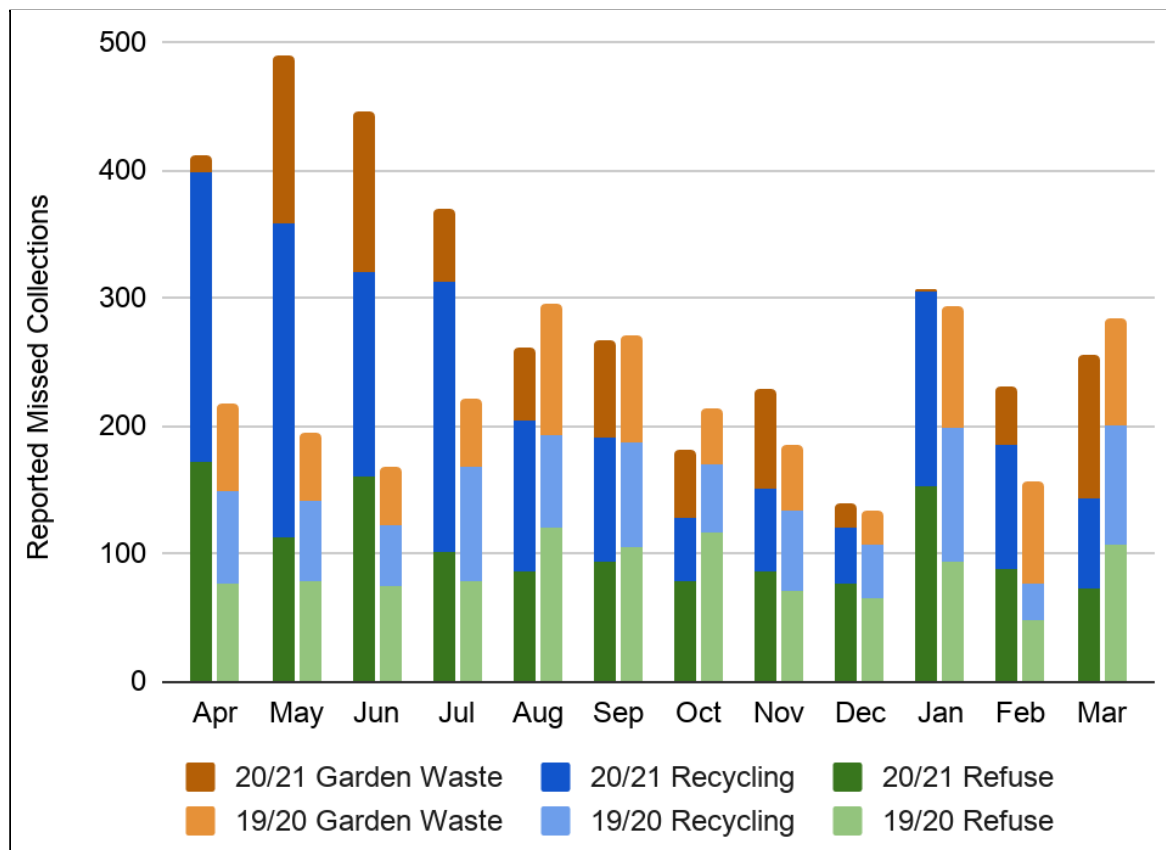
- Schools' recycling services were reviewed and an extensive engagement programme undertaken in Q4 2020/21 to provide schools with a mixed card and paper service to align them with the household collection service.
- Communal properties were also targeted with an ongoing programme of engagement, including the installation of clear wall signage to coincide with the launch of the mixed card and fibre service to these properties. This service sees the introduction in the Borough of innovative 'letterbox-lidded' containers to reduce contamination by restricting the bin's aperture size. Relationships between the Council, Veolia, and the social housing providers in the Borough continue to be developed to improve service delivery to these challenging property types.

Missed Collections

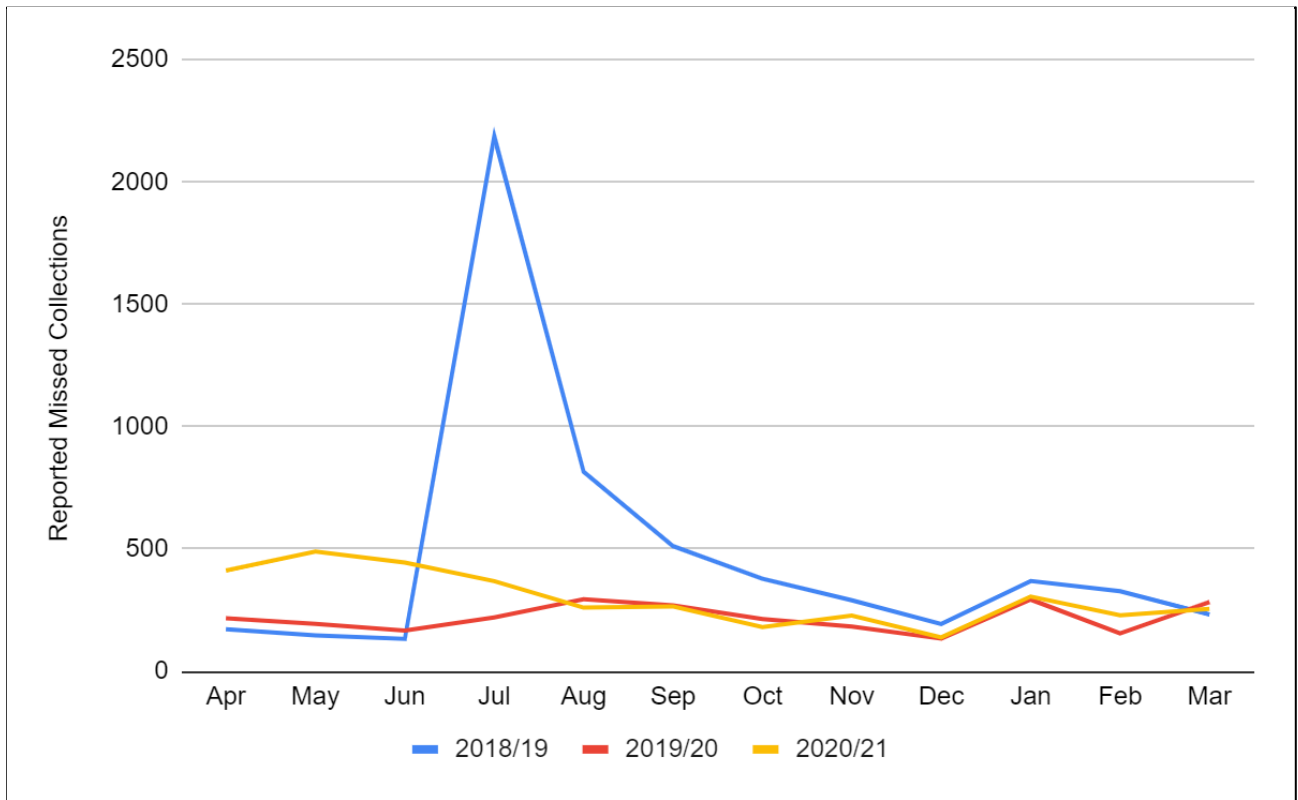
Missed collection performance declined in 2020/21 compared to 2019/20 when assessing the number of reported missed collections. Reported missed collections increased 36.24% from 2,630 in 2019/20 to 3,583 in 2020/21. It is worth noting that the Services were supplemented by an increased number of agency staff, particularly during Q1 and Q2, due to the impact of Covid-19 on staffing levels. Staff absence reached a high of 37% in March 2020. It is also noteworthy that two service changes were introduced during 2020/21. The 'Scenario 2' recycling service took time to bed in with crews and residents, as evident in Q1. The 'charged-for' garden waste collection service was introduced in January 2021.

Performance has consistently fallen below the expected standards, breaching 'Band 3' performance levels in all quarters of 2020/21. We are determined to improve performance through implementation of the action plans outlined later in this report, in partnership with SBC.

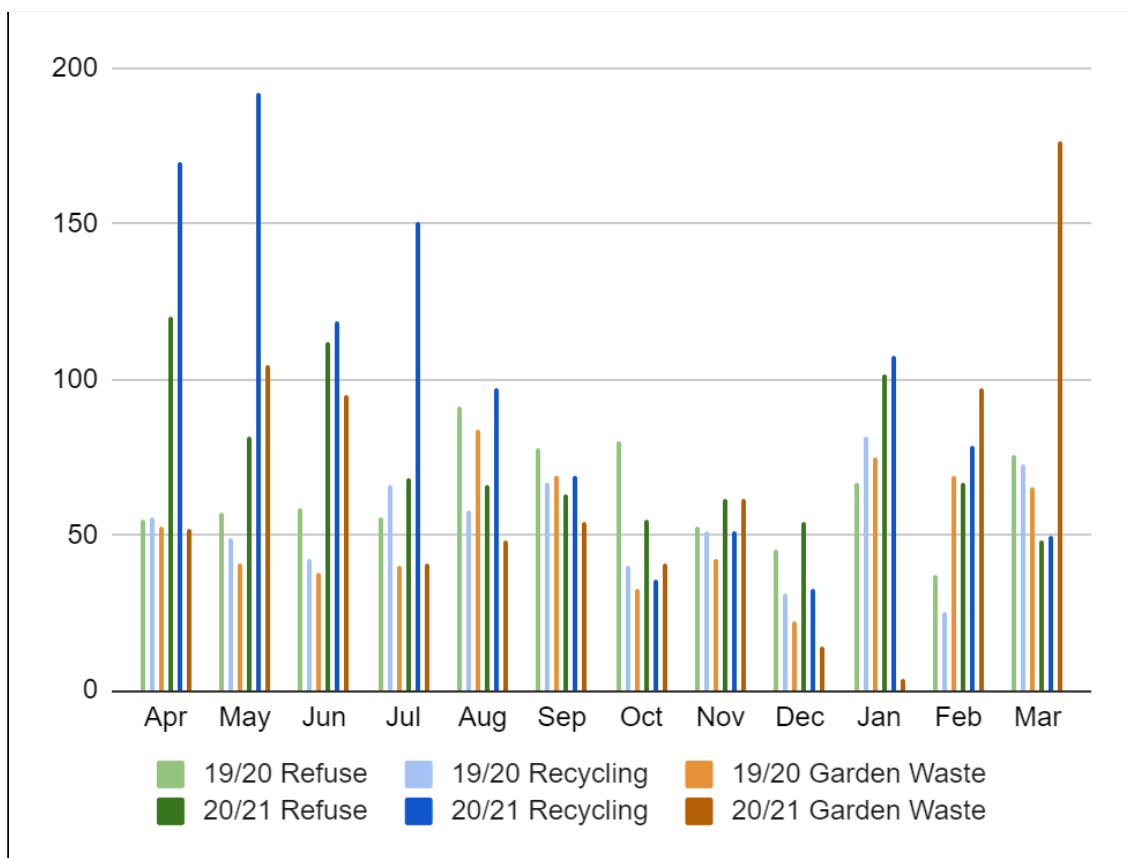
The Performance Indicators for the waste and recyclables collections element of the contract are detailed below, beginning with the reported missed collections.



