



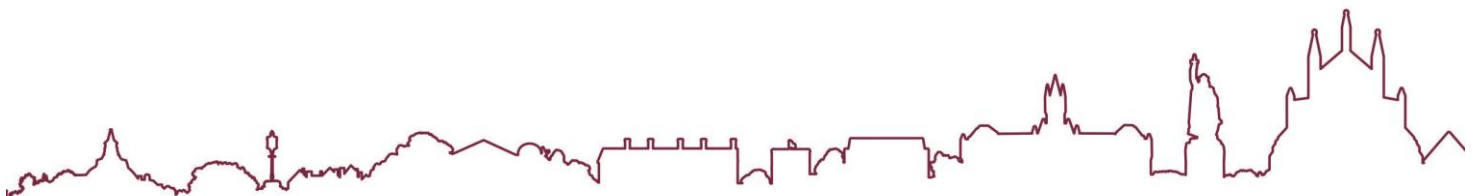
Meeting	The Scrutiny Committee
Date and Time	Thursday, 12th March, 2020 at 6.30 pm.
Venue	Walton Suite, Guildhall, Winchester

AGENDA

- 1. Apologies and Deputy Members**
To note the names of apologies given and deputy members who are attending the meeting in place of appointed members.
- 2. Declarations of Interests**
To receive any disclosure of interests from Members and Officers in matters to be discussed.

Note: Councillors are reminded of their obligations to declare disclosable pecuniary interests, personal and/or prejudicial interests in accordance with legislation and the Council's Code of Conduct.

If you require advice, please contact the appropriate Democratic Services Officer, prior to the meeting.
- 3. Chairperson's Announcements**
- 4. Minutes** (Pages 5 - 8)
Minutes of the meeting held on the 5th February 2020.
- 5. To note the Scrutiny Work Programme for 2019/20 and the Forward Plan for April 2020** (Pages 9 - 14)
- 6. Public Participation**
To receive and note questions asked and statements made from members of the public on matters which fall within the remit of the Committee.
- 7. Community Safety Partnership Performance Review** (Pages 15 - 36)



8. **Implementation of the extension to the refuse and recycling arrangements** (Pages 37 - 56)

Lisa Kirkman
Strategic Director: Resources and Monitoring Officer

All of the Council's publicly available agendas, reports and minutes are available to view and download from the Council's [Website](#) and are also open to inspection at the offices of the council. As part of our drive to minimise our use of paper we do not provide paper copies of the full agenda pack at meetings. We do however, provide a number of copies of the agenda front sheet at the meeting which contains the QR Code opposite. Scanning this code enables members of the public to easily access all of the meeting papers on their own electronic device. Please hold your device's camera or QR code App over the QR Code so that it's clearly visible within your screen and you will be redirected to the agenda pack.



4 March 2020

Agenda Contact: Matthew Watson, Democratic Services Officer
Tel: 01962 848 317 Email: mwatson@winchester.gov.uk

**With the exception of exempt items, Agenda, reports and previous minutes are available on the Council's Website www.winchester.gov.uk*

MEMBERSHIP

Chairperson: Brook (Conservative)

Vice-Chairperson: Lumby (Conservative)

Conservatives

Gemmell
Horrell

Liberal Democrats

Craske
Gordon-Smith
Gottlieb
Hiscock
Laming
Power

Deputy Members

Pearson and Scott

Clear and Rutter

Quorum = 4 members

Relevant Cabinet Members:

Having regard to the content of the agenda, the Chairperson requests that The Leader and all relevant Cabinet Members attend meetings of the committee

PUBLIC PARTICIPATION

A public question and comment session is available at 6.30pm for a 15 minute period. There are few limitations on the questions you can ask. These relate to current applications, personal cases and confidential matters. Please contact Democratic Services on 01962 848 264 in advance of the meeting for further details. If there are no members of the public present at 6.30pm who wish to ask questions or make statements, then the meeting will commence.

FILMING AND BROADCAST NOTIFICATION

This meeting may be recorded and broadcast live on the Council's website. The meeting may also be recorded and broadcast by the press and members of the public – please see the Access to Information Procedure Rules within the Council's Constitution for further information, which is available to view on the [Council's website](#).

