Scrutiny Committee

Wednesday 28 June 2017

9.30 am, Cavell and Colman Rooms
South Norfolk House, Cygnet Court,
Long Stratton, Norwich, NR15 2XE

If you have any special requirements in order to attend this meeting, please let us know in advance

Large print version can be made available

Contact: Sue Elliott on 01508 533869 or democracy@s-norfolk.gov.uk
Members of the Scrutiny Committee:

(Chairman to be confirmed)
Cllr T Lewis (Vice-Chairman)
Cllr B Bernard
Cllr B Duffin
Cllr D Fulcher
Cllr C Gould
Cllr G Minshull
Cllr T Palmer
Cllr R Savage
Cllr J Wilby

This meeting may be filmed, recorded or photographed by the public; however anyone who wishes to do so must inform the chairman and ensure it is done in a non-disruptive and public manner. Please review the Council's guidance on filming and recording meetings available in the meeting room.
Agenda

1. To report apologies for absence and identify substitute voting members (if any);

2. To deal with any items of business the Chairman decides should be considered as matters of urgency pursuant to Section 100B (4) (b) of the Local Government Act, 1972. Urgent business may only be taken if, "by reason of special circumstances" (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;

3. To receive Declarations of Interest from Members; (Please see guidance attached page 6)

4. To confirm the minutes of the Scrutiny Committee meeting held on Wednesday 25 May 2017; (attached page 7)

5. Update from the Council’s representative on Norfolk Health and Overview Scrutiny Committee; (attached - page 11)

6. Waste and Recycling Collection Service; (attached - page 12)

7. Scrutiny Work Programme, Tracker and Cabinet Core Agenda; (attached - page 39)
Working style of the Scrutiny Committee and a protocol for those attending

Independence
Members of the Scrutiny Committee will not be subject to whipping arrangements by party groups.

Member leadership
Members of the Committee will take the lead in selecting topics for and in questioning witnesses. The Committee will expect members of Cabinet, rather than officers, to take the main responsibility for answering the Committee’s questions about topics, which relate mainly to the Council’s activities.

A constructive atmosphere
Meetings of the Committee will be constructive, and not judgmental, accepting that effective overview and scrutiny is best achieved through challenging and constructive enquiry. People giving evidence at the Committee should not feel under attack.

Respect and trust
Meetings will be conducted in a spirit of mutual respect and trust.

Openness and transparency
The Committee’s business will be open and transparent, except where there are sound reasons for protecting confidentiality. In particular, the minutes of the Committee’s meetings will explain the discussion and debate, so that it could be understood by those who were not present.

Consensus
Members of the Committee will work together and, while recognising political allegiances, will attempt to achieve consensus and agreed recommendations.

Impartial and independent officer advice
Officers who advise and support the Committee will give impartial and independent advice, recognising the importance of the Scrutiny Committee in the Council’s arrangements for governance, as set out in the Constitution.
Regular review
There will be regular reviews of how the overview and scrutiny process is working, and a willingness to change if it is not working well.

Programming and planning
The Scrutiny Committee will have a programme of work. Members will agree the topics to be included in the work programme, the extent of the investigation to be undertaken in relation to resources, and the witnesses to be invited to give evidence.

Managing time
The Committee will attempt to conclude the business of each meeting in reasonable time. The order of business will be arranged as far as possible to minimise the demands on the time of witnesses.
DECLARATIONS OF INTEREST AT MEETINGS

Members are asked to declare any interests they have in the meeting. Members are required to identify the nature of the interest and the agenda item to which it relates.

- In the case of other interests, the member may speak and vote on the matter.
- If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed.
- If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting.
- Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.
- In any case, members have the right to remove themselves from the meeting or the voting if they consider, in the circumstances, it is appropriate to do so.

Should Members have any concerns relating to interests they have, they are encouraged to contact the Monitoring Officer (or Deputy) or another member of the Democratic Services Team in advance of the meeting.
SCUTINY COMMITTEE

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held at South Norfolk House, Long Stratton on 25 May 2017 at 9.30am.

Committee Members Present: Councillors: T Lewis (Chairman for the duration of the meeting), B Bernard, D Fulcher, C Gould, T Palmer, R Savage and J Wilby

Apologies: Councillor: B Duffin

Substitute Member: Councillor: L Neal for B Duffin

Cabinet Members in Attendance: Councillors: L Hornby and Y Bendle

Other Members in Attendance: Councillors: M Gray and V Thomson

Officers in Attendance: The Director of Business Development (D Lorimer), the Development Manager (H Mellors), the Planning Decisions Team Leader (C Trett) and the Senior Governance Officer (E Goddard)

1199 MEMBERSHIP OF THE SCRUTINY COMMITTEE

The Democratic Services Officer confirmed the membership of the Scrutiny Committee for 2017/18 and it was noted that a Chairman for the Committee would be appointed at the next meeting of Full Council, to be held on 10 July 2017.
MINUTES

Subject to a few minor amendments, the minutes of the meetings of the Scrutiny Committee held on 10 May 2017 were confirmed as a correct record and signed by the Chairman.

REVIEW OF THE COUNCIL’S COMPLIANCE AND ENFORCEMENT POLICY

Cllr Hornby gave a brief introduction to the report of the Development Manager, which sought to assist the Committee in its review and evaluation of the effectiveness of the Council’s Compliance and Enforcement Policy with respect to Planning, Appendix 3 of the Policy.

The Development Manager summarised the salient points in her report, explaining that it was a high-level assessment and that it was not intended that details of individual cases would be discussed at the meeting. Members considered the key issues of the report and were pleased to note the proposal that on all major sites and certain contentious sites where there may be breaches, the relevant local member would be notified and regularly updated on the ongoing progress of such issues. The Committee agreed that this would assist local members when dealing with enquiries and complaints from parish councils and members of the public.

Members raised concerns, stating that there was a public perception that the Council did not operate a swift, consistent and strict enforcement policy and that larger developers were sometimes allowed to breach planning conditions. The Development Manager advised that, due to the lengthy legal process involved in applying enforcement action, it often appeared that the Council was slow to react to breaches. In addition, members were advised that it was usually the case that officers were seeking to ensure development was carried out in accordance with the approved plans and chasing requests for further information to be submitted. Due to the time and costs involved in administering and authorising enforcement action, it was important that the Council reacted proportionately and made every effort to resolve issues informally in the first instance so that developers could continue to work on sites. The Committee was informed that it was inappropriate to completely stop building works unless immediate action was essential to safeguard amenity or public safety, or to prevent serious or irreversible harm to the environment in the surrounding area.