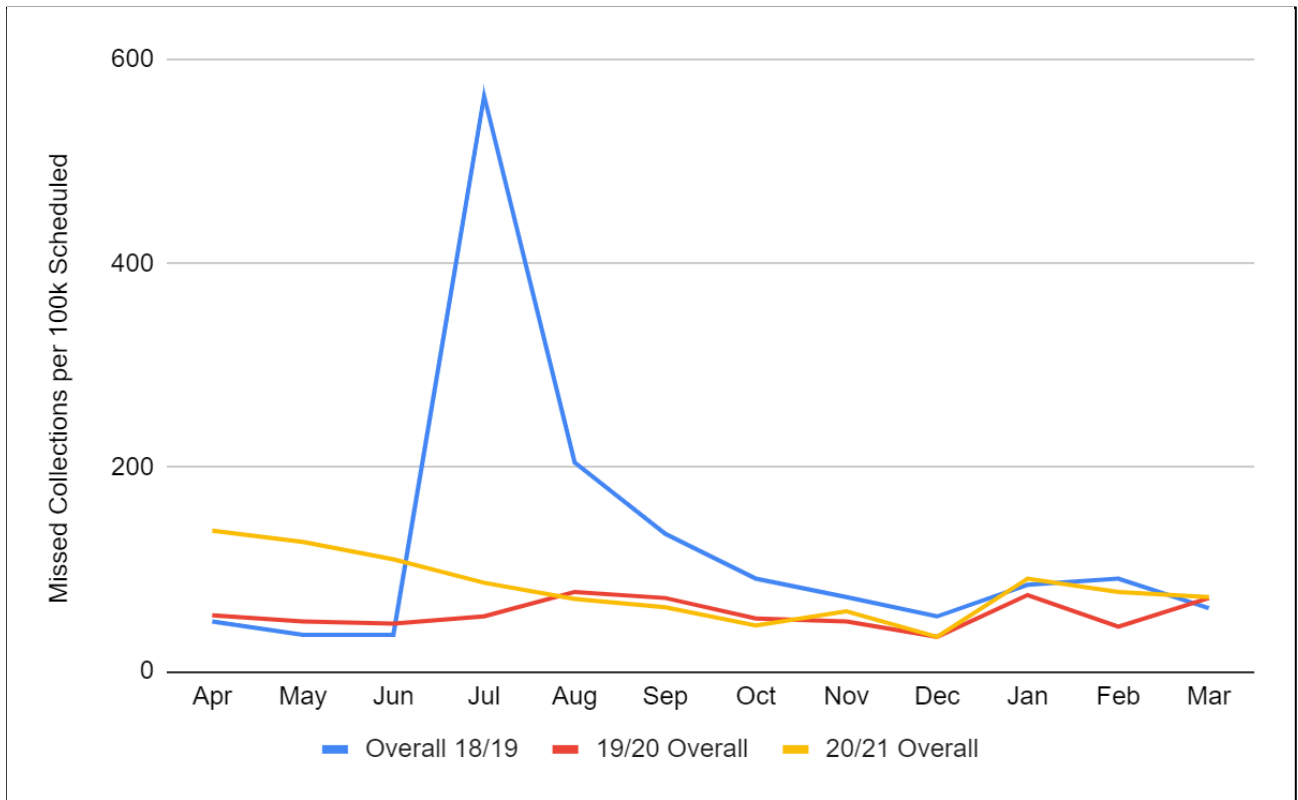
The following chart shows the number of reported missed collections year-on-year from 2018/19 to 2020/21.



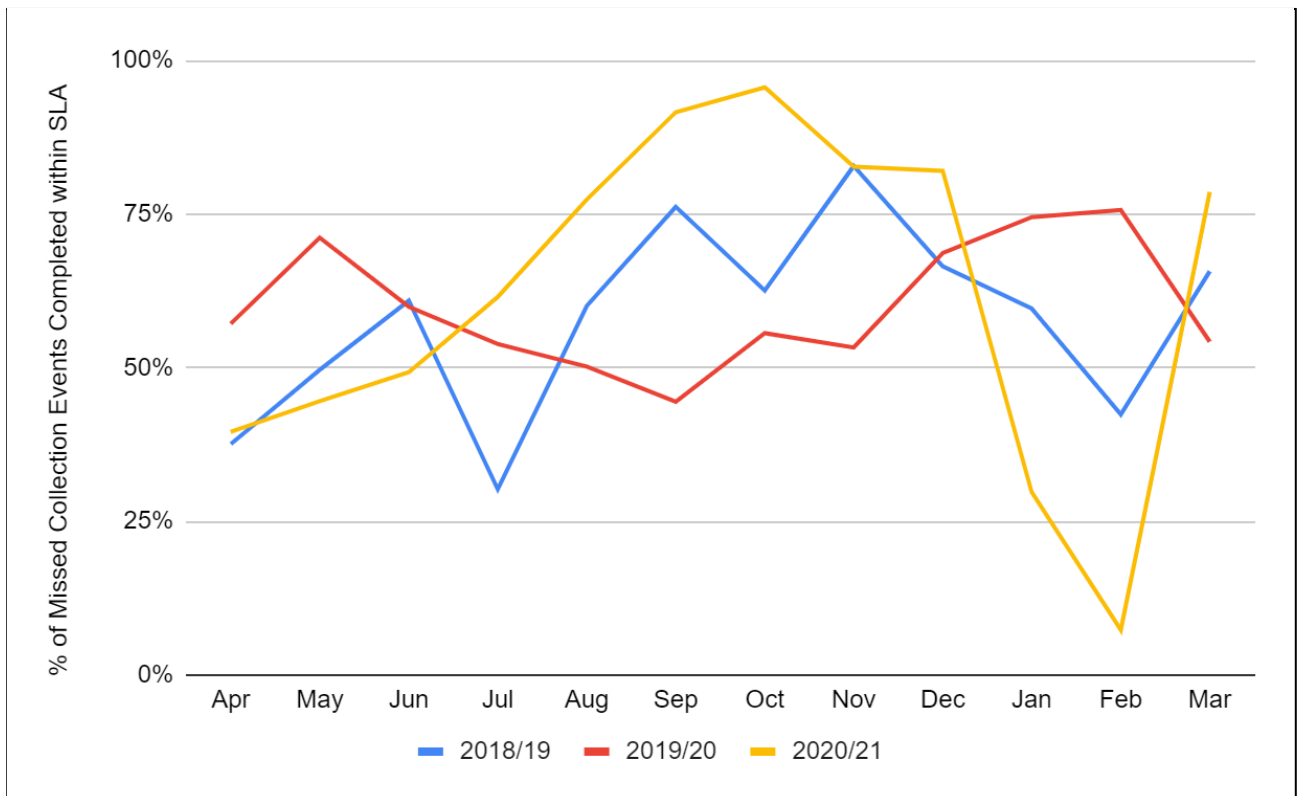
The following chart compares missed collections per 100,000 scheduled collections by service between 2019/20 and 2020/21.



The following chart shows missed collections per 100,000 scheduled collections from 2018/19 to 2020/21.



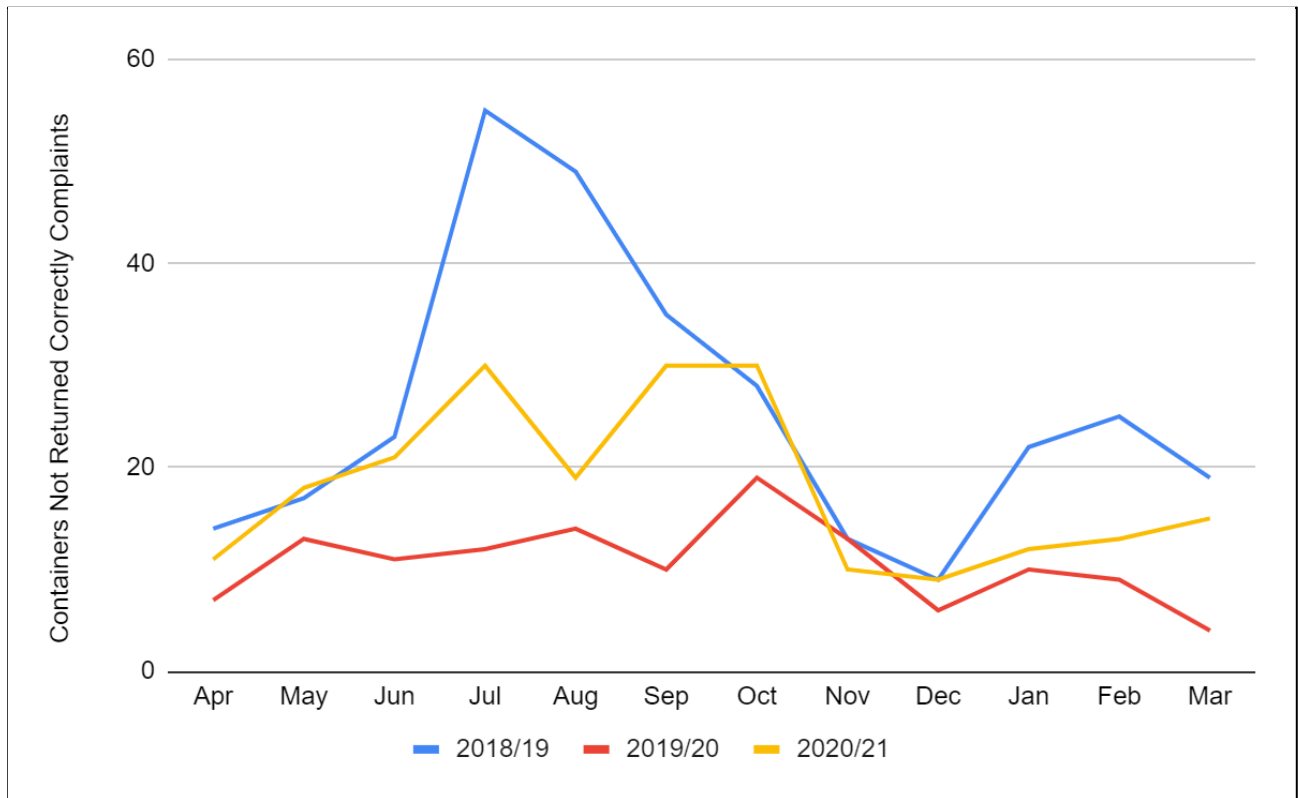
The Operations team has focused on resolving more missed collections within the Contract's Service Level Agreement (SLA) during 2020/21. The following chart shows a comparison year-on-year from 2018/19 to 2020/21. 2020/21 represents the most successful year for achieving the missed collections Service Level Agreement at an average of 62% (2018/19 = 58%, 2019/20 = 60%).



Containers Not Returned Correctly

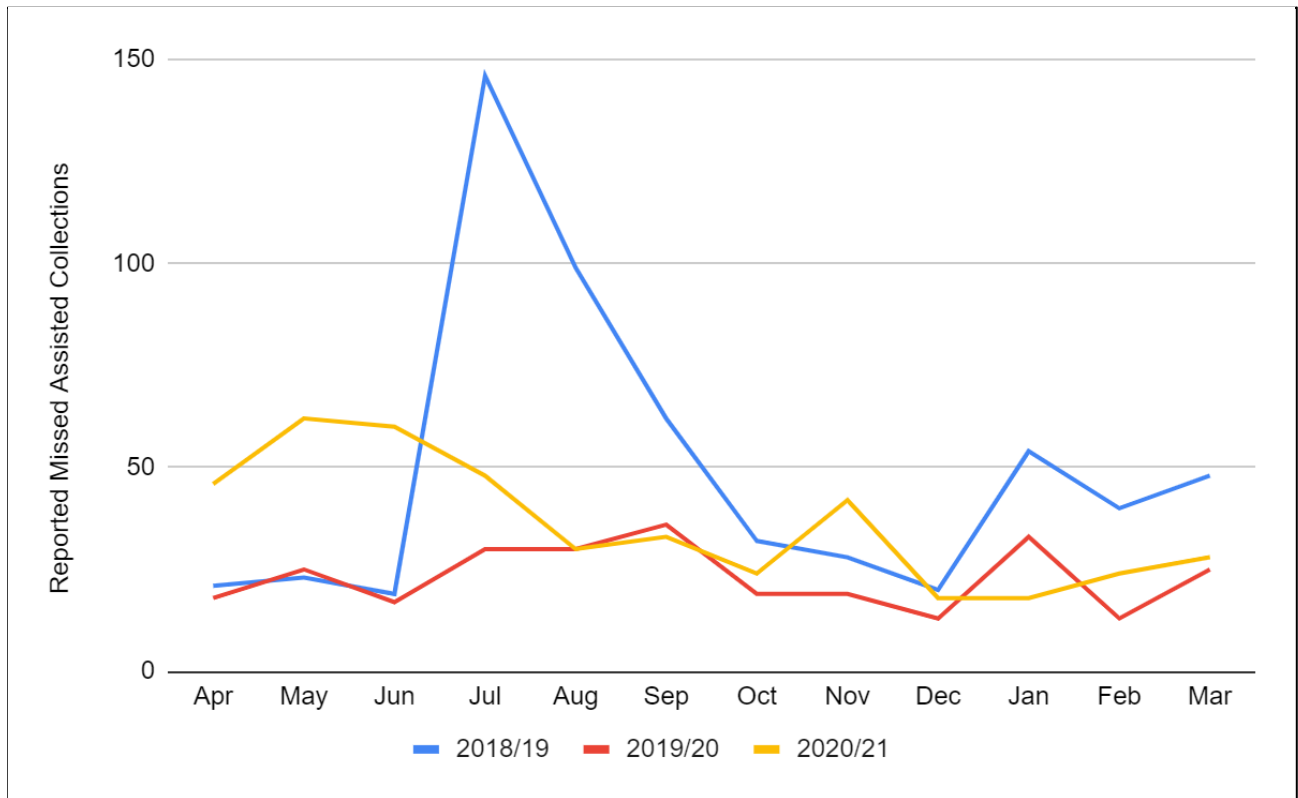
The influx of agency staff used to ensure continuation of the Services during the ongoing Covid-19 Coronavirus pandemic and the 'settling in' period for the 'Scenario 2' recycling service resulted in an increased number of 'containers not returned correctly' complaints. There were 218 reported complaints in 2020/21 versus 128 in the previous year. Details of the initiatives undertaken to reduce the number of 'containers not returned correctly' complaints are included in the 'Action Plans' section of this report.