Voting:

- apart from the Chairperson, every Member has one vote when a matter before the meeting requires a decision.
- in the event of an equality of votes, the Chairperson may exercise a casting vote and that vote may be exercised in any way seen fit.
- a Member may abstain from voting, or vote differently from how they may have indicated during the debate, without further explanation.
- the way each Member voted will not be recorded in the minutes, unless a motion to have a Recorded Vote has been passed.

DISABLED ACCESS:

Disabled access is normally available, but please phone Democratic Services on 01962 848 264 or email democracy@winchester.gov.uk to ensure that the necessary arrangements are in place.

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THE SCRUTINY COMMITTEE

Wednesday, 5 February 2020

Attendance:

Councillors
Brook (Chairperson)

Lumby
Craske
Gordon-Smith
Gottlieb

Hiscock
Horrill
Laming
Power

Apologies for Absent:

Councillors Griffiths

1. **APOLOGIES AND DEPUTY MEMBERS**

([Audio Recording](#))

Apologies were noted as above.

2. **DECLARATIONS OF INTERESTS**

([Audio recording](#))

Councillor Hiscock declared a non pecuniary interest in relation to all reports on the agenda due to his role as a County Councillor.

3. **CHAIRPERSON'S ANNOUNCEMENTS**

([Audio Recording](#))

The Chairperson advised that the meeting of the Committee on the 12 March 2020 would be discussing two items; the Safety Partnership Review and a review of the issues with the roll out of glass recycling service and bins. The review of glass recycling issues would be a 1-hour session in order to produce a positive, constructive action plan.

4. **MINUTES**

([Audio Recording](#))

RESOLVED:

That the minutes of the previous meeting held on the 9 September 2019 be approved and adopted.

5. **TO NOTE THE SCRUTINY WORK PROGRAMME FOR 2019/20 AND THE FORWARD PLAN FOR FEBRUARY 2020**

([Audio Recording](#))

RESOLVED:

That the Scrutiny Work Programme for 2019/20 and the Forward Plan for February 2020 be noted.

6. **PUBLIC PARTICIPATION**

([Audio Recording](#))

No comments or questions were made during public participation.

7. **MEDIUM TERM FINANCIAL STRATEGY, BUDGET AND COUNCIL TAX 2020/21. (REPORTS SC016 & CAB3211)**

([Audio Recording and Report ref: SC016 & CAB3211](#))

Councillor Cutler, the Strategic Director: Services (Interim) and the Finance Manager (Strategic Finance) set out the key proposals within the report. Councillor Cutler made specific reference to central Government funding, the changes in recycling credits and the Councils “transition budget”.

The Committee asked questions and raised comments which were responded to by officers and Councillor Cutler accordingly. At the conclusion of questions and debate, the Committee agreed that the following action points would be forwarded to Cabinet for their February meeting.

1. When approving the closure of the public conveniences at Middlebrook St and Worthy Lane consideration be given to demand and availability of 24hr public toilet provision in Winchester
2. Members to have regard to the action plan arising from the internal audit undertaken into the implementation of the glass recycling bins when considering the introduction of an enhanced garden waste service.
3. That the budget for 2020/21 as set out recommends a 3% increase in Council Tax despite forecast ‘windfall’ savings

RESOLVED:

That the Medium Term Financial Strategy, Budget and Council Tax 2020/21 report be noted.

8. **CAPITAL INVESTMENT STRATEGY 2020-2030 (SC017 & CAB3209)**

[\(Audio Recording and Report ref: SC017 & CAB3209\)](#)

Councillor Cutler, the Strategic Director: Services (Interim) and the Finance Manager (Capital & Treasury) set out the key proposals within the report. Councillor Cutler updated the committee regarding the linkage to the new council plan, the current position regarding council borrowing and the increase in borrowing costs.

The committee asked questions and raised comments which were responded to by officers and Councillor Cutler accordingly. At the conclusion of questions and debate, the Committee agreed that there were no particular matters that it wished to raise for Cabinet to further consider.

RESOLVED:

That the Capital Investment Strategy 2020-2030 report be noted.