The Committee agreed that there was often confusion amongst parish councils regarding the Council’s Enforcement Policy, the work being undertaken by enforcement officers, and planning terms such as ‘permitted development’. The Development Manager stressed that local members were well-placed to educate parish councils and needed to demonstrate confidence in how the Council’s officers were acting on the Policy. She reminded the Committee that Nplaw would be delivering a training session on Planning Enforcement in November 2017 to which all South Norfolk Council members were invited to attend. In response to a suggestion that parish clerks should be invited to attend the training session, officers stated that it would be more appropriate for them to approach other organisations such as the National Association for Local Councils (NALC) who were better placed to deliver training to parish councils.
Members suggested that the Council provide a brief summary of the Policy and/or provide training presentation materials to allow Local Councillors to give their own short training sessions to parishes. The Planning Decisions Team Leader spoke of his concerns that the area of enforcement was extremely complex and that any parishes with specific queries should contact the Council directly, but that officers could email all town and parish clerks to bring the Enforcement Policy to their attention in order to highlight the process and powers available to South Norfolk Council, including references to permitted development.

In response to a member’s question regarding the powers delegated to officers to authorise enforcement action, officers agreed that it might be beneficial to review the Scheme of Delegation to extend these delegated powers for breaches in certain circumstances, to reduce costs and shorten the lengthy processes involved. Officers clarified that any changes recommended to the Scheme of Delegation would need to be agreed by Full Council.

In response to a member’s query regarding the weekly reports generated to monitor all major sites where building work had started in the last two weeks, officers reassured the Committee that the Council’s compliance officer carried out checks with CNC Building Control who also checked for possible breaches with respect to any approved plans. Once notified of any potential breaches, the Council would take proportionate action, as required.

Members queried the conditions specified on planning permissions and suggested that these might sometimes be unreasonable. The Development Manager assured the Committee that all conditions were subject to six tests, one of which was ‘reasonableness’. She confirmed that conditions were set at the time of approving permission and that although there had been some recent cases considered by the Development Management Committee where conditions had been removed, these were for permissions granted some years ago where the conditions were no longer reasonable or enforceable. Members briefly discussed the Government’s promotion that local planning authorities used fewer pre-commencement conditions to enable developers to deliver houses more quickly. Officers advised that it was often beneficial to obtain more information up front so that later problems and delays were less likely to occur.

The Committee discussed advertisements in the countryside and officers confirmed that the Planning Act permitted the Council to remove unauthorised adverts as it was an offence to display an advertisement without consent. However, members were advised that the laws around advertisements were complex and that some advertisements were exempt. There was some discussion around ‘trailer signs’ on highways and officers detailed some of the difficulties in enforcing their removal. Members questioned whether the timescales could be reduced for enforcing the removal of trailer advertisements, but were informed that this was governed by a legal requirement.

Members thanked officers for their report and, after a short discussion, it was:
RESOLVED:

1. to endorse the proposals set out in paragraph 4 of the report and note that a training session, as detailed in paragraph 4, had been arranged for all members and would take place on 29 November 2017;

2. to recommend that officers email town and parish council clerks to bring the Enforcement Policy to their attention, in order to highlight the process and powers available to South Norfolk Council. This email would include references to permitted development;

3. to recommend that officers review the Scheme of Delegation with regard to enforcement action and recommend changes to Council, as appropriate.

1202 SCRUTINY COMMITTEE WORK PROGRAMME AND TRACKER, AND CABINET CORE AGENDA

The Committee noted the Work Programme, Tracker and Cabinet Core Agenda.

It was noted that Member Grants would be considered by Scrutiny at a later date and this would be added to the Work Programme in due course.

Cllr Palmer suggested that the Scrutiny Committee might consider a review of the enforcement for the protection of listed buildings. Officers suggested that this would fall under the Enforcement Policy and if there were any suspected breaches, these should be reported to South Norfolk Council or CNC Building Control.

(The meeting concluded at 10:52 am)

Chairman
Report to South Norfolk Council Scrutiny Committee Jan to June 2017

The work of the Committee has been curtailed of recent weeks because of various elections.

In addition to Norfolk Health Overview and Scrutiny Committee I have attended meetings of Great Yarmouth and Waveney Joint Health and Scrutiny Committee. There is a requirement to have such a Committee, when Health Services are provided jointly across county boundaries.

It is proposed in future to have no more than two substantive items per meeting in order to enable greater coverage. In addition NHOSC members receive information bulletins pre meeting. The items are ones that are mainly for information and are not deemed of sufficient importance as to require scrutiny.

Agenda items considered this year include the following, Discussion of them will follow at the meeting.

Community Pharmacy Changes

Norfolk and Waveney Sustainability and Transformation Plan

Continuing Healthcare Provision in the Community

Childrens Mental Health Services

IC24 Out of Hours and Emergency Services

Nigel Legg
Waste and recycling collection service

Report of Bob Wade, Head of Environmental Services
Cabinet Member: Cllr Mrs. K. Mason Billig, Environment and Recycling

CONTACT
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bwade@s-norfolk.gov.uk
1. Introduction

1.1 On 28 September 2016 the Scrutiny Committee received a report on the review of route optimisation delivery following the reorganisation of the waste and collection rounds which commenced on 6 June 2016. This report is a follow up to this given the Committee’s subsequent work programme objectives which are:

- to review the Council’s waste collection round remodelling introduced in June 2016. Members to assess whether the remodelling has realised the objectives sought and achieved the financial savings anticipated. The committee to also receive data relating to the Council’s contamination statistics and recycling targets in order to assess performance in this area. Members have also requested details relating to marketing campaigns and the impact of these. Members to make any relevant recommendations as required

2. Background

2.1 As Members are aware as a Waste Collection Authority, SNC has a legal duty to arrange for the collection of household waste including recyclable materials in its area under the Environmental Protection Act 1990. Members will recall that in this context, Norfolk County Council is the Waste Disposal Authority and as the names suggests under the same legislation, Norfolk CC has a legal duty to arrange the treatment and/or disposal of household wastes that this council collects. Together with the other district, city and borough councils and the county council we work under the auspices of the Norfolk Waste Partnership. This arrangement is the legal backdrop to waste collection services across the county.

2.2 Over recent years the number of properties in the District has grown in line with the Council’s economic prosperity and growth agenda from around 55,000 properties in 2012 to over 61,000 currently with further projected growth. The route optimisation launched in June 2016 was designed to accommodate the growth in waste collection services to properties across the District and our expanding commercial waste services. In addition, due to changes in the County Council’s waste disposal contracts on 1 April 2016, SNC was directed to a single residual waste transfer location at Costessey from the previous transfer locations at Aldeby and Costessey (with a SNC paid for arrangement at Pulham to Costessey). The route optimisation changeover was planned and executed to ensure we could maintain ‘business as usual’ in terms of collection services to our customers but take the opportunity
to deliver a more efficient service plus accommodate future growth at low marginal cost. Consequentially, the waste and recycling collection service moved to a 4 day week collection model in June 2016.