The following chart shows the comparison year-on-year from 2018/19 through to 2020/21.



Missed Assisted Collections

Performance has declined with regards to the number of missed assisted collections. The following chart shows the number of missed assisted collections compared to previous Contract years. 2020/21 saw an increase of 55.76% in missed assisted collections compared to 2019/20. Almost 40% of these were incurred in Q1 2020/21 when the Services were supplemented with a large number of agency staff without local knowledge.

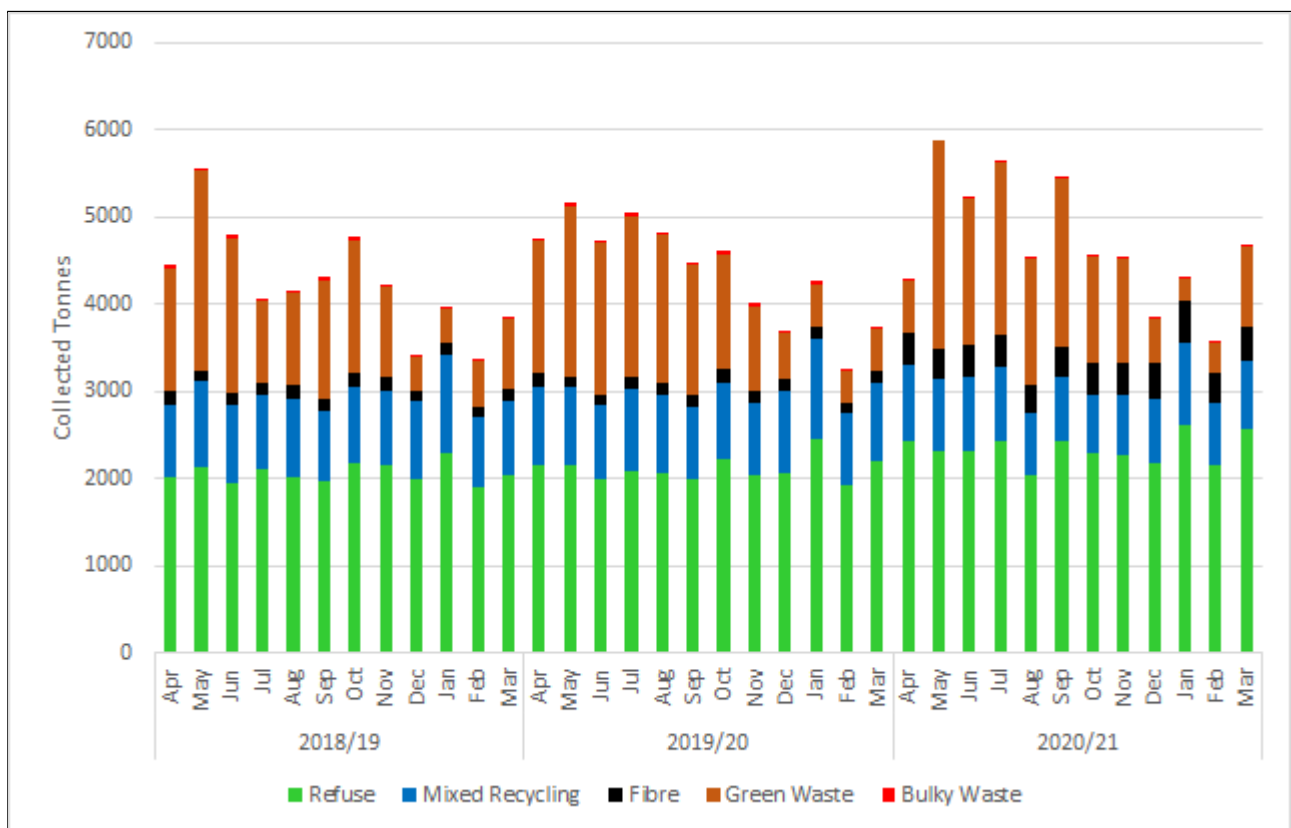


Collected Weights

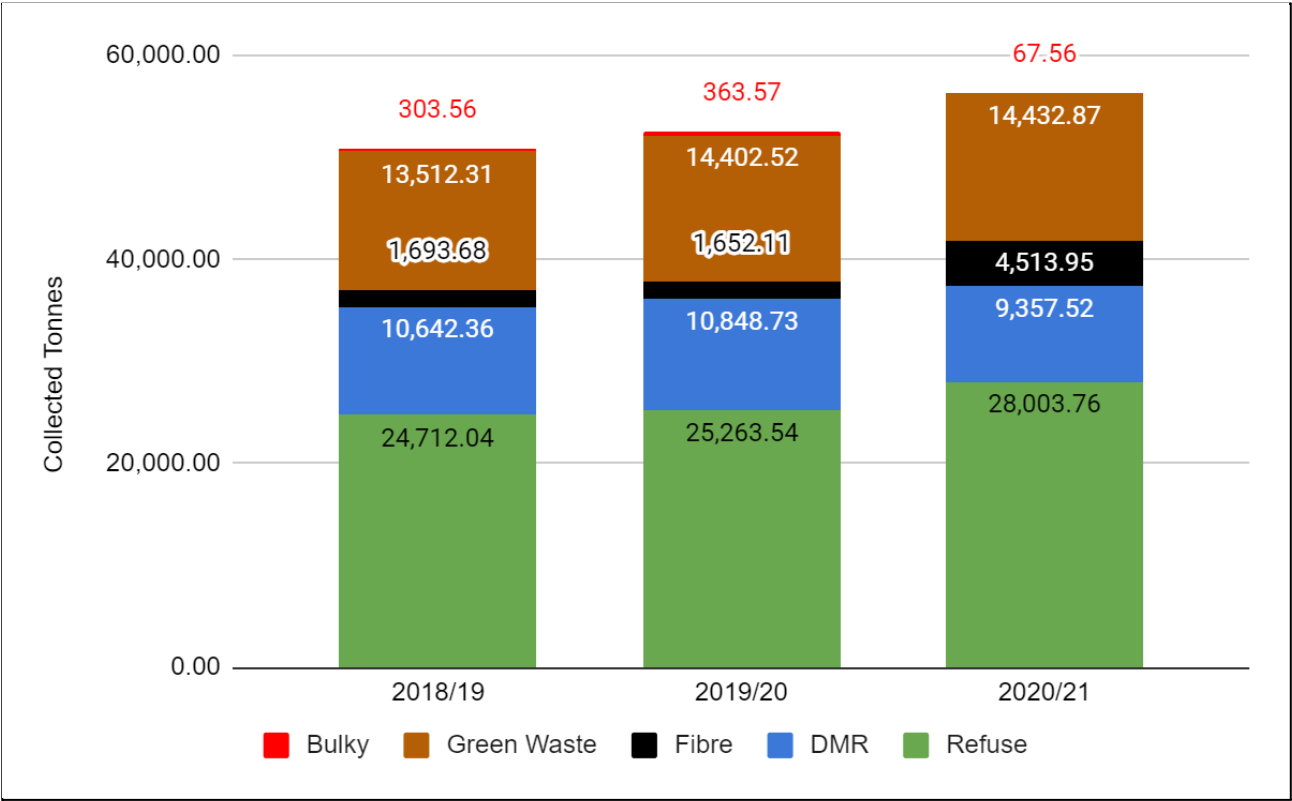
Overall, Veolia collected 56,430.73 tonnes of recyclable materials and waste from Stafford Borough properties between April 2020 and March 2021. This represents a 6.92% increase compared to the 52,527.12 tonnes collected in 2019/20.

The following chart shows the collected weights compared to previous Contract years. The impact of the 'Scenario 2' recycling service collection change is clearly apparent, with a 173% increase in captured fibre and a 13.75% decrease in captured Dry Mixed Recycling (DMR) in 2020/21 compared to 2019/20, as card and paper has migrated from the blue bin to the blue bag.

It should also be noted that the increase in overall waste arising is also due to the significant impact of the Covid-19 Coronavirus pandemic, with a series of national lockdowns enforced throughout 2020/21. It is also noteworthy that collected garden waste exceeded the previous year despite this service being suspended from 24th March 2020 to 27th April due to the pandemic. The variance relating to bulky waste collected weights compared to prior years is also due to the suspension of such collections from 24th March 2020 to 17th June 2020 due to the pandemic.



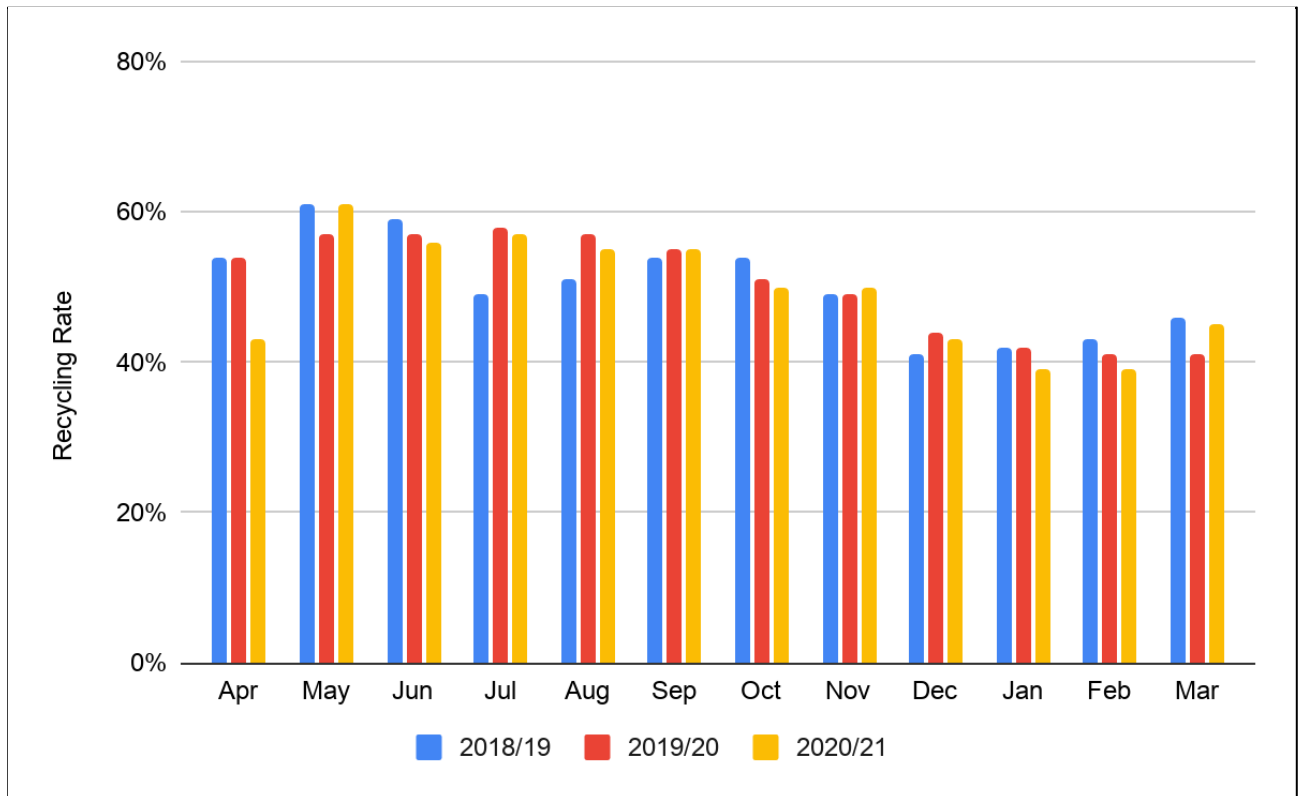
The following chart shows the increase in collected weights from 2018/19 to 2020/21 for reference.