9. **TREASURY MANAGEMENT STRATEGY 2020/21 (SC019 & CAB3218)**

[\(Audio Recording and Report ref: SC019 & CAB3218\)](#)

Councillor Cutler, the Strategic Director: Services (Interim) and the Finance Manager (Capital & Treasury) set out the key proposals within the report. Councillor Cutler advised that following the council's declaration of a Climate Emergency the Investment Strategy now included a commitment not to make investments either directly or indirectly in companies directly involved in the fossil fuel industry.

The committee asked questions and raised comments which were responded to by officers and Councillor Cutler accordingly. At the conclusion of questions and debate, the committee agreed that there were no particular matters that it wished to raise for Cabinet to further consider.

RESOLVED:

That the Capital Investment Strategy 2020-2030 report be noted.

10. **HOUSING REVENUE ACCOUNT (HRA) BUDGET 2020/21 & BUSINESS PLAN (SC018 & CAB3214)**

[\(Audio Recording and Report ref: SC018 & CAB3214\)](#)

Councillor Learney, the Strategic Director: Services (Interim) and the Housing Finance and Resources Manager set out the key proposals within the report. Councillor Learney updated the Committee regarding fire safety proposals and climate change initiatives relating to the Council's housing stock.

The Committee asked questions and raised comments which were responded to by officers and Councillor Learney accordingly. At the conclusion of

questions and debate, the Committee agreed that there were no particular matters that it wished to raise for Cabinet to further consider.

RESOLVED:

That the Housing Revenue Account Budget 2020/21 & Business Plan be noted.

11. **Q3 FINANCIAL AND PERFORMANCE MONITORING (SC020 & CAB3222)**

[\(Audio Recording and Report ref: SC020 & CAB3222\)](#)

Councillor Tod set out the key issues within the report and reminded members that the updates provided were reporting against the previous Council strategy outcomes and key performance issues.

The Committee asked questions and raised comments which were responded to by officers and Councillor Tod accordingly. At the conclusion of questions and debate, the Committee agreed that the following action points would be forwarded to the Cabinet meeting in February.

1. That a member briefing be arranged to take place before consideration of the next quarterly monitoring report to cover the new key performance indicators (KPIs)
2. Cabinet members responsible for projects be asked to endeavour to attend Scrutiny Committee and to answer member's questions.
3. That details of the review of the Partnered Home Purchase (PHP) pilot scheme be shared by email with members in a report.
4. That the Cabinet Member for Built Environment and Wellbeing confirm custom house build initiatives is being considered and included in the development of the Local Plan.

RESOLVED:

That the Quarter 3 Finance and Performance Monitoring be noted.

The meeting commenced at 6.30 pm and concluded at 8.15 pm

Chairperson

THE SCRUTINY COMMITTEE - WORK PROGRAMME 2019/20

12 MARCH 2020 (ADDITIONAL MEETING)					
	BUSINESS	LEAD OFFICER	COMMITTEE DATE		STATUS/COMMENT
	Community Safety Partnership Performance Review.	Sandra Tuddenham	12 March 2020		
	Implementation of the extension to the refuse and recycling arrangements.	Lisa Kirkman/Steve Tilbury	12 March 2020		

Items to be allocated/carried over :

	Carbon Neutrality Action Plan – TBC	S Robbins	Date TBC
	Theatre – Review of Year	S Robbins	Date TBC
	Hampshire Cultural Trust – Review of Year	S Robbins	Date TBC
	Partnership Working - Audit Review	S Robbins/S Howson	Date TBC

Whilst the work programme is currently populated with the annual reporting of known reports, the Scrutiny Committee has met informally and has begun to articulate additional items that they wish to programme.

Possible External Speakers:	Health
	The Police
	Homelessness organisations
	Public Transport
Possible Work Initiatives:	Rural & High Street Economy
	Fly Tipping
	Affordable Housing
Possible invitation to a Cabinet Member for Discussions within their area of responsibility:	Environmental Services Contract
	Climate Change Action Plan (as above)
	Local Plan
	Movement Strategy and the wider district
	Ward Member engagement

Forward Plan of Key Decisions

April 2020

The Forward Plan is produced by the Council under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. The purpose of the Plan is to give advance notice of Key Decisions to be made by the Cabinet, Cabinet Members or officers on its behalf. This is to give both Members of the Council and the public the opportunity of making their views known at the earliest possible stage.