2.3 In terms of the Council’s recycling and composting performance this has progressively improved over recent years – and is now top of the Norfolk performance ‘league’ for recycling of so-called dry recyclables (excluding organics) – given the increased range of materials collected at the kerbside (across Norfolk with the ‘new’ materials recycling facility (MRF) contract commenced in 2014) and the growth of our garden waste collection service amongst other things. This aspect is covered more fully in 3.3 below.

3. Current position

3.1 Collection rounds update

As previously highlighted to the Committee prior to the launch of the route optimisation much preparatory work was undertaken to ensure, as far as possible, a smooth switchover to the revised rounds. This was very largely achieved with the service settling back down in the late summer of 2016. The pattern of working has completely changed – not least because of the 4 day week collections- but also logistically given the single point of rubbish transfer at Costessey (although Pulham remains a recycling transfer location). Instead of single rounds collecting from discrete areas across the week the new service finds a number of vehicles in an area on the same day which aids team working and reduces the risk of eventualities (e.g. breakdowns or holdups) compromising collections by crews assisting one another. It is fair to say there are a few locations where rounds are being ‘tweaked’ to accommodate capacity issues in some areas given growth but this was largely anticipated. This is particularly the case in the north of the District where around 1,000 properties have been added in the last year alone. The new rounds are absorbing this growth together with that of commercial waste customers without more resources. Overall the service has adjusted well to the changes and the bank holiday disruption has been reduced with no ‘catch up’ after May with associated savings in overtime.

In terms of measures of performance, the strategic quality measure of reported so called ‘missed bins’ is outlined in the graph 1 below. Whilst the numbers of reported missed bins were slightly higher than expected in the lead up to Christmas we are now consistently back to meeting our stretch targets which constitute a tiny fraction of the bins emptied each week.
NOTE – the corporate target for total reported ‘missed’ bins is less than 30 per 100,000

As an indication of its success, SNC’s route optimisation project was recently profiled by a Local Partnership report ‘Driving Efficiencies in Waste Services in the East of England’. This focussed on examples of best practice in response to tighter Council waste budgets.

3.2 Recycling update – what we are doing

The Council’s recycling and composting performance continues to improve and reflects the ongoing support and commitment of residents and the community. The waste hierarchy encourages waste minimisation in the first instance but thereafter re-use and recycling and finally the least attractive and generally expensive options being recovery prior to disposal. We are working strongly with the Norfolk Waste Partnership (NWP) to deliver our key objectives of reducing waste costs across the County by a multifaceted but locally sensitive approach. In particular there are a number of projects underway including relooking at the
opportunities for food waste collections, the frequency of collection, maximising re-use, infrastructure rationalisation and bearing down on recycling bin contamination. There is a comprehensive Norfolk wide educational communications campaign being developed targeted on bin contamination and waste reduction. In the former case this will support our actions to get to grips with this challenging issue – see section 3.4. In the latter case the NWP has just been awarded £50k by Sainsbury’s to run waste prevention initiatives to c. 7,000 households in each district. These campaigns will start later this summer.

3.3 Recycling performance

In terms of our recycling and composting performance over the last few years this is best illustrated by the following table –

Table 1 – SNC recycling and composting performance

<table>
<thead>
<tr>
<th>Year</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycling and composting performance %</td>
<td>39 (40.4)</td>
<td>41 (42.9)</td>
<td>39 (43.9)</td>
<td>39 (44.1)</td>
<td>40 (44.9)</td>
<td>44.3 (44.3)</td>
</tr>
</tbody>
</table>

Note – national figures in brackets which also include disposal authority recycling

This illustrates a step change in performance in 2015/16 when the full benefits of the new materials recycling facility contract became apparent with a much wider range of materials being collected. In addition the continued popularity of the subscription garden waste service is having a positive impact on overall performance and covering the collection cost in full.

Given the above the continuing increase in quantity of material collected is indicated at graph 2 below. For kerbside and local bring bank recycling, this increase has come as a result of an increasing normalisation of recycling, expansion of collected recyclable materials in response to community aspiration, technological developments and the ongoing communication and marketing campaigns of the Council. Our subscription garden waste collection service for composting now provides collections for over 23,000 households.
Graph 2 – quantities of recycling and composting materials collected – tonnes/year

Last year 2016/17, the Council delivered over 12,500 tonnes of recyclables to the Materials Recycling Facility (MRF) at Costessey for onward recycling. With the last nationally verified data for 2015/16 the Council is now top of the Norfolk league for reuse and recycling (27%) and joint 2nd in for total recycling/composting performance (44%) – see table 4 below. Only Broadland has a higher overall rate given the collection of food and has a higher green waste composting level. Indications are that this will be at least maintained for 2016/17.
### Table 4 – comparative recycling and re-use performance across Norfolk

<table>
<thead>
<tr>
<th>Council Area</th>
<th>Waste tonnage</th>
<th>Reuse &amp; Recycling</th>
<th>Rank</th>
<th>Composting</th>
<th>Rank</th>
<th>Total reuse, recycling &amp; composting</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td></td>
<td>%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breckland</td>
<td>50,290</td>
<td>24%</td>
<td>4</td>
<td>15%</td>
<td>4</td>
<td>40%</td>
<td>4</td>
</tr>
<tr>
<td>Broadland</td>
<td>48,635</td>
<td>26%</td>
<td>2</td>
<td>25%</td>
<td>1</td>
<td>50%</td>
<td>1</td>
</tr>
<tr>
<td>Great Yarmouth</td>
<td>38,305</td>
<td>24%</td>
<td>4</td>
<td>7%</td>
<td>6</td>
<td>31%</td>
<td>6</td>
</tr>
<tr>
<td>KL&amp;WN</td>
<td>61,097</td>
<td>24%</td>
<td>4</td>
<td>19%</td>
<td>2</td>
<td>44%</td>
<td>2</td>
</tr>
<tr>
<td>North Norfolk</td>
<td>45,470</td>
<td>25%</td>
<td>3</td>
<td>17%</td>
<td>3</td>
<td>42%</td>
<td>3</td>
</tr>
<tr>
<td>Norwich City</td>
<td>46,117</td>
<td>26%</td>
<td>2</td>
<td>11%</td>
<td>5</td>
<td>38%</td>
<td>5</td>
</tr>
<tr>
<td>South Norfolk</td>
<td>50,583</td>
<td>27%</td>
<td>1</td>
<td>17%</td>
<td>3</td>
<td>44%</td>
<td>2</td>
</tr>
<tr>
<td>Countywide figures - including HWRCs</td>
<td>411,396</td>
<td>27%</td>
<td>17%</td>
<td>46%</td>
<td>46%</td>
<td>189,226</td>
<td>2</td>
</tr>
</tbody>
</table>