Collected Weights Recycling Rate

The recycling rate over this period was 50.24% (based on collected weights). This compares to 51.21% in 2019/20 and 50.82% in 2018/19. The 2020/21 rate varied from a monthly low of 39% (recorded in January and February 2021) to a high of 61% in May 2020.

The reduced recycling rate performance is in part attributable to the effects of the pandemic. Recycling rate performance was affected by the suspension of garden waste collections from 24th March 2020 to 27th April 2020 and the increase in residual waste likely due to the national lockdowns and increased homeworking. 2,740 tonnes more refuse was collected in 2020/21 than 2019/20, a 10.85% increase.



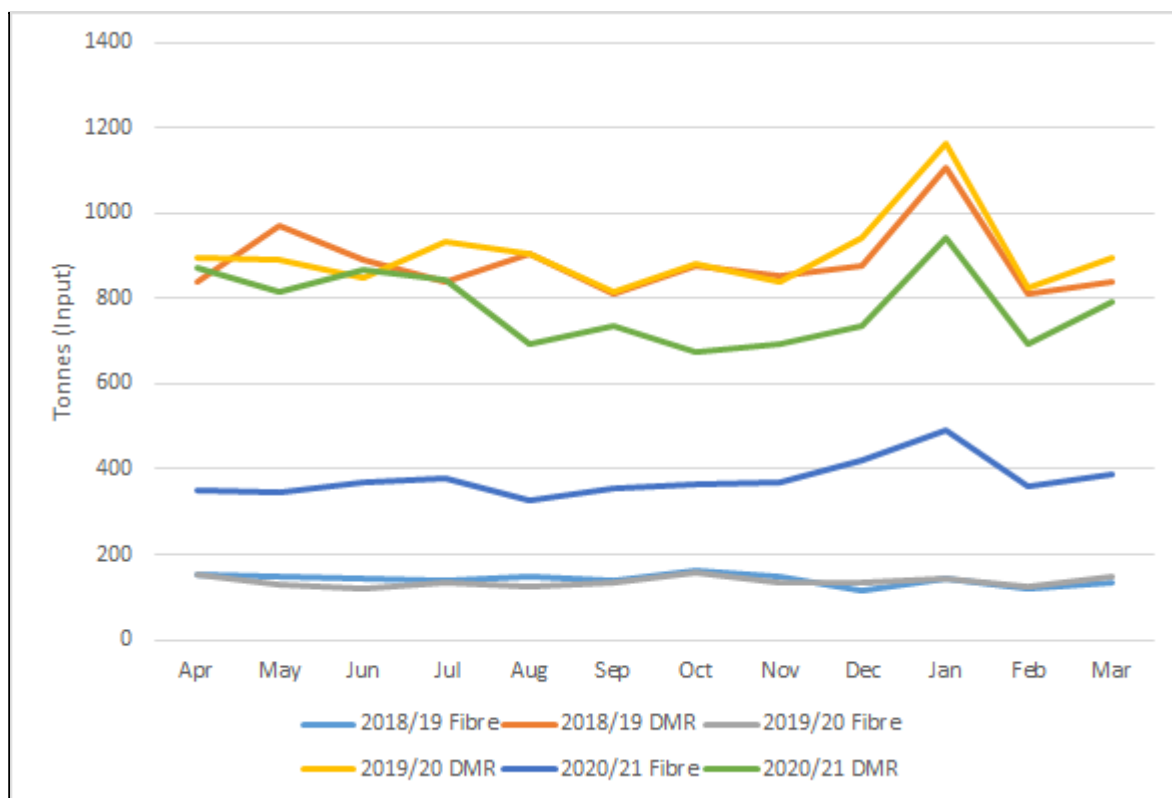
6. Waste Transfer Station Operations Summary

Stafford Waste Transfer Station at Tollgate Drive saw continued investment from Veolia during 2020/21:

- A new 20,000-litre fuel tank was installed at Tollgate Drive in February 2021 following completion of the interceptor installation works by SBC's contractor in January 2021.
- SBC has also provided a mechanical sweeper at Tollgate Drive on occasion to improve the appearance of the Site.
- Veolia invited an approved contractor to visit the Site in April 2021 to arrange for the depot yard lighting to be upgraded to LED to improve safety and sustainability. This will take place in May 2021.

Waste Inputs

13,874.57 tonnes of recyclable waste (4,517.05 tonnes of paper and 9,357.52 tonnes of mixed recycling) was weighed into Stafford Waste Transfer Station in 2020/21. This compares to 12,472.97 tonnes of recyclable waste (1,643.23 tonnes of paper and 10,829.74 tonnes of mixed recycling) in 2019/20, an 11.24% increase. For reference, 2018/19 saw 12,317.76 tonnes accepted to the site. The Site's Environmental Permit allows less than 25,000 tonnes of mixed recycling to be accepted to Site per annum. The Site's Waste Exemption allows 15,000 tonnes of fibre (mixed card and paper) to be stored on site per annum.

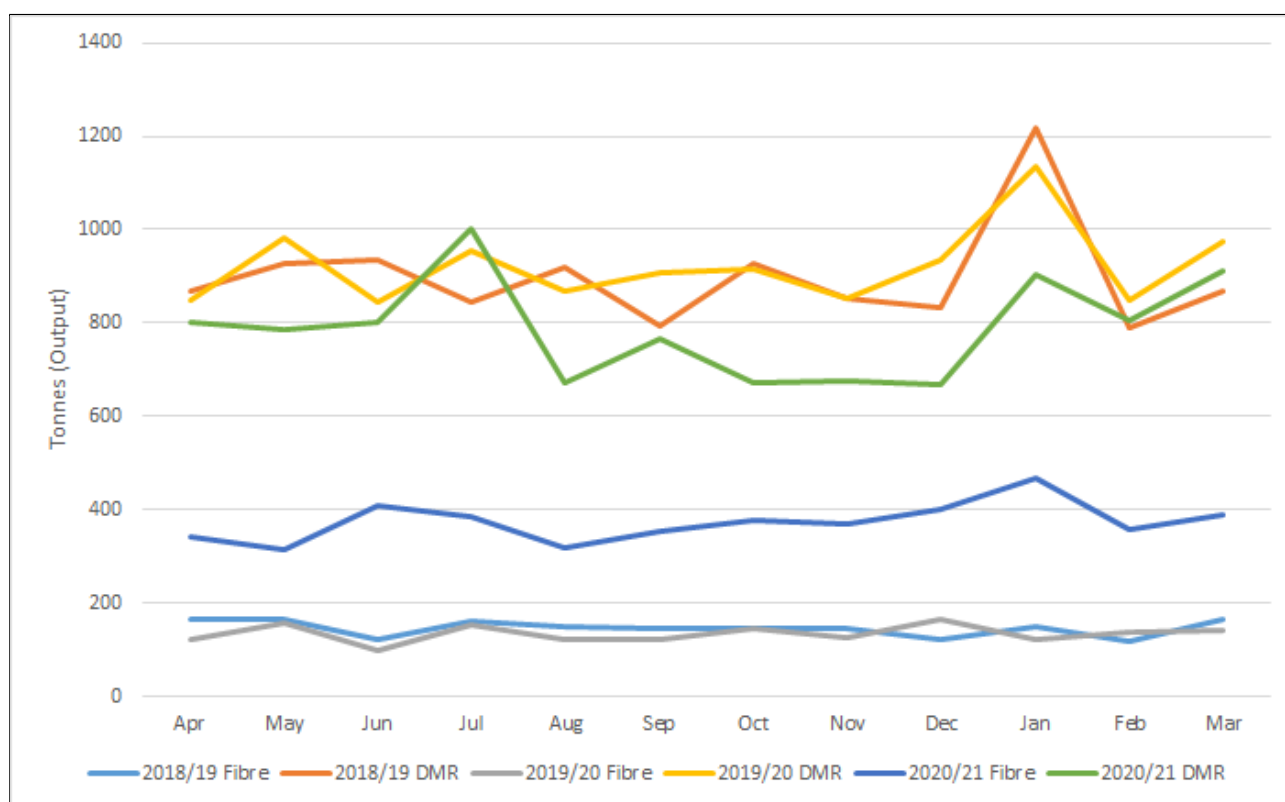


Waste Outputs

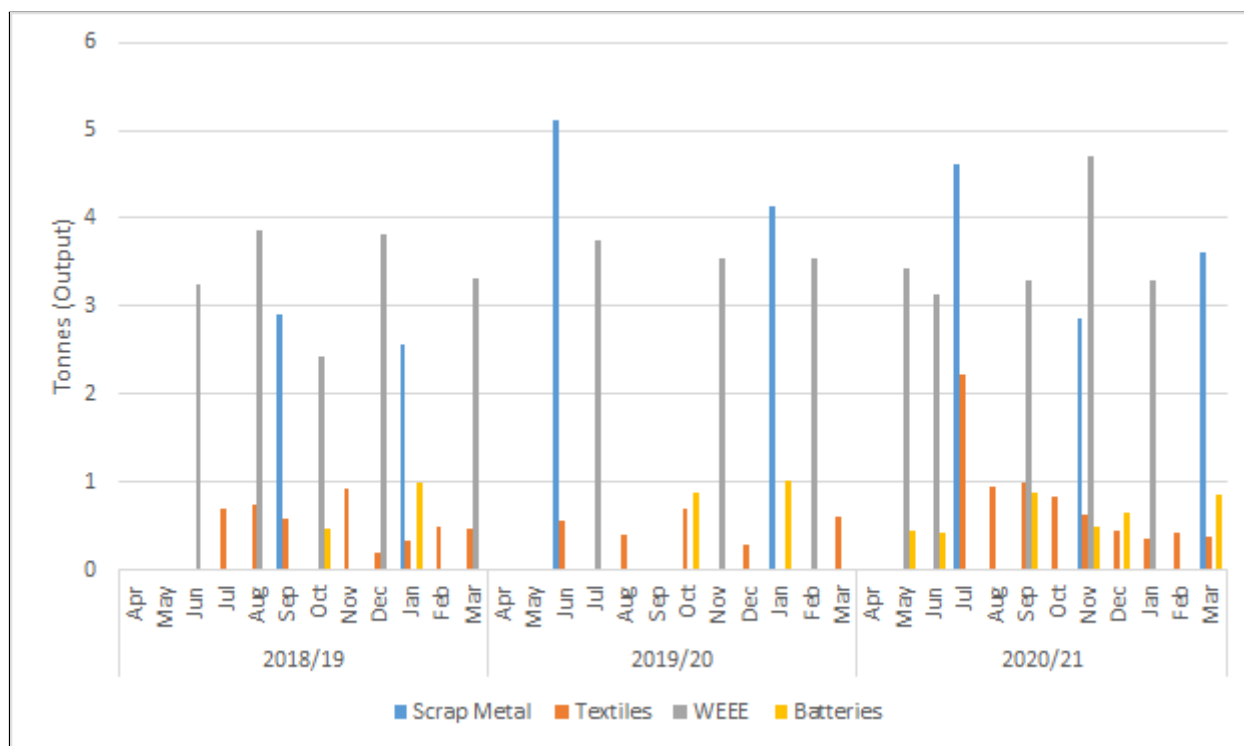
Stafford Waste Transfer Station saw a total of 13,994.53 tonnes of recyclable waste leave the Site in 2020/21. This is a 10.15% increase on the 12,704.57 tonnes of waste in 2019/20. For reference, 2018/19 saw 12,563.42 tonnes leaving the Site. Stafford Waste Transfer Station (WTS) exported, in 2020/21:

