

Audit Wales Report on Waste Services

Audit Wales Report Reference: 2516A2021-22. Report Issue Date: July 2021

Table of recommendations as referenced in the Audit Wales report with corresponding actions.

Audit Wales Reference	Recommendations (the Council should):	Action	Progress	Status
R1: Garden Waste	The Council should identify performance measures for its garden waste service and ensure effective oversight of performance in this area by senior officers and Members.	<p>The viability and performance of the service will be reviewed annually at the end of the collection season.</p> <p>Options to be explored:</p> <ul style="list-style-type: none"> • Allow unfettered expansion in terms of customers. • Alternatively, consider capping the number of customers to match the available established resource. • Allow surplus from “in-profit” years to be ring fenced and taken forward to the following financial year to cover any operating cost deficit in the following year. • Remove the current 15% discount for a single full payment and apply a 10% discount instead. This would improve service viability and could go part way to sustaining additional resources when customer numbers grow. <p>Performance measures to consider:</p> <ul style="list-style-type: none"> • No of customers retained from the previous season. • Financial viability of service. 	The Garden Waste service currently has 12,210. The service has created a service information dashboard to monitor performance in deliveries, tonnage captured, missed collections and route and location mass averages. This information is continually analysed to ensure service efficiency. The end of season review will commence following completion of November Collections. The charging discount has been reduced to 10% for this season and we have retained and expanded on our previous customer base.	Complete and ongoing performance monitoring and review in place.
R2; CWM Environmental Ltd.	Ensure that there is a risk register for CWM.	<p>RISK Register to be approved by CWM Board by 31st December annually.</p> <p>Company Risk register to be presented to shareholder group alongside 3-year Business Plan prior to 31st March 22 and annually thereafter.</p>	<p>Action agreed with CWM MD</p> <p>Company Risk register has been presented to the Shareholder Board and will continue to do so annually</p>	Complete – reports/meeting already scheduled

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			The CWM business plan and risk register will be presented to CMT and Cabinet on a twice-yearly basis with the next BP report due in December.	
R3; CWM Environmental Ltd.	Ensure that it (Council) undertakes effective oversight of CWM's performance and associated risks, including at relevant committees such as overview and scrutiny.	Shareholder Board report to Executive board 6 monthly (together with report from Company MD as required).	Already scheduled as a regular report to Shareholder Board and to PEB/EB, that collectively provide governance of CWM from a Council perspective.	Complete – reports/meeting already scheduled
R4; CWM Environmental Ltd.	Develop a contingency plan for dealing with any consequences in the event CWM becomes financially unviable.	<p>Should the company become financially unviable then as shareholder the Council could take any one of, or a mix of the following actions:</p> <ul style="list-style-type: none"> - Provide short term financial support - Replace or augment the management of the company - Step in and deliver the services directly - Subject the service to competition <p>Council is already guaranteeing the aftercare liability for the Nantycaws site and this is supported by £1.5m cash held in a joint ESCROW account.</p>	This is in place and will be kept under review by the Governance group/Executive Board	Complete -measures identified are currently in place.
R5: Fly-tipping	Develop and implement an agreed plan to sustainably address the high number of fly-tipping incidents.	<p>The Council is in the process of formalising its Local Environmental Quality (LEQ) Plan. There is currently full engagement with the Welsh Government led national initiative called Caru Cymru. The aim of the plan is to put measures in place from a communications, education and physical cleansing activity with the aim of preventing or reducing litter. In addition, the Council will work with community groups to remove fly-tipped waste.</p> <p>Review CCC's current fly-tipping removal gang resource levels; potentially expand to two gangs for the County - Llanelli and Carmarthen. Resource to be costed. Creation of new Waste Warden posts being considered to deal with kerbside waste transgressions. Reconvene internal LEQ group and focus action on a prioritised basis within the group.</p> <p>Participate in Environment & Public Protection Scrutiny Committee Task and Finish Review on fly-tipping from a Council-wide perspective.</p>	<p>LEQ Management Plan has been approved and action plan is being monitored and delivered.</p> <p>Caru Cymru projects being progressed.</p> <p>Our performance against fly-tipping removal is on target so the need for additional fly-tipping team is not required and the duties have been spread within the current cleansing resource.</p> <p>T&F Group TOR finalised and has involved the Planning section, Environmental Health Section and Waste Section and is scheduled for commencement on 8th December 2022.</p>	Partially Complete and T&F action in progress
R6: Fly-tipping	Report corporately on a fuller set of performance	Review the way incidents of fly-tipping are recorded and identify all potential reporting sources to ensure multiple reports of the same incident are identifiable.	We now record the number of FPN issued and record hot-spot locations of fly-tipping. These are then monitored, and actions	Commenced and Partially Complete awaiting WLGA PIs