This is the Forward Plan prepared for the period **1 - 30 April 2020** and will normally be replaced at the end of each calendar month.

The Plan shows the Key Decisions likely to be taken within the above period. Key Decisions are those which are financially significant or which have a significant impact. This has been decided, by the Council, to be decisions which involve income or expenditure over £250,000 or which will have a significant effect on people or organisations in two or more wards.

The majority of decisions are taken by Cabinet, together with the individual Cabinet Members, where appropriate. The membership of Cabinet and its meeting dates can be found [via this link](#). Other decisions may be taken by Cabinet Members or Officers in accordance with the Officers Scheme of Delegation, as agreed by the Council (a list of Cabinet Members used in the Plan is set out overleaf).

The Plan has been set out in the following sections:

Section A – Cabinet

Section B - Individual Cabinet Members

Section C - Officer Decisions

Anyone who wishes to make representations about any item included in the Plan should write to the officer listed in Column 5 of the Plan, at the above address. Copies of documents listed in the Plan for submission to a decision taker are available for inspection on the Council's website or by writing to the above address. Where the document is a committee report, it will usually be available five days before the meeting. Other documents relevant to the decision may also be submitted to the decision maker and are available on Council's website or via email democracy@winchester.gov.uk or by writing to the above

Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 refers to the requirement to provide notice of an intention to hold a meeting in private, inclusive of a statement of reasons. If you have any representations as to why the meeting should be held in private, then please contact the Council via democracy@winchester.gov.uk or by writing to the above address. **Please follow this link to definition of the paragraphs** (Access to Information Procedure Rules, Part 4, page 32, para 10.4) detailing why a matter may be classed as exempt from publication under the Local Government Acts, and not available to the public.

If you have any queries regarding the operation or content of the Forward Plan please contact David Blakemore (Democratic Services Manager) on 01962 848 217.

Cllr Lucille Thompson

Leader of the Council

2 March 2020

Cabinet Members:	Title
• Cllr Lucille Thompson	Leader & Cabinet Member for Communications
• Cllr Neil Cutler	Deputy Leader & Cabinet Member for Finance & Risk
• Cllr Kelsie Learney	Housing & Asset Management
• Cllr Jackie Porter	Built Environment & Wellbeing
• Cllr Malcolm Prince	Sport, Leisure & Communities
• Cllr Martin Tod	Service Quality & Transformation
• Cllr Anne Weir	Local Economy

	Item	Cabinet Member	Key Decision	Wards Affected	Lead Officer	Documents submitted to decision taker	Decision taker (Cabinet, Cabinet Member or Officer)	Date/period decision to be taken	Committee Date (if applicable)	Open/private meeting or document? If private meeting, include relevant exempt paragraph number
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Section A

Decisions made by Cabinet

1	Land Transaction	Cabinet Member for Housing and Asset Management	Expenditure > £250,000	All Wards	Geoff Coe	Cabinet Report	Cabinet	Apr-20	Apr-20 (TBA if required)	Part exempt 3
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Section B

Decisions made by individual Cabinet Members

2	None									
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Section C

Decisions made by Officers

3	Treasury Management - decisions in accordance with the Council's approved strategy and policy	Deputy Leader and Cabinet Member for Finance and Risk	Expenditure > £250,000	All Wards	Hampshire County Council (HCC) Finance Department on behalf of WCC	Designated Working Papers	Designated HCC Finance staff, daily	Apr-20	Apr-20	Open
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REPORT TITLE: COMMUNITY SAFETY PARTNERSHIP – PERFORMANCE REVIEW

12MARCH 2020

REPORT OF CABINET MEMBER: Cllr Jackie Porter, Built Environment & Wellbeing

Contact Officer: Sandra Tuddenham Tel No: 01962 848132

Email studdenham@winchester.gov.uk

WARD(S): ALL

PURPOSE

For the purpose of Section 19 of the Police & Justice Act 2006, this Committee acts as the Council's Crime & Disorder Committee and as such is responsible for reviewing and scrutinising the decisions and work of the Community Safety Partnership (CSP).