- 4,439.70 tonnes of fibre (mixed card and paper). 4,049.90 tonnes travelled to UPM Kymmene's Shotton paper mill and 389.80 to Palm Recycling in Norfolk. This is a 175.13% increase on the 1,613.66 tonnes of paper dispatched in 2019/20.
- 9,471.98 tonnes of dry mixed recycling was dispatched from the Site to Veolia's Materials Recovery Facility (MRF) at Four Ashes, near Cannock. This is a 14.41% decrease on 2019/20's 11,066.39 tonnes. This decrease is mostly due to the migration of fibre from the blue bin DMR to the blue bag following the 'Scenario 2' recycling service changes.
- 11.10 tonnes of scrap metal from bulky waste collections. This represents a 19.87% increase on the 9.26 tonnes in 2019/20. 4.62 tonnes went to European Metal Recycling (EMR)'s Landor Street facility, Birmingham with the remaining 4.62 tonnes arriving at Enablelink's Bilston (West Midlands) site..
- 3.75 tonnes of batteries from kerbside collections were taken by WasteCare to their Bloxwich site for recycling. This is a 97.37% increase from 2019/20's 1.90 tonnes.
- 7.20 tonnes of textiles were sent to JMP Wilcox's Bilston site for recycling. This is a 183.46% increase on the 2.54 tonnes collected in 2019/20. This increase may be partially explained by the pandemic, as non-essential retailers, including charity shops, were closed as part of Covid-related restrictions.
- 17.86 tonnes of small Waste Electrical and Electronic Equipment (WEEE) left the Site, a 65.06% increase on the 10.82 tonnes in 2019/20. 11.3 tonnes were transported to S. Norton's Regent Road facility in Liverpool and the remaining were sent to Viridor's St. Helens facility. Viridor's facility closed its doors in August 2020.

The following chart compares the volumes of paper and DMR leaving the site in 2020/21 to previous years.

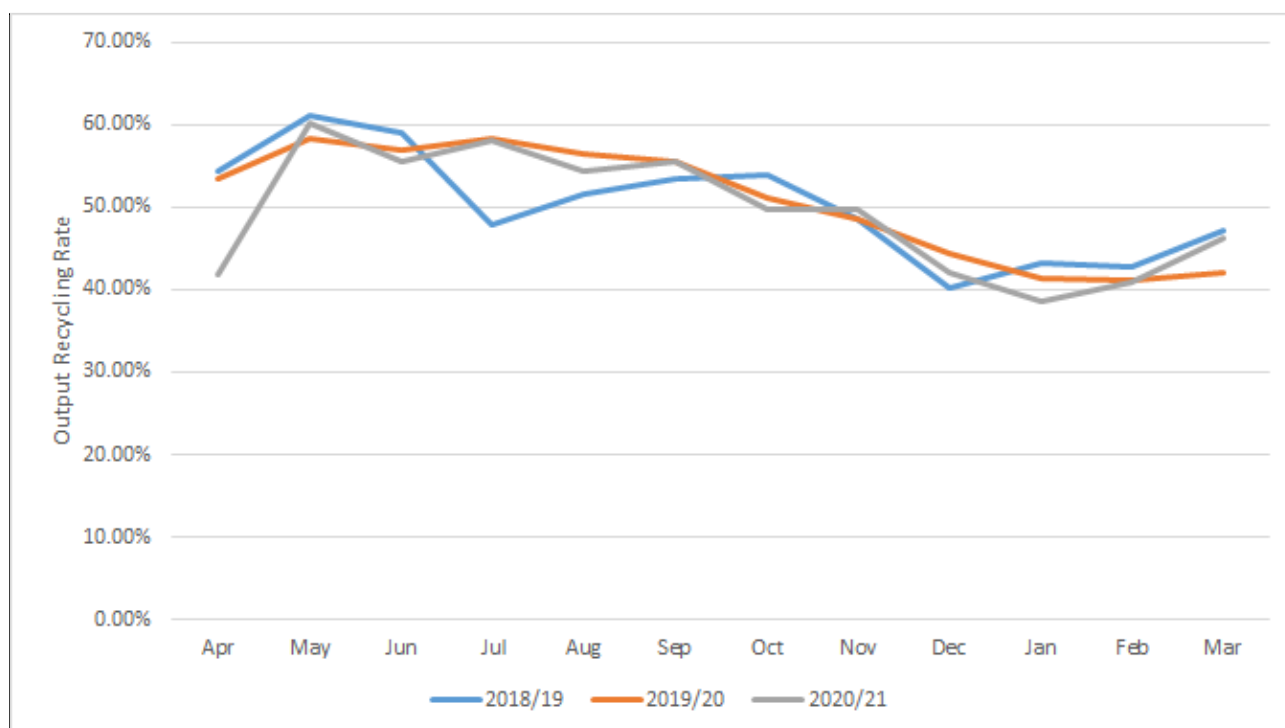


The following chart shows waste volumes to leave Stafford Waste Transfer Station other than DMR and paper in 2020/21 compared to previous years.



Waste Outputs Recycling Rate

The recycling rate based on waste outputs from Stafford Waste Transfer Station for 2020/21 was 50.32%. For comparison, the 2019/20 rate was 51.40% and 2018/19 was 51.04%, as shown in the chart below. Veolia submitted a revised recycling rate target proposal to accommodate the impact of the charged-for garden waste service on recycling rate performance. This was submitted in May 2021. Veolia had not received a response from SBC at the time of writing and, as such, we have not yet agreed the annual KPI recycling rate targets.



Environmental Performance

Veolia has worked to maintain compliance with all relevant standards at Tollgate Drive:

- Veolia received a complaint on 16th March 2021 from a director at Polemarch, the landlord of the neighbouring commercial property adjacent to the DMR storage bays (formerly occupied by Storage Boost, now home to Knauf Insulation). The complaint alleged that fugitive wastes from site have accumulated on the roof of the property generally with particular reference made to litter blocking rainwater channels on the roof which, the complainant alleged, caused damage to their tenant's stock. Veolia Stafford's Business Manager and Contract Performance Manager met with the complainant on 23rd March 2021 and agreed to increase litter picking and to investigate any further mitigation measures to prevent material from escaping from the Site. The complainant was happy with this course of action and agreed to monitor the rooftop to assess the accumulation of material.
- The *Staffordshire Newsletter* contacted SBC's Press and Communication Manager on 16th March 2021 regarding a complaint relating to litter at Tollgate Drive. Veolia assisted SBC in providing a comment in response.
- A further complaint relating to litter was made via email on 18th March 2021. This related to a post on social media by local community group 'Stafford Litter Heroes' regarding a litter pick that they had undertaken alongside Beaconside and in the perimeter of the Site. The actions described above in relation to the complaint of 16th March 2021 were reviewed and no further complaints have been received. Corrective action remains in place and Veolia is investigating further mitigation measures.
- The Environment Agency did not make their annual unannounced inspection of Tollgate Drive due to the pandemic.

7. Action Plans

As previously referenced in this Annual Report, the contract's third year has been challenging, with significant service changes in the midst of a global pandemic. We have either continued or introduced the following initiatives through 2020/21 which will continue to improve performance in the coming months. We will strive to develop additional initiatives in partnership with SBC to improve service quality throughout 2021-22, as described in the Annual Service Improvement Plan (ASIP) section of this report. The actions noted below were implemented during 2020/21.

'Containers Not Returned Correctly' Action Plan

Ref	Action	Owner	Start Date	Implemented?
16	Strategic Improvement Plan	GS	June 2020	In Progress - The management and Supervisory teams are working to review and make significant cultural changes to improve performance. This includes a potential restructure, redeployment of resources, and a greater focus on staff engagement
16	Strategic Improvement Plan - Regular Team Meetings	GS	August 2020	Yes - weekly operational review meetings held, involving the Senior Supervisor, Supervisor, Contract Performance Manager, and Business Manager. Internal KPIs are reviewed, including missed collections and containers not returned correctly by crew for targeted crew checks.
17	Supervisor Notes Log	GS	September 2020	Yes - Supervisor Note Log captures informal Supervisor Notes issued to staff to record discussions with Supervisors. 2x Notes for a similar incident type or 3x notes relating to any incident types in a six-month period triggers disciplinary action.
18	Performance Management Policy	GS	October 2020	Yes - Revised Veolia policy implemented from 5th October 2020 involves the creation of a Performance Improvement Plan following informal discussions regarding an individual's performance. Lack of improvement according to the PIP results in a Performance Hearing in which employees can be given Warnings, similar to the

				Disciplinary procedure.
19	Veolia Minimum Requirements (VMR) Training	GS	October 2020	In Progress - Retraining of all existing agency and full-time staff is being rolled-out prior to the end of 2020. It includes reminders of their responsibilities, how to use Echo, and how group 'task and finish' will also be introduced to enhance service delivery.
20	Veolia 'Skill Up, Stay Smart' Training Programme	GS	November 2020	In Progress - All Veolia Stafford management and supervisory team members were enrolled on the 'Skill Up, Stay Smart' training course. This consists of an initial four modules which are designed to cover the hard and soft skills that are needed by Veolia staff.
21	Recruitment of Replacement Supervisor	GS	January 2021	Supervisory capacity restored to full complement.
22	Installation of on-site fuel tank	GS	February 2021	Installed and operational - crews will have more time during their working day to ensure containers are returned correctly without having to travel to fuel their vehicles.
23	Revision of Internal Processes	GS	March 2021	Revised process in place - processes relating to Complaints against Time (where a resident disputes a crew 'lockout'), Crew Behaviours and Spillages, as well as 'Containers Not Returned Correctly' revised to ensure quicker resolution and follow-up with offending crews.

The following table shows the impact of the initiatives outlined above. Efforts will be focused on reducing the number of complaints regarding the return of containers.

Target	Target Date	Actual	Achieved
21-25	April-June 2020	50	No
26 - 30	July - September	79	No
26 - 30	October - December	49	No
26 - 30	January - March 2021	40	No

'Missed Collections' Action Plan

Ref	Action	Owner	Start Date	Implemented?
21	Strategic Improvement Plan	GS	July 2020	In Progress - The management and Supervisory teams are working to review and make significant cultural changes to improve performance. This includes a potential restructure, redeployment of resources, and a greater focus on staff engagement.
22	Strategic Improvement Plan - Regular Team Meetings	GS	August 2020	Yes - weekly operational review meetings held, involving the Senior Supervisor, Supervisor, Contract Performance Manager, and Business Manager. Internal KPIs are reviewed, including missed collections and containers not returned correctly by crew for targeted crew checks.
23	Supervisor Notes Log	GS	September 2020	Yes - Supervisor Note Log captures informal Supervisor Notes issued to staff to record discussions with Supervisors. 2x Notes for a similar incident type or 3x notes relating to any incident types in a six-month period triggers disciplinary action.
24	Performance Management Policy	GS	October 2020	Yes - Revised Veolia policy implemented from 5th October 2020 involves the creation of a Performance Improvement Plan following informal discussions regarding an individual's performance. Lack of improvement according to the PIP results in a Performance Hearing in which employees can be given Warnings, similar to the Disciplinary procedure.
25	Veolia Minimum Requirements (VMR) Training	GS	October 2020	In Progress - Retraining of all existing agency and full-time staff is being rolled-out prior

				to the end of 2020. It includes reminders of their responsibilities, how to use Echo, and how group 'task and finish' will also be introduced to enhance service delivery.
26	Veolia 'Skill Up, Stay Smart' Training Programme	GS	November 2020	In Progress - All Veolia Stafford management and supervisory team members were enrolled on the 'Skill Up, Stay Smart' training course. This consists of an initial four modules which are designed to cover the hard and soft skills that are needed by Veolia staff.
27	Recruitment of Supervisor	GS	January 2021	New Supervisor recruited. Supervisory capacity restored to full complement (1x Senior Supervisor and 1x Supervisor).
28	Installation of on-site fuel tank	GS	February 2021	Installed and operational - crews will have more time during their working day to ensure containers are returned correctly without having to travel to fuel their vehicles.
29	Revision of Internal Processes	GS	March 2021	Revised process in place - weekly Ops review now results in crews with the highest missed collection count for the previous week having a discussion with a Supervisor to establish why.