In terms of similar benchmark authorities elsewhere operating equivalent services our service model performs well given the range of materials we collect. Authorities with higher recycling rates achieve this by collecting a wider range of materials, for example, food (which reduces the volume of residual waste) or collect higher tonnages of compostable material. Demographics also plays a role in this as well as density and type of properties being collected from. Nationally recycling rates have plateaued but Norfolk has bucked this trend. Apart from the strong financial prerogative of Council’s encouraging the reduction in the total volume of waste that has to be handled if we were able to bring about reductions in residual waste this would automatically increase our recycling rate if no more recyclate was collected. The recent Peer review mentioned more focus on improving our recycling and in terms of what we are doing to this is outlined below.
• Working closely with partners in the Norfolk Waste partnership (NWP) to boost recycling, reduce contamination, increase re-use and encourage waste minimisation- all contributors to reduced service costs
• Local campaigns and initiatives to increase re-use and support communities by our national award winning events
• Increase the local ‘offer’ of recycling and re-use by cooking oil banks, trial textile collections and a trial re-use of bulky waste
• An action plan to reduce contamination with the NWP – see 3.4 below

3.4 Contamination in the recycling bins

Following the Scrutiny committee of 28 September 2016 a report was made to Cabinet on 24 October 2016 – https://www.south-norfolk.gov.uk/sites/default/files/Cabinet-Agenda-24-October-2016_0.pdf relating to improving the quality of bin recycling. The proposed approach advocated a three-stage process to reducing contamination in the green, recycling bins:

• to advise and educate South Norfolk residents (through communication materials, events and social media);
• to nudge and remind residents (providing technical details, outlining the financial impact of contamination and by providing specific information to target properties); and
• finally if necessary enforce the approach (non-collection of bins with an explanatory card left). The target outcome was to improve the quality of material being delivered to the MRF, ensuring material desirability in a competitive global recyclate market and to increase the resultant material value whilst also further increasing the Council recycling rate.

The contamination levels are measured on delivered materials to the MRF, with an average rate calculated from a range of vehicles collecting from across South Norfolk. Between April 2016 and April 2017, 148 audits had been completed on South Norfolk rounds with an average audit rate of 10.2%, the lowest in Norfolk. The audited levels do tend to fluctuate with the loads sampled and the season. Sampling is also undertaken at the ‘back end’ of the MRF from material that is rejected from the sorting.

3.5 What we are doing

A Contamination Strategy and Action Plan have been agreed – see appendices 1 and 2 - is being implemented to enable a further reduction in the contamination level. This uses information from the audits, collection crews and surveys (completed as part of the Norfolk Waste Partnership work) to provide targeted actions to reduce contamination. These actions are targeted as follows:
• By demographic/attitudinal group—the wider residential population and hard-to-reach groups
• By materials—common contaminants (such as textiles and nappies) and recyclable items where capture could be increased (such as plastic pots, tubs and trays)
• By area—use the detailed audit information to provide local solutions for issues
• By message—develop a set of messages to be used alongside the target demographic group (for example technical information, financial impacts and environmental impact)

Some example, targeted actions include:

• Trial textile recycling collection in Diss—providing simple, accessible collections for a contaminant highlighted in the audits.
• Incentive schemes held in Costessey, where low participation and poor material quality was witnessed. These reward and profile residents using the service correctly.
• Internal recycling bags are provided to residents in HMO’s, usually with use of a communal binstore. These bags reiterate the recyclable material at the point of disposal and enable greater ease in transferring them to the external bins.

Alongside the actions taken in South Norfolk, the Norfolk Waste Partnership has developed and made available resources to target contamination issues. These include:

• Campaigns held to promote the collection and recycling of plastics
• Attitudinal surveys and research completed to enable targeted actions
• The development of a new, educational Recycle for Norfolk website, recycling game and roadshow displays

As mentioned above, the Partnership is now working on new design material and marketing campaigns to promote the ‘clean, dry and loose’ message, whilst reiterating what can be recycled and commonly misunderstood materials. It is also exploring the option of using doorknockers to provide targeted information and answer resident queries.

The ongoing cost of ‘contamination’ was about c £100k per year last financial year. The aim of our action plan and strategy is to reduce our contamination rate to 8% in concert with the Norfolk Waste Partnership on an ‘invest to save’ basis and with a combination of measures and approaches overlaid by appropriate communications.
3.6 Financial impact

In terms of the financial impact of the changes there was clearly expenditure to manage the transition to the new optimised rounds which was covered within last year's budget – 2016/17.

The following are worth noting:

- property growth over the period since the instigation of the optimised service totals c 1000+ including the growth of commercial waste accounts from 371 to 550 constituting around 1% of our collection activity.
- increase in wage costs – national insurance and annual increments
- reduced transfer costs given the imposition of fewer transfer points (with increased tipping) necessitating the logistical remodelling of the service whilst seeking savings at the same time and not compromising customer service

The maximum key target savings for the project were based on savings for cessation of waste transfer at Pulham (c £220k), reduced Bank holiday working (£29k). These have been realised. There were also ‘embedded’ theoretical modelled economies in fuel usage, vehicle costs, staff costs, etc of c £50k. Fuel savings in the region of £10k per year are readily identifiable with other ‘embedded’ savings being absorbed by additional employment costs, etc this year.

Given additional transitional costs were incurred in 2016/17 the most appropriate reference point is the 2015/16 budget. Given this the summary budgetary outcomes – as per budget book - are outlined below in table 5:
### Table 5 – operational waste collection budget and cost of collection

<table>
<thead>
<tr>
<th></th>
<th>Domestic waste budget 2015/16</th>
<th>Domestic waste budget 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total income</strong></td>
<td>(2,177,170)</td>
<td>(2,159,195)</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td>4,012,964 incl. staffing, transport costs, disposal, etc</td>
<td>3,955,909</td>
</tr>
<tr>
<td><strong>Net expenditure</strong></td>
<td>£1,835,794</td>
<td>£1,796,714</td>
</tr>
<tr>
<td><strong>Collection cost per household</strong></td>
<td>£30.25</td>
<td>£29.20</td>
</tr>
</tbody>
</table>

Note – this the cost of domestic waste collection rather than the overall figure for waste collection reported to Cabinet quarterly. Includes growth of properties.