This report provides an update on the progress made by the Partnership against the priorities and actions emerging from the Strategic Assessment 2019. It covers the period 1 April 2019 to December 2019. The acting District Police Commander will be available at the meeting to respond to questions raised by the Committee in relation to the report and if required a verbal update in relation to police statistics can be provided.

RECOMMENDATIONS:

1. That the Committee consider whether there are any matters of significance it wants to draw to the attention of the Cabinet Member for Built Environment & Wellbeing or Cabinet.

IMPLICATIONS:1 COUNCIL PLAN OUTCOME1.1 **Tackling the climate emergency and creating a greener district**

1.2 The Neighbourhood Services team have started to replace current diesel vehicles with electric vehicles as each lease comes up for renewal, to date we have replaced one and another is on order.

1.3 The 2020 business plan for estate improvements includes greater use of flora and fauna that absorbs/neutralises carbon.

1.4 **Vibrant local Economy**

1.5 The CSP works in partnership with the BID and Hampshire Constabulary to reduce crime & disorder in relation to the night-time economy.

1.6 The ASB lead within Neighbourhood Services Team is currently reviewing the alcohol control zone in accordance with new legislation, if agreed the current zone will become a Public Space Protection Order (PSPO), due to be in place October 2020.

1.7 **Living Well**

1.8 Neighbourhood Services and Housing Tenancy work alongside Hampshire Constabulary to tackle the issues related to transient drug dealing.

1.9 The Community Safety (CS) team supports the operational and strategic groups aimed at tackling homelessness and rough sleeping.

1.10 **Your services, your voice**

1.11 Neighbourhood Services work alongside Tenants & Council Together (TACT) and community groups to consult of estate improvements.

1.12 The CS team work in partnership with ward councillors and community representatives to understand and provide remedial action to crime & disorder concerns.

2 FINANCIAL IMPLICATIONS

2.1 All of the work undertaken via the Community Safety Partnership is either provided using existing resources or as Government grant funding passported and managed by the Office of the Police & Crime Commissioner

2.2 The budget allocated for the delivery of the City Council's Community Safety and Neighbourhood service showed an outturn of £345k in 2018/19, against a net budget of £352k.

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 Under section 19 of the Police & Justice Act 2006, the City Council is required to establish a 'Crime & Disorder Committee' with the power to review and scrutinise decisions made and other action taken in connection with the discharge of crime & disorder functions by responsible authorities (which include the City and County Council, National Probation Service, Hampshire constabulary, Hants Fire & Rescue Service and Clinical Commissioning Group).

3.2 The Committee has a power to make reports and recommendations to the City Council and the County with regard to the discharge of those functions. A member of the City Council must be able to have a local crime & disorder matter placed on the agenda of the Committee. As the City Council operates executive arrangements (with a Cabinet), the Committee must be a Scrutiny Committee.

4 WORKFORCE IMPLICATIONS

4.1 Delivery of Community Safety work is a partnership activity, managed by the Neighbourhood Service & Community Safety Manager. Amongst other core activity, the Neighbourhood Service Team actively supports the work of the CSP by responding to community concerns and issues related to Fly Tip, Anti-Social Behaviour and Houses of Multiple Occupancy (HMO).

5 PROPERTY AND ASSET IMPLICATIONS

5.1 None

6 CONSULTATION AND COMMUNICATION

6.1 The development of the Community Safety Strategic Assessment and the subsequent delivery plan is completed in consultation with statutory, non-statutory partners and community representatives.

6.2 The Cabinet Member for Built Environment and Wellbeing is the chair of the Community Safety Partnership and is fully informed of partnership activity via regular update meetings with the Neighbourhood Service and Community Safety Manager.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 Effective management of the Community Safety Partnership promotes a positive environment approach for those who live, work or visit the district.