The following table shows that, despite the efforts detailed above, missed collections per 100,000 scheduled collections remain too high. We will work with Stafford Borough Council to implement further initiatives to reduce the number of missed collections in 2021/22 as per the ASIP section of this report.

Target	Target Date	Actual	Achieved
26-30	April - June 2020	125	No
26-30	July-September 2020	74	No
26-30	October-December 2020	46	No
26-30	January-March 2021	81	No
26-30	April - June 2020	125	No
26-30	July-September 2020	74	No
26-30	October-December 2020	46	No
26-30	January-March 2021	81	No

8. Annual Performance 2020/21

Three key performance criteria detailed in Schedule 8 ISFT Updated Performance Framework of the Contract are monitored during the year with potential performance deductions applied annually. These are:

- Contamination in Garden Waste
- Customer Satisfaction
- Household Recycling Rate

Two other key performance criteria are 'Missed Collections' and 'Containers Not Returned to Collection Point', which have potential performance deductions applied on a quarterly basis, which are summarised in the relevant Monthly Report. The performance against these two criteria is also detailed in sections 5 and 7 of this report.

Performance against the annual criteria detailed above are as follows:

Contamination in Garden Waste

As detailed in the 'Performance Summary' presentations provided by Veolia at the Monthly Contract Meetings held with SBC, there have been no instances of garden waste contamination reported for Contract Year 2020/21. The Contamination Rate performance target of less than 8% has therefore been achieved and no Contract Performance Deductions apply.

Customer Satisfaction

As detailed in Section 9 below, the 2020/21 Customer Satisfaction survey in agreement with SBC was postponed to 2021/22 due to the Coronavirus pandemic. There is, therefore, no performance measure for this item and no annual performance deduction applicable for this item for Contract Year 2020/21.

Household Recycling Rate

A Household Recycling Rate Target of 33.13% was submitted by Veolia to SBC in May 2021 (Contract Correspondence Reference 9) for Contract Year 2020/21. This removed garden waste from the recycling rate calculation to account for the impact of the charged-for garden waste collection service.

A recycling rate of 33.13% was achieved for Contract Year 2020/21, which falls within Band 1 of the performance criteria submitted by Veolia to SBC. No Contract Performance Deductions apply to the 'Band 1' performance achieved.

9. Annual Service Improvement Plan 2021/22

The third Annual Service Improvement Plan seeks to continue the good work in certain elements of the collection service delivery whilst looking to make significant progress with elements that have not improved.

Review of Previous ASIP

As has been previously referenced elsewhere in this report, 2020/21 has seen significant service changes which will bring long term benefits to both SBC and Veolia. These changes have been delivered in the exceptionally challenging circumstances of the global Covid-19 Coronavirus pandemic.

Proposal	Summary	Achieved?	Comments
'Charged-for' Garden Waste Collection Service	Stafford Borough Council's Cabinet decided on 7th November 2019 to implement a 'charged-for' garden waste collection service.	Yes	Increased revenues to SBC.
Anti-Contamination Drive	Analyse collected data to help SBC launch targeted communications campaigns to reduce kerbside recycling contamination.	Ongoing	Veolia provides SBC with data on the types and location of contamination on a monthly basis. A standard letter has been shared with SBC to advise residents about contamination. A process to distribute this letter is to be agreed.
Resident Satisfaction Survey	The 2019/20 and 2020/21 surveys were postponed due to the Coronavirus pandemic.	No	Resumption of the survey will be discussed with SBC imminently..
Actions Brought Forward from Previous ASIP			
Collection of excess and unauthorised containers	Expansion of 'Love Littleworth' pilot to other areas of the Borough. Use of SBC data to only collect paid-for additional brown bins	Ongoing	Additional areas have been identified for action in 2021/22.
Assisted Collection Review	A repeat of 2018 Assisted Collection review process	Yes	Review undertaken in October 2020.
Agree on recycling targets	Agree on recycling targets for future contract years.	Ongoing	Veolia provided a revised recycling rate target proposal in May 2021.
Installation of on-site fuelling at Tollgate Drive with appropriate interceptor(s).	Appropriate interceptor installed onsite to enable refuelling to take place in a compliant manner.	Yes	SBC interceptor works started in October 2020 and were completed by January 2021. Veolia commissioned a 20,000-litre tank in February 2021.

2021/22 ASIP

Proposal	Target Date	Summary	Potential Impacts
'Charged-for' Garden Waste Collection - Year 2	January 2022	Complete rerouting and further development of Echo to accommodate Year 2 of the 'Charged-for' garden waste collection service.	Greater efficiency, reduced carbon emissions, and reduced fuel usage. Improved customer experience.
Anti-Contamination Drive	Ongoing	Implement targeted communications process based on crew-reported incidents.	Reduced contamination.
Assisted Collection Review	October 2021	Repeat of annual review.	Improved service provision to residents.
Greenpath Carbon Footprint Model	June 2021	Undertake carbon footprint model of service to compare pre- and post-'Scenario 2' recycling service change.	Understanding the carbon impact of services to inform potential reduction initiatives.
Assistance to SBC with Environment Bill service changes	Ongoing	Veolia will keep SBC informed of legislative developments relating to the Environment Bill and associated potential service changes.	Potential significant changes to services and kerbside material composition.

ITEM NO 7(b)

ITEM NO 7(b)

Report of:	Head of Finance
Contact Officer:	Emma Fullagar
Telephone No:	01543 464720
Ward Interest:	Nil
Report Track:	Econ Dev and Planning 09/11/2021 Comm Wellbeing 16/11/21 Resources 11/11/2021 Council 23/11/2021 Cabinet 04/11/2021

RESOURCES SCRUTINY COMMITTEE

11 NOVEMBER 2021

Fees and Charges Review 2022

The following report was considered by Cabinet at its meeting held on 4 November 2021 and is submitted to this Committee for consultation.

1 Purpose of Report

- 1.1 The purpose of this report is to propose to the Council the Fees and Charges for 2022.

2 Decision of the Cabinet

- 2.1 That the proposed Fees and Charges for 2022 are recommended to Council for approval.

3 Key Issues and Reasons for Recommendation

- 3.1 The report sets out the proposed changes to Fees and Charges for 2022. As previously communicated the report is on an exception basis and therefore only the following items are included:
- Where a new charge has been introduced
 - The proposed increase is above the annual level of inflation
 - Where the power to set fees and charges has been specifically reserved by the Council

4 Relationship to Corporate Priorities

- 4.1 This report supports all of the Council's Corporate Priorities.

5	Report Detail
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- 5.1 The fees and charges process for 1 January 2022 reflects the exception based reporting requirements. Therefore the booklet only includes the following items:
- Where a new charge has been introduced
 - The proposed increase is above the annual level of inflation
 - Where the power to set fees and charges has been specifically reserved by the Council
- 5.2 The parameter for fees and charges inflation is determined as part of the Financial Plan. An inflation requirement of 3% is recommended. The proposed increases to Fees and Charges to take effect from 1 January 2022 above the 3% tolerance (excluding rounding to the nearest 5 or 10 pence) are contained within the **BOOKLET** as circulated with this agenda.
- 5.3 For Council run services the guidance that has been given is that inflation is currently running at 3%. However, the increases should be with regard to what the market can bear and set prices accordingly. This may involve charges being frozen or less than the 3% inflation which are not included within the exception report attached.
- 5.4 A full copy of Fees and Charges will be available on the Members Portal.

6	Implications
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6.1	Financial	As set out in the report
	Legal	As set out in the report
	Human Resources	As set out in the report
	Human Rights Act	As set out in the report
	Data Protection	As set out in the report
	Risk Management	<p>The risk issues contained in this report are not strategic and therefore should not be included in the Strategic Risk Register.</p> <p>The level of income generated by the Council from fees and charges is a key risk as a number of the Council's main income streams are sensitive to adverse economic conditions and can vary significantly as a result.</p>

6.2 Community Impact Assessment Recommendations	Impact on Public Sector Equality Duty: The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:- Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Recommendations Wider Community Impact: Detailed above.
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Previous Consideration - Cabinet - 4 November 2021

Background Papers - File available in Financial Services



**FEES AND CHARGES
2022**

**RESOURCES
SCRUTINY COMMITTEE
11/11/2021**

Resources Portfolio

Stafford Borough Council

Fees and Charges 2022 - Proposed Charges

<u>LEGAL FEES</u>	£ - p	VAT	Date Set	PROPOSED CHARGE		<u>Rationale for Increase/Decrease</u>
				01-Jan-22 £ - p	Increase %	
<u>Disposals</u>						
Freehold		NB		440.00	New	
Long Leases		NB		560.00	New	
<u>New Leases</u>						
Land		NB		650.00	New	
Other Premises		NB		650.00	New	
Renewal of Leases		NB		400.00	New	
<u>Miscellaneous</u>						
Licences to Occupy		NB		450.00	New	
Right of Way Easements and Deeds of Grant		NB		350.00	New	
Other Licences		NB		450.00	New	
Public Footpath Diversion Orders		NB		1,600.00	New	

VAT S = standard rated - charges shown are inclusive of VAT
 ZR = zero rated - no VAT to be applied

E = exempt - no VAT to be applied
 NB = non-business - outside the scope of VAT

Resources Portfolio

Stafford Borough Council

Fees and Charges 2022 - Proposed Charges

			PROPOSED CHARGE		<u>Rationale for Increase/Decrease</u>
£ - p	VAT	Date Set	01-Jan-22 £ - p	Increase %	
<u>THE SALTINGS MOBILE HOMES SITE</u>					
Weekly licence fee					<i>Rents on Mobile Home Sites are increased in accordance with any increase in RPI.</i>
Single plot	28.21	E	01/01/21	29.57	4.81
Double plot	37.24	E	01/01/21	39.03	4.81
<i>RPI as at August 2021 = 4.81%</i>					

VAT S = standard rated - charges shown are inclusive of VAT
 ZR = zero rated - no VAT to be applied

E = exempt - no VAT to be applied
 NB = non-business - outside the scope of VAT

ITEM NO 7(c)**ITEM NO 7(c)**

Report of:	Corporate Business and Partnerships Manager
Contact Officer:	Tracy Redpath
Telephone No:	01785 619 195
Ward Interest:	Nil
Report Track:	Resources 11/11/21 (Only)

RESOURCES SCRUTINY COMMITTEE
11 NOVEMBER 2021
Quarter 2 Performance Reporting

1 Purpose of Report

- 1.1 To provide an update to members regarding performance reporting for Quarter 2 2020 – 2021 for Resources Scrutiny Committee.

2 Recommendation

- 2.1 That the information is noted.

3 Key Issues and Reasons for Recommendation

- 3.1 The performance report as set out for this quarter includes progress made against business objective 3 - Climate Change and Green Recovery and business objective 4 - To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.
- 3.2 All performance indicators and narrative updates are reported as either being good or on track. The performance reporting for Quarter 2 2021 - 2022 for the Resources Scrutiny Committee is detailed in **APPENDIX 1** and members are asked to note the progress.

4 Relationship to Corporate Business Objectives

- 4.1 Performance reporting interlinks with all corporate business objectives.

5	Report Detail
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- 5.1 This report contains updates for two business objectives, business objective 3 - Climate Change and Green Recovery and business objective 4 - To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives. All performance indicators and narrative updates for both objectives are reported as being good or on track.
- 5.2 The council continue to make steady progress in relation to its climate change and green recovery objectives. Work has commenced with regards to the recruitment of community representatives to sit on the stakeholder panel that is being set up, closing date for applications is 17 October. In addition to this the refresh of the Local Climate Impacts Profile for the borough is nearing completion.
- 5.2 In terms of transformation, the ground floor reception at the Civic Centre is going to be remodelled and the customer services team will be located on the ground floor. This will enable for a more holistic service to be provided to our customers. During the last quarter it was reported that proposals had been agreed to share the Chief Executive with Cannock Chase District Council. This arrangement has now been in place for six months and a joint shared services board has been set up.
- 5.3 Performance indicators for the number of Building Control applications registered and full plan applications have improved since quarter 1. The Building Control satisfaction survey has moved over to an on-line survey and the level of feedback received for quarter 2 has improved since quarter 1, which was reported as being below target.
- 5.4 The benefit processing times continue to meet targets and recovery of council tax and business arrears continue to increase. Arrears accrued by customers will take time to recover, as customers need to pay arrears together with their current charges. Customers have adapted very well to electronic and remote service provision, which is allowing the streamlining of services provided in the reception area.
- 5.5 A further business case has been drafted for the customer access/digital strategy and will be presented at the joint Project Board and key corporate contracts continue to be delivered.
- 5.6 General Fund Budget Monitoring reporting will commence from quarter 3 and the medium-term financial plan will also be refreshed in this quarter.
- 5.7 Narrative updates for the reporting period are contained within **APPENDIX 1**, the report also includes relevant improvement reports in relation to performance indicators identified as performing below target.
- 5.8 General Fund Budget Monitoring for the quarter 2 period ending 30 September 2021 is contained within **APPENDIX 2**.