**In summary** - clearly the overall net budget for the domestic waste collection service service has decreased in 2017/18 compared to 2015/16 despite an uptick in inflation and other costs including MRF gate fees and the cost of contamination. Cost pressures associated with growth have largely been absorbed and the service is ‘future proofed’ for the next 2 to 3 years albeit rounds will need to be ‘tweaked’ at intervals.
4. Outcomes

4.1 The outcomes can be summarised as

- The Council has introduced a ‘future proofed’ waste and recycling collection service at less overall delivery cost whilst taking on a greater number of properties and commercial waste customers
- Consistent high quality of service is being delivered to residents
- Improved productivity and equity of work allocated to each collection round
- Increasing recycling and performance (with corresponding reduced environmental impact)
- Increasingly working with partners to deliver efficiencies and innovation whilst maintaining a customer focused business like service

5. Risks and implications arising

5.1 The risks in relation to moving to the new service are now minimised. Whilst it is recognised that there were a few issues with some aspects of the delivery of the changes, the issues and risks in terms of service interruption, customer impact and reputation have now ceased.

- The optimised service poses no greater risk to the Council than the previous and the general service risks remain unchanged
- There is no change to any impact on disadvantaged groups from the service.
- There is a positive impact on the environment given additional recycling and reduced fuel usage service
- There is no change to any impact on crime and disorder from the service.

6. Recommendation

6.1 That Scrutiny Committee notes the content of this report, provides feedback on the overall success of the project or otherwise and/or makes any recommendations flowing from lessons learned in relation to the project.
Appendix 1 - Recycling Performance and Contamination Strategy

1.1 Recycling Performance to date

In 2016/17, South Norfolk Council is projected to deliver 12,800 tonnes of dry recycling to the Materials Recycling Facility (MRF) in Costessey. This material combined with that from other sources (bring banks and green waste composting) have delivered a recycling/composting rate of around 44% of the total waste collected. Ongoing audits on delivered material to the MRF show that c10% of material delivered is non-target contaminants and therefore has to be rejected and disposed of.

1.2 Consequences and Costs of Contamination

Between April 2016 and March 2017, contamination has cost the council around £100,000 by an increase in the gate fee to deliver into the facility. This accounts for cost of processing the non-recyclable element and then transferring and disposing of this as waste. Alongside these direct costs, non-recyclable material which is not cleaned or bagged can result in the contamination of, and reduction in, quality of recycling and the end market value.

1.3 Contamination Approach

A large amount of research and baseline data collation has been undertaken by South Norfolk and the Norfolk Waste Partnership. This informs a range of targeted approaches, focussing on demographics, micro level detail, to improving the quality and quantity of recycling collected. These approaches can be broadly grouped as follows:

<table>
<thead>
<tr>
<th>Approach</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education and advice</strong></td>
<td>• <strong>Collusive</strong> - Explain and garner residents’ support to recycle as much of their household waste as possible.</td>
</tr>
<tr>
<td></td>
<td>• <strong>Clarity</strong> - Explain what can and cannot be recycled in South Norfolk’s green recycling bins.</td>
</tr>
<tr>
<td></td>
<td>• <strong>Wider Facilities</strong> - Be clear about other ways waste materials can be reused, recycled or disposed of across South Norfolk via other partners e.g. Charity partners, Recycling Centres and local bring banks.</td>
</tr>
<tr>
<td><strong>Nudge and reminding</strong></td>
<td>• <strong>Normality</strong> - Embed recycling as part of everyday life living (and working) in South Norfolk.</td>
</tr>
<tr>
<td></td>
<td>• <strong>Detail</strong> - Explain recycling in context and why it is important.</td>
</tr>
<tr>
<td></td>
<td>• <strong>Participation</strong> - Ensure residents remember to recycle on green bin week and how to present good quality materials.</td>
</tr>
<tr>
<td></td>
<td>• <strong>Simplicity</strong> - Ensure recycling in the home is as easy as possible.</td>
</tr>
<tr>
<td><strong>Enforcement</strong></td>
<td>• <strong>Policy</strong> - Ensure recycling and waste policy is adhered to in order to maximise value from South Norfolk’s waste and recycling services.</td>
</tr>
</tbody>
</table>
2. Targeted Approaches to Improving Recycling

2.1 Targeting by Group

Residents in South Norfolk can be broadly split into two groups, in relation to their recycling habits, understanding and actions. Each of these groups requires particular approaches to increase the quantity and quality of kerbside recycling:

a) **The wider residential population**—those that are largely in the habit of recycling correctly, though are looking for reassurance/knowledge of new/often misunderstood materials such as: glass and plastic pots, tubs and trays and tetra paks. This group will usually respond to a reiteration of key messaging through multiple marketing formats.

b) **Hard-to Reach groups**—those that won’t, or feel that they can’t simply recycle, often coinciding with a large amount of material in the waste bins. This group will require a targeted approach providing individual responses to a properties situation and/or individuals circumstances.

2.2 Targeting Performance by Material Capture

All collection vehicles which deliver recyclable material to the MRF sorting facility will have their material quality assessed. This provides an indication of the quality of material from a given collection area, highlighting areas of high contamination and their prevalent non-recyclable materials. We will use this information to look at promotion of alternate disposal options for common materials and to provide targeted approaches within communities. The three most common, non-recyclable materials and relevant approaches are:

<table>
<thead>
<tr>
<th>Material</th>
<th>% of Audits</th>
<th>Approach</th>
<th>Additional Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Textiles</td>
<td>63.6%</td>
<td>Promote use of the 88 textile recycling banks in South Norfolk</td>
<td>Explore the option of a kerbside textile collection service, provider through a third sector partner</td>
</tr>
<tr>
<td>Food</td>
<td>56.4%</td>
<td>Educate to provide practical options for food waste reduction, highlighting the cost of wasted food</td>
<td>Explore options across the Norfolk Waste Partnership for the introduction of a food waste collection service</td>
</tr>
<tr>
<td>DIY</td>
<td>45.7%</td>
<td>DIY material is not household waste. Enforcement/non-collection of any bins in which this is visible</td>
<td>Further develop reuse networks with partners such as: HMP Weyland and Community Repaint</td>
</tr>
</tbody>
</table>

- **Approach**—Ensure waste and unacceptable materials stay out of green recycling bins to avoid contaminating clean recyclables at the MRF.
2.3 Targeting Performance by Area

An intensive auditing process is in place for material being delivered to the MRF. This adheres to Environmental Permitting requirements (one sample taken/audited per 160 tonnes delivered) but also provides key information to target poor performing collection rounds/areas.