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	measures for fly-tipping, including the number of incidents, to enable senior officers and Members to have more effective oversight of the problem and to drive improvement.	Rationalise data capture and filter out duplicate reporting. Develop wider performance indicators.	developed to suit problem and site-specific issues. This is facilitated through the LEQ Group. In addition, the WLGA are still looking at waste and environmental crime Performance Indicators.	
R7(1): Waste Strategy	All elements of the waste hierarchy need to be considered, including prevention.	A review of our waste service strategy is currently in progress and will include reference to hierarchy and circular economy (CE) A separate CE Strategy will also be developed with a specific CE Project Officer employed.	Waste collection strategy outlook and detail for future collections has been politically approved. With Phase 1 of the strategy being implemented in January 2023. Strategic partner has been employed to support with the development of the Circular Economy in our 10 rural towns.	In progress/Complete
R7(2): Waste Strategy	It integrates its strategy with other related projects and plans e.g. regeneration, enforcement and fly-tipping.	Incorporate wider links to environmental management into the Waste Strategy Plan.	The Waste strategy is now integrating with the regeneration division in terms of circular economy in our rural and main towns. We are also collaborating with the Cost-of-Living action group with our suite of services that can support this agenda. In addition, we are now working with the sustainability team on developing Electric Collection Vehicles and are working on a sustainability and net zero plan for Nantycaws.	Complete
R7(3): Waste Strategy	It has clear and sustainable plans for financing its strategy (including contingency plans if Welsh Government funding is not available).	Financial position to be clarified within the Waste Strategy Report. Continue dialogue with WG on support for future waste strategy. Detail of support to be worked through as approval in principle has been provided.	The Financing of the Waste Strategy has been approved by WG and the revenue implications of the service have been factored into future service budgets	Complete
R7(4): Waste Strategy	It devotes sufficient time to consult the public on its proposed changes to waste collection arrangements.	Outcome of the engagement exercise to be included in the waste strategy report as part of the considerations for the new strategy	Public engagement exercise completed in July 21. We have also developed a full communications strategy to underpin the changes required with ongoing public engagement factored into our service design moving forward to ensure ongoing recycling participation and performance. With a Team of engagement officers to be recruited in time for January roll out.	Complete and ongoing
R7(5): Waste Strategy	It develops and implements an engagement strategy focussing on the behavioural change required for the successful launch and adoption by the public of its new strategy (the Welsh Government Blueprint collection model)4.	Identify resource requirements and programme of public engagement prior to implementation of changes.	Engagement resource identified. Recruitment to follow and implemented by January 2023. Engagement and communications plan has been developed in conjunction with wrap Cymru.	Complete and ongoing

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R8(1): Business Plan	Set out clear accountable actions for its waste service which are specific measurable and timebound.	Specific actions to be developed in line with proposed waste strategy	Our departmental and divisional business plan align with our strategic objectives with responsible officers reporting quarterly on performance against these strategic actions and measures.	Complete and ongoing
R8(2): Business Plan	Include performance measures that re linked to the actions which have clear targets and success actions.	As above	Same as Above	