8 EQUALITY IMPACT ASSESSEMENT

8.1 The writer of this report has turned their mind to the considerations within the Equalities Act 2010 and an Equalities Impact Assessment is required further to the Equality Act 2010 prior to making decisions.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 None

10 RISK MANAGEMENT

Risk	Mitigation	Opportunities
<i>Property - none</i>		
<i>Community Support – Insufficient staff resource to cover the priority areas of the Town Forum.</i>	Staffing levels are set at a minimum of 3 wherever possible to cover core hours.	The merger of two teams (Estates Services, Neighbourhood Services & Community Safety) has provided greater resilience to the team.
<i>Timescales – To meet the requirements of legislation the PSPO must be in place before or on 25th October 2020.</i>	A briefing report which includes consultation is already in place, alongside the Equality Impact Assessment has been undertaken.	
<i>Project capacity - none</i>		
<i>Financial / VfM - none</i>		
<p><i>Legal – statutory duty to deliver against Government legislation:</i></p> <ul style="list-style-type: none"> • <i>Crime & Disorder Act 1998</i> • <i>Counter Terrorism and Security Act 2015</i> • <i>Modern Slavery Act 2015</i> • <i>ASB Police & Crime Act 2014</i> • <i>DV Crime & Victims Act 2004 (section 9)</i> <p><i>New Statutory duty:</i></p> <ul style="list-style-type: none"> • <i>Violent Reduction Units (section 6 of the serious violence strategy as amended in the Crime & Disorder Act 1998)</i> 	<p>Ensure that staff resource is at an appropriate skill level to deliver against the various duties.</p> <p>CSP to include serious violence as an explicit priority within CSP Strategy and delivery plan.</p>	
<i>Innovation - none</i>		
<i>Reputation – Partnership working arrangements.</i>	Ensure the professional integrity of all staff/partner contact is maintained.	Increase opportunity for greater communication using social media e.g.

		responding to Facebook forums.
<i>Other</i>		

11 SUPPORTING INFORMATION:

- 11.1 For the purpose of Section 19 of the Police & Justice Act 2006, this Committee acts as the Council's Crime and Disorder Committee and as such is responsible for reviewing and scrutinising the decisions and work of the Community Safety Partnership.
- 11.2 The Committee is asked to consider this report as part of its role as the Council's Crime & Disorder Committee.
- 11.3 This report forms part of the regular performance and financial monitoring process designed to check progress in delivering the Council's Crime & Disorder Committee.
- 11.4 The Community Safety work plan for 2019/20 focuses on 3 priority categories, they are:
- a) Domestic Violence and Abuse
 - b) Protecting Vulnerable People
 - c) Tackling Anti-Social Behaviour

The information listed in **Appendix 1** to this report is the Community Safety Delivery Plan update that provides a progress report against the actions and objectives the Community Safety Partnership is delivering against, it broadly covers the period 1 April 2019 to December 2019.

- 11.5 The data in **Appendix 2** is produced by the Acting Police District Commander as a crime summary. The latter part of this document summary provides information at Parish level.

Community Safety & Neighbourhood Services – Performance Update

- 11.6 During the last year the Community Safety & Neighbourhood Services team has worked with other services across the City Council to deliver against the council's Corporate Strategy. **Examples** of that work are listed below:
- a) **Conducted 108** site visits to fly tips within this reporting period, of those **87** cases were closed as no evidence was found, **21** were investigated further and **7** of those were invited in for interview under caution, those cases are still under investigation.¹ Of the **21**, **5** cases have now been closed because we

¹ Evidence collection – when evidence is collected it can take some time to ascertain the facts and may delay the prosecution process. For example evidence found in a fly tip in 2019 may not be heard in court until 2020. The data related to this report is a snapshot in time, other cases may have come to fruition either side of this reporting period.

have been unable to locate the offenders, **3** other cases were closed because witnesses withdrew their statements and/or refused to attend court, **2** cases are with the legal services awaiting a prosecution date, **1** case has been closed in Hampshire because Dorset Constabulary are investigating a criminal offence linked to it (theft of a container), **1** case was transferred to the Environment Protection Team as part of a wider investigation with the Environment Agency, **1** written warning was issued by legal, **1** case was presented to Magistrates Court whereby the magistrate acknowledged the offence had taken place but gave the defendant an absolute discharge because of personal circumstance.