Once this information is received, we liaise with our collection crews and use local knowledge to target actions. Examples of work undertaken includes: working with housing associations, providing additional messaging and internal storage bags for communal bin users and undertaking educational events in local schools to encourage ‘Pester Power’.

2.4 Targeting Messages

Extensive surveying has been completed by the Norfolk Waste Partnership to provide information on targeting messaging. Key outcomes include:

- Most people genuinely want to do the right thing (group ‘a’ in 2.1, above)
- People want to know more about what happens to recyclable materials after they have been collected, i.e. how they are separated and recycled into new products. This helps to build trust in the process.
- One of the main methods to get people to recycle more is to appeal to them on a personal level and make it as simple as possible to recycle as part of everyday life.
- There is confusion about how to present some items such as bottles (lids on or off) and general dry recycling (loose or bagged).
- People want a clean, simple method to store and transfer their recycling in the home.

3. Actions leading to outcomes

Our target is to reduce, by a range of actions, the current contamination rate of delivered material to 8%.

Alongside continuing reiterative messaging for all households, a range of targeted approaches will be developed for our hard-to-reach residents, examples of which include:

- Designing and providing a resource guide to provide tips and to highlight the link between waste reduction and financial savings
- Events, school talks and doorknocking undertaken in low performing audit areas
- Expansion and introduction of new, simple and accessible collection services for prominent non-recyclable materials such as textiles and electricals
- Development of a set of resources to be used in publications, resident information and South Norfolk/Norfolk Waste Partnership websites
• Incentive programmes will be undertaken in low performance, low participation areas

• Contaminated bins will be left, newly designed, contamination cards and, where appropriate, heavily or continually contaminated bins will not be collected

• Provide materials, etc to reflect the diversity of the community and their individual needs

A full set of approaches is available in the attached Action Plan.
Appendix 2 Improving the Quality of Recycling-2017/18 Action Plan

The following tables outline the actions to be taken in 2017/18 within each high-level grouping.

Key projects are highlighted (*)

### Education and Advice

<table>
<thead>
<tr>
<th>Action/Financial Resource indication</th>
<th>Description</th>
<th>Target Group</th>
<th>Example/Image</th>
<th>Outcome</th>
<th>Q1 Results-2017/18</th>
<th>Further Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Media</td>
<td>Short, instructional messaging provided year-round, with occasional seasonal focus</td>
<td>Broad message-All Acorn groups</td>
<td>Example, seasonal Facebook message</td>
<td>Reiteration/reassurance of key, headline messaging</td>
<td>X number of social media messages and example</td>
<td>Targeted messaging to provided, based on audit results-this will provide demographic promotion of local recycling centre services</td>
</tr>
<tr>
<td>Website</td>
<td>New South Norfolk and Norwich Waste Partnership websites</td>
<td>Broad message with targeted areas for school groups</td>
<td><a href="http://www.recyclefornorfolk.org.uk">www.recyclefornorfolk.org.uk</a>, <a href="http://www.south-norfolk.gov.uk/rubbish-and-recycling">www.south-norfolk.gov.uk/rubbish-and-recycling</a></td>
<td>Clear, appealing information which provides punctual detail but provides clear, wider access to further detail</td>
<td>X number of hits on recycling pages</td>
<td>Norfolk Waste Partnership page redesign complete with waste hierarchy focus Further development of ‘DIY’ waste reduction services/options on Norfolk Waste Partnership website</td>
</tr>
<tr>
<td>Common Branding and Imagery</td>
<td>Utilise free, national used/tested, branding which provides detail on a room level</td>
<td>All</td>
<td>Example brand to be used</td>
<td>Recognisable brand used across Norfolk to increase simplicity and understanding</td>
<td>2,000 Recycling Guides provided to households 600 focussed plastics leaflets given out</td>
<td>Vehicle Liveries to be continued utilised the same, WRAP developed, design</td>
</tr>
<tr>
<td>Recycling Away from the Home</td>
<td>Further expand facilities to enable people to recycle the same set of materials away from the home</td>
<td>Shoppers</td>
<td>Example litter bin, currently in situ in Wymondham</td>
<td>Embed the understanding/habit of recycling the same set of materials</td>
<td>Clear recycling sacks are provided to any group completing a community litter pick to encourage separation of recyclable material-78 litters picks 339 commercial customers with a recycling collection (collecting the same set of materials as the household).</td>
<td>Norfolk Waste Partnership project, ‘Discovery Communities’, will use an educational approach to promote waste reduction and recycling in schools</td>
</tr>
<tr>
<td>Other Recycling Facilities</td>
<td>Make available accurate, proximity based information on other recycling services e.g. Recycling banks, charities and supermarkets</td>
<td>Proximity based facilities available at: <a href="https://www.recyclenow.com/local-recycling">https://www.recyclenow.com/local-recycling</a></td>
<td>Waste reduction and the removal of non-target materials prevalent in the green bin, such as textiles and plastic films</td>
<td>Promotional campaign designed and dispersed for local recycling banks. This directs all residents/premises to their local, additional recycling facilities.</td>
<td>Norfolk Waste Partnership will be completing a proximity based app to promote waste reduction and recycling; this is expected in October.</td>
<td></td>
</tr>
<tr>
<td><strong>Technical Information and Wider Services</strong></td>
<td>All</td>
<td>Example pages from the draft</td>
<td>More informed/reassured residents with access to further practical solutions for all materials (recyclable and non-recyclable)</td>
<td>2,000 technical recycling guides provided through community connectors, at events and to target properties. Technical guide published online-X number of hits South Norfolk website now provides processing and end use examples for individual materials. As an example: <a href="https://www.south-norfolk.gov.uk/what-happens-my-recycling">https://www.south-norfolk.gov.uk/what-happens-my-recycling</a> Specific, detailed messaging for target, contaminant materials published in Link magazine</td>
<td>Norfolk Waste Partnership working with NEWS to re-design the MRF video to focus on individual materials A new campaign, designed to focus on improving material quality, will also provide detail on how materials are separated. Further campaigns will then provide material specific detail (see ‘Norfolk Waste Partnership Communications’ below).</td>
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</table>