6	Implications
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6.1	Financial	The financial implications of individual actions are being reviewed by the lead organisation for each workstream.
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>Impact on Public Sector Equality Duty: There are no known impacts.</p> <p>Wider Community Impact: There are no known impacts</p>
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Previous Consideration - Nil

Background Papers - File available in Corporate Business and Partnerships
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Q2 Resources Performance Indicators

Performance at a glance

No	Indicator	Responsible Officer	Is good high or low	Q1 Actual	Q1 Target	Q1 Performance	Q2 Actual	Q2 Target	Q2 Performance	Year End forecast	Year end target	Direction of Travel
LI13	Days taken to process new HB/CT Claims	Rob Wolfe	L	14.65 days	20 days	Good	16.92 days	20 days	Good	20 days	20 days	Good
LI14	Days taken to process new HB/CT change of circumstances	Rob Wolfe	L	3.94 days	9 days	Good	2.78 days	9 days	Good	9 days	9 days	On Track
LI15	Building Control-Applications registered and acknowledged within 3 days of valid receipt	Paul Beckley	H	92%	90%	On Track	97%	90%	On Track	90%	90%	On Track
LI16	Building Control-Full plans applications with initial full assessment within 15 days of valid receipt	Paul Beckley	H	73%	70%	On Track	75%	70%	On Track	70%	70%	On Track
LI17	Building Control-Site visits completed on day requested	Paul Beckley	H	99%	99%	On Track	99%	99%	On Track	99%	99%	On Track
LI18	Building Control-Customers satisfied or very satisfied with the service	Paul Beckley	H	67%	90%	Below Target	100%	90%	Good	70%	90%	Below Target

Performance Key	
Performance 10% or more above target	Good
Doing Well	On Track
Performance 10% or more below target	Below Target

Q2 Resources

Narrative Updates

Ref	Key Deliverable	Responsible Officer	End Date	Performance Status	Commentary/Action
3.1 Reduce emissions from our own activities					
3.1.1	Undertake a meaningful audit of the council's carbon footprint to derive the council's own carbon inputs and output	Eleanor Warren	From April 2021 and then on-going	Good	Completed
3.1.2	Formulate a delivery plan with realistic targets for energy, water, travel and transport, monitor progress and report to scrutiny on a quarterly basis and to council annually.	Leadership Team	From April 2021 and then on-going	On Track	A delivery plan for year 1 delivery has been completed and work is progressing to formulate a delivery plan for year 2 onwards. Progress in relation to climate change was reported to council on 14 September.
3.2 Work in partnership with Government, Elected Bodies and Elected Members, Partners and Residents across the Borough to take action that contributes to carbon neutrality and sustainable development within communities					
3.2.1	Encourage elected members to work with their communities to raise awareness and identify opportunities for sustainable low carbon initiatives and promote community action on reducing emissions	Tracy Redpath	From April 2021 and then on-going	On Track	Work has commenced to recruit to a stakeholder panel that will involve community representatives that will help to support the delivery of the climate change strategy. The advert has been publicised and the closing date for expressions of interest is 17 October. We are currently considering how to further encourage schools and young people to engage in sustainability through the Stafford Borough Eco Schools Network. In addition to this, a package of carbon literacy training is being developed with Keele University and once completed will be rolled out to members and staff.
3.2.2	Work with government and elected bodies to determine best practice and use this to raise awareness in our communities, businesses and contractors	Tracy Redpath	From April 2021 and then on-going	On Track	The council is working in partnership with Staffordshire County Council and other Staffordshire districts and boroughs to champion a "Make Staffordshire Sustainable" campaign. This campaign encourages local residents and communities to "do their bit" to help take climate action through the provision of practical advice.
3.3 Mitigate and adapt to climate change					
3.3.1	Undertake a comprehensive risk-based assessment of vulnerabilities to weather and the climate	Eleanor Warren	From April 2021 and then on-going	On Track	Work is continuing on the Local Climate Impact Profile for the Borough. This details how the Borough is likely to be impacted by the effects of climate change in the future, and how service areas are likely to be impacted. The first draft of a Climate Change Risk Register has also been completed.

3.3.2	Refresh the Climate Change Adaptation Strategy	Eleanor Warren	From April 2021 and then on-going	On Track	The first stage of the Climate Change Adaption Strategy is to complete the Local Climate Impact Profile. As mentioned above, this is currently underway. In addition to the work progressing internally in relation to Climate Adaptation, the council is also involved in collaborative work with Sustainability West Midlands. The output of this work will be to consider how Stafford can contribute to climate adaptation across the wider region.
3.4 Follow the Lawton Principles of delivering more, bigger, better and connected habitats					
3.4.1	Develop Local Nature Recovery Strategy	Forward Planning	From 2021 and then on-going	On Track	During this year we have committed to follow the Lawton principles of delivering more, bigger, better and connected habitats and in order for us to achieve this we are developing a local nature recovery strategy and working to support the Borough's Nature Recovery Network. We are also continuing to work in partnership to improve air quality by assessing the air quality/nitrogen dioxide for Southern Staffordshire Special Area of Conservation
3.4.2	Investigate green network enhancements in Stafford and Stone	Forward Planning	From 2021 and then on-going	On Track	During this year we have committed to follow the Lawton principles of delivering more, bigger, better and connected habitats and in order for us to achieve this we are developing a local nature recovery strategy and working to support the Borough's Nature Recovery Network. We are also continuing to work in partnership to improve air quality by assessing the air quality/nitrogen dioxide for Southern Staffordshire Special Area of Conservation
3.4.3	Adopt the New Local Plan to meet climate change mitigation and adaptation, and environmental measures through new development – Delivered by Business Objective 1	Forward Planning	Adoption of new Local Plan (2022/23)	On Track	Reported as part of business objective 1
4.1 Use our resources in the most effective and efficient way by focusing on financial recovery, reform and sustainability					
4.1.1	Determine a medium financial strategy to maintain the financial resilience of the Council	Emma Fullagar	From April 2021 and then on-going	On Track	The medium term financial plan will be refreshed early in Q3, the ongoing position of the Council will be monitored monthly.
4.1.2	Manage key corporate contracts to agreed service level specifications and standards	Lee Booth	From April 2021 and then on-going	On Track	Key corporate contracts continue to deliver services despite the challenges presented by the pandemic. The priority continues to be mitigating risk of failure and ensuring delivery of services during the recovery period.

4.2 Continue to work towards organisational and transformational recovery and reform, integrating equality objectives into everything we do					
4.2.1	Consider the impact of change and future ways of working on the Council workforce, members and customers, including accommodation transformation; organisational recovery group and transformational.	Organisational Recovery Group (ORG)	From April 2021 and then on-going	On Track	As part of our transformation programme we are re-modelling the reception area at the Civic Centre. The improvements will make for a more welcoming experience and help visitors to access services in person or digitally more easily. The Customer Contact Centre will relocate to the ground floor and new signage for customers and visitors to the Civic Centre will be provided. The work also includes a new self-serve area to encourage more digital interaction as part of our Digital Customer Strategy.
4.2.2	Review the Customer Access/Digital Strategy to inform future procurement of a new digital services platform	Sue Pote	From April 2021 and then on-going	On Track	A further detailed Business Case has been drafted as requested, to include and outline our vision, phasing of the work, systems in scope and resourcing requirements which will be presented at the joint Project Board.
4.3 Drive through best practice by facilitating more joined up ways of working through alignment of, or sharing of services with other authorities					
4.3.1	Investigate the opportunity for further shared services with neighbouring authorities	Leadership Team	From April 2021	On Track	An interim Deputy Chief Executive has been appointed at both Stafford and Cannock Councils. A joint shared services board has now been set up and the first meeting has taken place and set out the governance arrangements.
4.3.2	Provide a Building Control service that while ensuring construction work meets the required national standards does this in a manner that meets customer needs.	Paul Beckley	From April 2021 then on-going	On Track	All targets for quarter 2 have been achieved. The main improvement from quarter 1 has been in customer satisfaction rating with 100% of customers who consider the service to be very good.
4.3.3	Provide a Revenue and Benefits service that meets customer need	Rob Wolfe	From April 2021 then on-going	On Track	<p>Benefit performance continues to meet targets. The service has some support from agency staff whilst we begin to recruit to posts vacated during the lockdown periods.</p> <p>Recovery of council tax and business arrears continues to be stepped up. Recovering the increased arrears accrued during the last year will take some time as customers need to pay arrears alongside their current charges.</p> <p>Both elements of the service continue to modernise the means of access by our customers. Tax payers and benefit claimants have adapted magnificently to the electronic and remote service provision, thereby enabling the Council to make the changes to the reception area and reception service. We, of course, provide support to those who need it and are currently focussed on how we can further streamline the way in which we handle electronic claims and correspondence.</p>

Explanation for Narrative Performance Status
Exceptional - Good
Doing well - On Track
Below what it should be - Below Target

RESOURCES SCRUTINY COMMITTEE

11 NOVEMBER 2021

Performance Update

General Fund Budget Monitoring

General Fund - Budget Monitoring to 30 September 2021

The Council agreed a Net Portfolio Spend for 2021/22 of £15.529 million in January 2021 when the Council Tax was set for the year. The monitoring position for 2021/22 is illustrated in the following table by way of a full year forecast:

Portfolio	Original Budget 2021/22	Approved Budget 2021/22	Forecast Outturn	Forecast Variance
	£000	£000	£000	£000
Community	954	954	990	35
Environment	4,036	4,036	3,987	(48)
Leisure	2,030	2,030	2,030	0
Planning and Regeneration	249	249	1,456	1,206
Resources	8,260	8,260	8,093	(166)
Portfolio total	15,529	15,529	16,556	1,027

There is provision within Items for Allocation for a loss of some of the income identified within the forecast. The provision includes £404,000 for a loss of parking income, £20,000 for a loss of market income, £28,000 for a loss of bereavement income and £3,000 for a loss of parks income. This reduces the overall variance to budget by £455,000 to £572,000.