| **Schools Working** | Schools | Example Norfolk Waste Partnership recycling game/app to be promoted/used | More informed and engaged younger generation | *Norfolk Waste Partnership campaigns (see ‘Norfolk Waste Partnership Communication’ below) to include focus on schools working and educational campaigns, starting with ‘Discovery Communities’. |
| **Norfolk Waste Partnership Communications and Media** | Undertake Norfolk-wide campaigns through communication and media messaging to tie in with those produced for South Norfolk | Norfolk-Wide | To include:  
- Radio Adverts  
- Posters  
- Bus backs  
- Press Releases and adverts  
- Video production (for use on websites)  
- Competitions | Greater awareness of which materials to present and how they should be placed into the bin | *Funding accessed for prevention communities (Sainsbury’s)-£7,000 per Local Authority* | *Norfolk Waste Partnership marketing campaign to focus on improving material quality/targeting responses- July to September* | Sainsbury’s funded waste prevention communities (one per district)- October to March | Nappie focused campaign October-December | Plastic Packaging campaign January to March | Textile Repair, Reuse and Recycling April-May 2018 |
| **Process Transparency** | Increase transparency in the recycling process to include detail on end use for materials and why non-target materials cannot be accepted | All | Example article on material separation  
<p>| | Increased perception of involvement; a joint process undertaken between the Council and the residents | | <em>2,000 recycling guides dispersed with MRF diagrams</em> | <em>Norfolk Waste Partnership campaigns to include detail on the cost of sorting and processing recycling and waste</em> |
| <strong>Community Events/Reuse and Recycling Events</strong> | Undertake further community engagement events utilising the common branding and items purchased through Norfolk Waste Partnership funding/successful funding | All | Example stand used to provide room specific recycling information | Increased community presence and ability to answer individual queries | <em>Five community events held to disperse targeted responses. These include: roadshows, reuse events and South Norfolk on Show on Tour</em> | <em>Further events booked including: Norfolk Show, South Norfolk on show, reuse events and information roadshows.</em> |</p>
<table>
<thead>
<tr>
<th>Event Type</th>
<th>Description</th>
<th>Stakeholder</th>
<th>Benefits</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vehicle Liveries</strong></td>
<td>Utilise common branding on new/existing vehicles</td>
<td>All</td>
<td>Increased awareness of what can be recycled in Norfolk</td>
<td>*TBC</td>
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<tr>
<td><strong>Seasonal Messaging</strong></td>
<td>Utilise social media, adverts, Link magazine and Norfolk Waste Partnership messaging to provide seasonal information about relevant materials</td>
<td>All</td>
<td>Greater access to clean, correctly presented recycling during Easter and Christmas</td>
<td>*Christmas social media messaging added into the marketing plan</td>
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</tr>
</tbody>
</table>
## Nudge, Reminding and Enabling

<table>
<thead>
<tr>
<th>Action/Financial Input Resource</th>
<th>Description</th>
<th>Target Group</th>
<th>Example/Image</th>
<th>Result</th>
<th>Q1 Results</th>
<th>Further Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Internal Storage/Transfer Facilities for Recycling</em></td>
<td>Storage and transfer bags are provided to target HMO’s with communal bin facilities</td>
<td>HMO’s/Flats</td>
<td>Internal recycling storage and transfer bags</td>
<td>Increased capture and quality of recycling from flats</td>
<td><em>+200 internal recycling bags dispersed to target properties</em></td>
<td><em>Internal recycling bags/containers to continue to be dispersed to target premises</em></td>
</tr>
<tr>
<td><em>Contamination Cards</em></td>
<td>Newly designed contamination cards, utilising the common branding, are provided where necessary and follow up, relevant information provided</td>
<td>Contaminating properties</td>
<td>Example, green bin contamination card</td>
<td>Reduction in contaminating properties</td>
<td><em>53 letters sent to serial/excessive contaminators with bespoke information depending on contaminant/local facilities</em></td>
<td><em>Doorknocking to be undertaken for target properties to discuss the contamination issues</em></td>
</tr>
</tbody>
</table>
| **Posters** | Posters designed using common branding and provided to target areas, e.g. communal bins, poor performing areas | Communal Bin Points | Reduction in communal bin misuse | *Posters put up at 111 Mini Recycling Sites*  
*Re-branded marketing material for local sites*  
*Parish Councils asked/provided with materials to promote their local sites*  
*Target posters, bags and information given to Housing Association (Saffron and Sanctuary housing)* |
| **Stickers (optional)** | Information on recyclable material on new stickers, utilising the common material branding/the me | Contaminating properties | Reduction in contamination |  |
| **Roadshows**  
*‘Community Events’ above* | Events held in target areas | Poor performing audit areas | Direct responses to residents | See ‘events’ above |
| **Housing Association Working** | Undertake joint approaches with Housing Associations, including: joint letters, posters and doorknocking | Housing Associations | Improved working/shared resourcing for Housing Associations |  |
| **Non-Target Materials** | Undertake material specific campaigns/investigate service | Audit areas which have a high prevalence of particular non- | Reduction in non-target material.  
-Increase in textiles collected at recycling bank sites. | 480 bins monitored and information provided in high contamination areas (with material details) |
| Developments for non-target materials providing practical alternatives (linked to ‘resource guide’). Example materials include: textiles, pouches and plastic film | -Introduction of a new kerbside textile service. | Textile Recycling trial completed in Diss with nearly 2 tonnes of material collected
Specific non-target material, Did you know? campaigns completed on social media
Did you know...? Separable rapeseed cannot be recycled in your green bin. But the list they come in can? Please put rapeseed in your black bin or container green recycling rapeseed. For more details on acceptable rapeseed please visit...Big Recycle Challenge

Example materials include: textiles, pouches and plastic film |

| Improve Commercial Recycling | Commercial messaging- Clear information at the point of purchase | Improvement in commercial recycling entering the MRF | *339 commercial recycling customers |

| *Doorknocking | Doorknocking in target areas/for target properties | Improvement in audit rates from poor performing areas | *Doorknocking to be undertaken for target properties to discuss the contamination issues |

| Incentive Scheme | Expand on the trialled incentive scheme completed in 2016/17 in target areas | Incentive Scheme design | Increased participation in the service |

<p>| <em>Big Recycle Challenge</em> completed in Costessey | *Incentive scheme to be repeated in low participation/quality areas, targeted through audits and contamination card use |
| <strong>Point of Purchase</strong> | <strong>Develop a relationship with commercial operators to provide further information at the point of purchase</strong> | <strong>All</strong> | <strong>Relevant shelf information as to what can be recycled in Norfolk. Relevant information provided to cardholders.</strong> | <strong>Waste reduction and increased recycling</strong> | <strong>Information to be provided in conjunction with Sainsburys as part of their 'Discovery Community' campaign</strong> |</p>
<table>
<thead>
<tr>
<th>Action/Financial Input Resource</th>
<th>Description</th>
<th>Target Group</th>
<th>Resource</th>
<th>Result</th>
<th>Q1 Results</th>
<th>Further Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contamination Cards</td>
<td>Contamination cards are left for properties which have placed out small amounts of non-recyclable material, highlighting which non-target materials are contained</td>
<td>Occasionally contaminating properties</td>
<td>More informed residents with a reduction in repeat contamination</td>
<td>*53 letters sent to serial/excessive contaminators with bespoke information depending on contaminant/local facilities</td>
<td>*109 contamination cards left for visible contaminants</td>
<td></td>
</tr>
<tr>
<td><em>Non-Collection of Bins</em></td>
<td>Bins which contain large amounts of contamination/repeat contaminants should be left and residents notified as to why. Progressive interaction leading to potential non collection of bins. This is a ‘last resort’ in the event of persistent and wilful issues with recycling.</td>
<td>Serial contaminating properties</td>
<td>A reduction in non-target material delivered to the MRF</td>
<td></td>
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</tr>
<tr>
<td>Removal of Recycling Bin Service</td>
<td>Where education and initial enforcement approaches have not worked, a final approach of removing the recycling</td>
<td>Serial contaminating properties</td>
<td>Reduction in contamination rates for South Norfolk audits</td>
<td></td>
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</tr>
<tr>
<td><em>Optional</em> Fixed Penalty Notice</td>
<td>Section 46 of the Environmental Protection Act 1990 allows fixed penalty notices to be levied on those that repeatedly misuse their bins. This process is rarely used, with the Deregulation Act providing greater provision for appeal and cost in implementation structure. This would only be used where there is a wilful and persistent situation where this was the only remedy proportionate to the situation</td>
<td>Continually contaminating properties</td>
<td>Staff and an independent review body</td>
<td>Reduction in continually contaminated bins</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How Measured</td>
<td>Description of Measurement</td>
<td>Resource</td>
<td>Purpose</td>
<td>Target Outcome</td>
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<tr>
<td>Monitoring</td>
<td>Monitoring programme for known contaminants</td>
<td>Waste Strategy Team</td>
<td>Crew contact and measurement of individual actions</td>
<td>Reduction in quantity of contamination and continuity in how the contamination cards are left and in non-collection of bins</td>
<td></td>
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</tr>
<tr>
<td>MRF Auditing</td>
<td>MRF audit outcomes</td>
<td>NEWS/Norfolk Waste Partnership</td>
<td>Measurement of all input material/round</td>
<td>An average audit outcome &lt;10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Numbers of Contacts</td>
<td>Contact points made through various media and face to face</td>
<td></td>
<td>Number of people spoken to and the effect of each</td>
<td>Reduction in quantity of contamination and continuity in how the contamination cards are left and in non-collection of bins</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs/Budgets</td>
<td>Contamination costs</td>
<td></td>
<td>A reduction in the payment made for disposal of non-target materials</td>
<td>Reduced expenditure on the disposal of waste</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Cards</td>
<td>Number of contamination cards</td>
<td>Operations Team</td>
<td>Direct property contact and education</td>
<td>Effective use of the contamination cards and a noted reduction in contamination from properties where left</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recycling Rate</td>
<td>Rate for composting and dry recycling</td>
<td>Waste Data Flow system</td>
<td>National measurement of % recycled/composted</td>
<td>A recycling rate &gt;44%</td>
<td></td>
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</tr>
</tbody>
</table>
Scrutiny Committee – Work Programme

In setting future Scrutiny TOPICS, the Committee is asked to consider the following:

- **T**imely – **O**bjective – **P**erformance – **I**nterest – **C**orporate Priority

<table>
<thead>
<tr>
<th>Date of meeting</th>
<th>Topic</th>
<th>Organisation / Officer / Responsible member</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Aug 2017</td>
<td>To be held in the event of a call-in only</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27 Sept 2017</td>
<td>No items scheduled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Nov 2017</td>
<td>Update from the Council's representative on Norfolk Health and Overview Scrutiny Committee (NHOSC)</td>
<td>Cllr N Legg &amp; Cllr Y Bendle</td>
<td>For members to consider an update from the Council’s representative on the NHOSC to assess the impact of issues discussed on South Norfolk residents and the Council. The Committee to consider if any further scrutiny into the issues is required.</td>
</tr>
<tr>
<td>20 Dec 2017</td>
<td>No items scheduled</td>
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</tr>
<tr>
<td>Feb 2018</td>
<td>2018/19 Budget</td>
<td>Director of Business Development &amp; Cllr B Stone</td>
<td>Scrutiny Committee to consider the Council’s 2018/19 budget and the recommendations of Cabinet. The Committee should formulate a recommendation to Council regarding the budget for consideration at its meeting at the end of February 2018.</td>
</tr>
<tr>
<td>June 2018</td>
<td>Review of the Leisure Centre Refurbishments / Enhancements</td>
<td>Head of Leisure &amp; Cllr Y Bendle</td>
<td>For members to receive details of usage, income and membership figures since the refurbishments and improvements of the Council’s Leisure Centres. The Committee to evaluate the impact of the enhancements and whether the outcomes have met targets set and delivered an increase in membership numbers and usage in comparison to previous figures. Members to make recommendations as appropriate. Members to also receive details of Council expenditure in relation to the Leisure Centres.</td>
</tr>
<tr>
<td>Date</td>
<td>Topic</td>
<td>Responsible Officer</td>
<td>Resolution and Recommendations</td>
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</table>
| 25 May 2017 | REVIEW OF THE COUNCIL’S COMPLIANCE AND ENFORCEMENT POLICY  | Development Manager               | The Committee RESOLVED:  
1. to endorse the proposals set out in paragraph 4 of the report and note that a training session, as detailed in paragraph 4, had been arranged for all members and would take place on 29 November 2017;  
2. to recommend that officers email town and parish council clerks to bring the Enforcement Policy to their attention, in order to highlight the process and powers available to South Norfolk Council. This email would include references to permitted development;  
3. to recommend that officers review the Scheme of Delegation with regard to enforcement action and recommend changes to Council, as appropriate. | No action required     | Email sent to town and Parish Clerks                                                        |
|            |                                                              |                                    |                                                                                                 | Officers have agreed to review the Scheme of Delegation |                                      |
# CABINET CORE AGENDA 2017

<table>
<thead>
<tr>
<th>Decisions:</th>
<th>Key Decision/Item</th>
<th>Lead Officer</th>
<th>Cabinet Member</th>
<th>Exempt Y/N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key, Policy, Operational</td>
<td></td>
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<td>C Bennett</td>
<td>L Hornby</td>
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Key decisions are those which result in income, expenditure or savings with a gross full year effect of £100,000 or 10% of the Council's net portfolio budget whichever is the greater which has not been included in the relevant portfolio budget, or are significant (e.g. in environmental, physical, social or economic) in terms of its effect on the communities living or working in an area comprising two or more electoral divisions in the area of the local authority.