The key issues identified in the forecast as at September monitoring are set out below:-

Community Portfolio

There is an unfavourable variance of approximately £35,000 on this portfolio. This is primarily due to:-

- Covid additional costs £43,000 (bed and breakfast £33,000 and equipment £10,000)
- Homelessness £99,000

Offset by

- SWEP funding (£15,000)
- Additional housing benefits recovered (£90,000)

Environment Portfolio

There is a favourable variance of approximately £48,000 on this portfolio. This is primarily due to: -

- Reduced Dog Warden Costs (£13,000)
- Additional Waste income (£602,000)

Offset by

- Waste additional contract costs £495,000 (Green Waste additional take up and Gate Fees)
- Waste IT upgrade £50,000
- Agency costs £27,000

Leisure Portfolio

There is a nil variance on this portfolio. This is primarily due to:-

- Reduced transport costs (£1,000)
- Reduced supplies and services (£8,000)

Offset by

- Alleyne's premises costs of £9,000

Planning and Regeneration

There is an unfavourable forecast variance of approximately £1,206,000 on this portfolio. This is primarily due to:

- Parking reduced income £1,034,000
- Development Management reduced income £158,000
- Markets reduced income £20,000
- Farmers markets reduced income £27,000
- Development Management agency costs £61,000

Offset by

- Staffing variations (£13,000)
- Land charges increased income (£36,000)
- Supplies and services general underspends (£45,000)

Resources

There is a favourable variance of approximately £166,000 on this portfolio. This is primarily due to:-

- Staff vacancies (£153,000)
- Supplies and Services general underspends (£53,000)
- Reduced Rates (£21,000)
- Pension Act variations (£24,000)

Offset by

- Reduced court costs income £26,000
- Public buildings reduced rental income £49,000
- Additional valuation costs £11,000

PERFORMANCE UPDATE- RESOURCES PORTFOLIO
Budget Monitoring 2021-2022- Period 6- September

	<u>Latest Budget</u>	<u>Forecast Outturn</u>	<u>Variance from Latest Budget</u>	<u>Comments (variances > 10% and £5,000)</u>
	<u>£</u>	<u>£</u>	<u>£</u>	
Public Buildings				
Expenditure	1,458,020.00	1,426,793.42	-31,226.58	Reduced rates £-21k and supplies
Income	-548,090.00	-499,254.54	48,835.46	Reduced rental Income receivable
Net	<u>909,930.00</u>	<u>927,538.88</u>	<u>17,608.88</u>	
Executive Management				
Expenditure	214,070.00	208,209.64	-5,860.36	Reduced Car Allowances and supplies
Net	<u>214,070.00</u>	<u>208,209.64</u>	<u>-5,860.36</u>	
Law and Administration				
Expenditure	1,435,820.00	1,349,135.87	-86,684.13	Vacancies/ balance of hours £-73k and reduced supplies
Income	-397,320.00	-397,320.00	0.00	
Net	<u>1,038,500.00</u>	<u>951,815.87</u>	<u>-86,684.13</u>	
Finance				
Expenditure	623,340.00	631,993.78	8,653.78	Reduced supplies and services
Net	<u>623,340.00</u>	<u>631,993.78</u>	<u>8,653.78</u>	
Human Resources Services				
Expenditure	749,600.00	738,875.32	-10,724.68	Reduced Supplies and Services
Income	-287,830.00	-278,306.76	9,523.24	Reduced income matching expenditure deficit
Net	<u>461,770.00</u>	<u>460,568.56</u>	<u>-1,201.44</u>	

Technology

Expenditure	1,706,650.00	1,674,884.90	-31,765.10	Staff Variations
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Income	-802,060.00	-803,167.31	-1,107.31	
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Net	904,590.00	871,717.59	-32,872.41	
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Revenues & Benefits

Expenditure	1,479,600.00	1,506,146.07	26,546.07	Additional Contributions
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Income	-801,910.00	-802,820.00	-910.00	
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Net	677,690.00	703,326.07	25,636.07	
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Housing Benefit Payments

Expenditure	16,304,420.00	16,504,424.00	200,004.00	Additional Grant offset by expenditure
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Income	-16,504,420.00	-16,704,424.00	-200,004.00	Additional Grant offset by expenditure
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Net	-200,000.00	-200,000.00	0.00	
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Parish Councils

Expenditure	51,000.00	54,062.00	3,062.00	
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Net	51,000.00	54,062.00	3,062.00	
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Corporate and Democratic Core

Expenditure	126,770.00	127,570.00	800.00	
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Net	126,770.00	127,570.00	800.00	
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Non-Distributed Costs

Expenditure	298,510.00	274,114.99	-24,395.01	Pension Act Variations
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Net	298,510.00	274,114.99	-24,395.01	
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Asset Management/Energy Conservation

Expenditure	32,560.00	43,120.00	10,560.00	Additional valuation costs
Net	<u>32,560.00</u>	<u>43,120.00</u>	<u>10,560.00</u>	
Electoral Registration				
Expenditure	43,200.00	41,395.38	-1,804.62	
Income	0.00	-456.00	-456.00	
Net	<u>43,200.00</u>	<u>40,939.38</u>	<u>-2,260.62</u>	
Elections				
Expenditure	39,500.00	289,040.89	249,540.89	Costs recoverable
Income	0.00	-249,540.89	-249,540.89	Costs recoverable
Net	<u>39,500.00</u>	<u>39,500.00</u>	<u>0.00</u>	
Members Services				
Expenditure	304,250.00	279,051.28	-25,198.72	Reduced Supplies and Services
Net	<u>304,250.00</u>	<u>279,051.28</u>	<u>-25,198.72</u>	
Out of Hours Service				
Expenditure	6,980.00	7,201.19	221.19	
Net	<u>6,980.00</u>	<u>7,201.19</u>	<u>221.19</u>	
Facilities Management				
Expenditure	214,800.00	210,465.14	-4,334.86	
Net	<u>214,800.00</u>	<u>210,465.14</u>	<u>-4,334.86</u>	
Corporate Business and Partnerships				
Expenditure	335,950.00	367,086.90	-213.10	

Income	0.00	-31,950.00	-600.00
Net	335,950.00	335,136.90	-813.10
Communications			
Expenditure	158,920.00	158,950.79	30.79
Net	158,920.00	158,950.79	30.79
Customer Services			
Expenditure	380,280.00	331,863.59	-48,416.41 Staff Variations
Net	380,280.00	331,863.59	-48,416.41
Items to be Allocated			
Expenditure	546,540.00	545,498.00	-1,042.00
Income	670,000.00	670,000.00	0.00
Net	1,216,540.00	1,215,498.00	-1,042.00
Audit, Risk, Resilience and Procurement			
Expenditure	241,170.00	241,339.42	169.42
Net	241,170.00	241,339.42	169.42
Insurance Premiums			
Expenditure	179,420.00	179,420.00	0.00
Net	179,420.00	179,420.00	0.00
Portfolio Total	8,259,740.00	8,093,403.06	-166,336.94

PERFORMANCE UPDATE - RESOURCES CAPITAL PORTFOLIO

Budget Monitoring 2021-2022 - Period 6 September

	Latest	Budget to	Total Spend	Variance to	Forecast	Comments
	Budget	Date	to Date	Date	Outturn	
	£	£	£	£	£	
Corporate IT Equipment	£91,850	£0	£0	£0	£91,850	
Accommodation Transformation & Rationalisation	£39,720	£17,548	£17,548	£0	£39,720	
Total for Resources	£131,570	£17,548	£17,548	£0	£131,570	

Report of:	Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Resources 11/11/2021 (only)

RESOURCES SCRUTINY COMMITTEE

11 NOVEMBER 2021

Review of the Constitution

1 Purpose of Report

- 1.1 The purpose of this report is to inform the Committee of the need to review the Council's present Constitution and to suggest a mechanism with which to undertake the review.

2 Recommendation

- 2.1 That the Resources Scrutiny Committee establish a Task and Finish Review Working Group in order to undertake a review of the Council's current Constitution.

3 Key Issues and Reasons for Recommendation

- 3.1 The review of the Council's Constitution and Procedure rules fall under the remit of the Resources Scrutiny Committee.
- 3.2 The Monitoring Officer is required to review the Constitution on an annual basis.
- 3.3 The Committee are requested to establish a Task and Finish Review Working Group in order to undertake a review of the Council's current Constitution.
- 3.4 In the interim, Members are requested to inform the Monitoring Officer of any issues in the Constitution that they feel should be reviewed.

4 Relationship to Corporate Business Objectives

- 4.1 The Constitution supports all of the Council's Corporate Priorities.

5	Report Detail
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- 5.1 Members will recall that the Resources Scrutiny Committee have previously established a Task and Finish Review Working Group, with all Members of the Council invited, to undertake a comprehensive Review of the Constitution.
- 5.2 Contained within the Constitution is the requirement for the Monitoring Officer to annually review the Constitution.
- 5.3 The Scrutiny Committee are requested to establish a Task and Finish Review Working Group, with all Members of the Council invited, to undertake a review of the Constitution.
- 5.4 The proposed dates and times of the Review of the Constitution Task and Finish Review Working Group are as follows:-
- 5.00 pm on Tuesday 11 January 2022 (Before the scheduled Resources Scrutiny Committee on that evening)
 - 5.30 pm on Monday 31 January 2022
 - 5.30 pm on Tuesday 15 February 2022 (Followed by the scheduled Resources Scrutiny Committee on that evening to confirm the amendments)
- 5.5 Members are requested to inform Monitoring Officer of any issues in the Constitution that they feel should be reviewed.

6	Implications
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6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>Impact on Public Sector Equality Duty:</p> <p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p> <p>Recommendations Wider Community Impact:</p> <p>Detailed above.</p>
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Previous Consideration - Nil

Background Papers – File available in Law and Administration

Report of:	Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Resources 11/11/2021 (Only)

RESOURCES SCRUTINY COMMITTEE
11 NOVEMBER 2021
Work Programme - Resources Scrutiny Committee

1 Purpose of Report

- 1.1 The purpose of this report is to present the Resources Scrutiny Committee's Work Programme.

2 Recommendation

- 2.1 That the Resources Scrutiny Committee considers and comments upon their Work Programme.

3 Key Issues and Reasons for Recommendation

- 3.1 The first stage in achieving a Member-led Overview and Scrutiny process is to develop a Work Programme for the Members of the Committee to own.
- 3.2 Accordingly, an up-to-date copy of the Resources Scrutiny Committee's Work Programme is provided for Members to consider or amend as appropriate.

4 Relationship to Corporate Business Objectives

- 4.1 This report is most closely associated with the following Corporate Business Objective 3:-

To be a well-run, financially sustainable and ambitious organisation responsive to the needs of our customers and communities and focussed on delivering our objectives.

5	Report Detail
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- 5.1 Members will recall that one of the fundamental philosophies behind the creation of Overview and Scrutiny is that the process should be Member-led and the first stage in achieving this is to develop a Work Programme that is:-
- Owned by all Members of the Scrutiny Committee;
 - Flexible to allow the Committee to react to urgent items;
 - Contain aspects of both Overview and Scrutiny.
- 5.2 Therefore, at each scheduled meeting of the Resources Scrutiny Committee, an up-to-date copy of the Work Programme will be provided for Members to consider or amend as appropriate.
- 5.3 The Work Programme includes provision for the Committee to scrutinise appropriate items delivered through the Council's Service Delivery Plan up to twelve months in advance, whilst maintaining the flexibility to respond to any issues that may arise.
- 5.4 Accordingly, attached at **APPENDIX** is the Resources Scrutiny Committee's current Work Programme to consider or amend as appropriate.

6	Implications
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6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>Impact on Public Sector Equality Duty:</p> <p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p> <p>Recommendations Wider Community Impact:</p> <p>Detailed above.</p>
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Previous Consideration - Nil

Background Papers – File available in Law and Administration

RESOURCES SCRUTINY COMMITTEE

11 NOVEMBER 2021

Work Programme - Resources Scrutiny Committee

TUESDAY 11 JANUARY 2022 AT 6.30PM

Minutes of Last Meeting:	11 November 2021
Officer Items by:	Friday 17 December 2021
Call-in Deadline:	Tuesday 14 December 2021
Member/Public Items by:	Tuesday 21 December 2021
Agenda Despatch on:	Friday 24 December 2021
Officer Reports:	<ul style="list-style-type: none"> • General Fund Revenue Budget 2021-22 to 2024-25 and Capital Programme 2021-22 - 2024-25 Head of Finance • Resources Portfolio - General Fund Revenue Budget 2021-22 to 2024-25 and Capital Programme 2021-22 - 2024-25 Head of Finance • Final Accounts 2020/21 Head of Finance • Gender Pay Gap Report - 31 March 2020 Head of Human Resources • Work Programme Scrutiny Officer

TUESDAY 15 FEBRUARY 2022 AT 6.30PM

Minutes of Last Meeting:	11 January 2022
Officer Items by:	Monday 31 January 2022
Call-in Deadline:	Tuesday 15 February 2022
Member/Public Items by:	Thursday 3 February 2022
Agenda Despatch on:	Monday 7 February 2022
Officer Reports:	<ul style="list-style-type: none"> • Review of the Constitution (If available by then) Head of Law and Administration • Performance Update /Budget Monitoring Report Corporate Business and Partnerships Manager /Head of Finance • Work Programme Scrutiny Officer

FUTURE ITEMS	
•	Freedom Leisure Annual Report (August 2022)
	Freedom Leisure

TASK AND FINISH REVIEW	
•	Review of the Constitution