- b) **Investigated 2** cases from 2018 that continued into 2019² they resulted in the issue of **2** Fixed penalty notices (FPN's) of £400 to two members of one household. The other case was presented to the Magistrates court after they failed to pay a £400 FPN in 2018, this resulted in a £1,000 fine, £1,000 Costs and £100 victim surcharge.
- c) **Responded to 137** anti-social behaviour online report forms via Your Winchester, **34** were rural concerns and **58** urban (a further **45** were in undisclosed locations).
- d) **Served 5** Community Protection Warning (CPW) letters, **2** for begging, **2** alcohol related anti-social behaviour **1** for leaving waste in a communal area. Of those **2** progressed to Community Protection Notices (CPN), **1** for breach of CPW for begging and the other for breach of leaving waste in Communal areas.
- e) **Attended** court to prosecute the breach of CPN for persistent begging within the city location. In the defendants absence the Magistrates found them guilty of the breach on two occasions and issued a £60 fine, £30 victim surcharge and £60 costs.
- f) **Assisted** in the reduction of begging incidents between November and January when compared to the same period last year, which showed a 33% reduction (**67** as opposed to **88**).
- g) **Supported** Fresher's Fayre across the Town Forum area, with the additional support of Hampshire Fire & Rescue Service in 2019. As in previous years over **700** properties were visited and given a 'Welcome' booklet. The Fire Service gave out some Smoke Alarms and are hoping to lead into the 2020 arrangements with a fire safety event aimed at HMO Landlords.
- h) **Collaborated** with internal and external partners to reduce incidents of Anti-Social Behaviour hot spot locations, there are **6** are still actively being monitored³.
- i) **Championed** the re-launch of Community Courts, they showed a turn out rate of **7** offenders against **6** courts convened.

² Prosecution process – some cases can start as investigation in one year and continue into the next year before we get to the prosecution stage.

³ ASB Hot Spots – include incidents related to Noise, Youth Nuisance, Substance Misuse impacts, Begging, Alcohol fuelled street activity.

- j) **Attended** various community focused groups/events across the district. For example neighbourhood forums, student volunteer events and tenant participation groups.

12 OTHER OPTIONS CONSIDERED AND REJECTED

- 12.1 The Council is a responsible authority within the Community Safety Partnership, no other options to be considered.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

Overview & Scrutiny Committee – OS215 Performance review 20 March 2019

Other Background Documents:-

The Community Safety Partnership ‘Plan on a Page’ infographic – allows the reader to click on icons to see the updates relating to Performance, Funding and Case Studies.

Case studies – follow the link below to access the webpage and click on the icon (case studies).

<https://www.winchester.gov.uk/community-safety-and-neighbourhood-services/winchester-community-safety-partnership>.

APPENDICES:

Appendix 1: Winchester Community Safety Partnership Delivery Plan – Progress Report

Appendix 2 Winchester Safer Neighbourhood Policing – Progress Report

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WINCHESTER COMMUNITY SAFETY PARTNERSHIP

ANNUAL DELIVERY PLAN 2019/2020– April to December 2019 Performance Update

The Winchester Community Safety Partnership has a statutory duty to undertake a review of crime & disorder statistics each year. From this review an annual delivery plan is developed which will deliver on a number of actions against thematic priorities emerging from within the report, in order to reduce the impact that threat, risk and harm has on individuals and society as a whole. The following themes were identified:

- Domestic Violence and Abuse
- Protecting Vulnerable People
- Tackling Anti-Social Behaviour (Urban and Rural)

In order to monitor progress against the actions identified in the delivery plan a review of Partnership activity took place at a 6monthly interval and a summary of this is being presented for Scrutiny via City Council Committee.

Each of the priority actions within the delivery plan has been monitored against performance and partnership activity. Using InterAct, a new data collection tool managed within the OPCC and performance updates from the wider partnership performance update reports are made available on a regular basis, to the public and partners alike.

The following report has been produced using data extracted from InterAct¹, for the data collection period 1st April to 31st December 2019, which is compiled from data supplied by the Police, contextual information from our partners and wherever possible we have added comparative data².

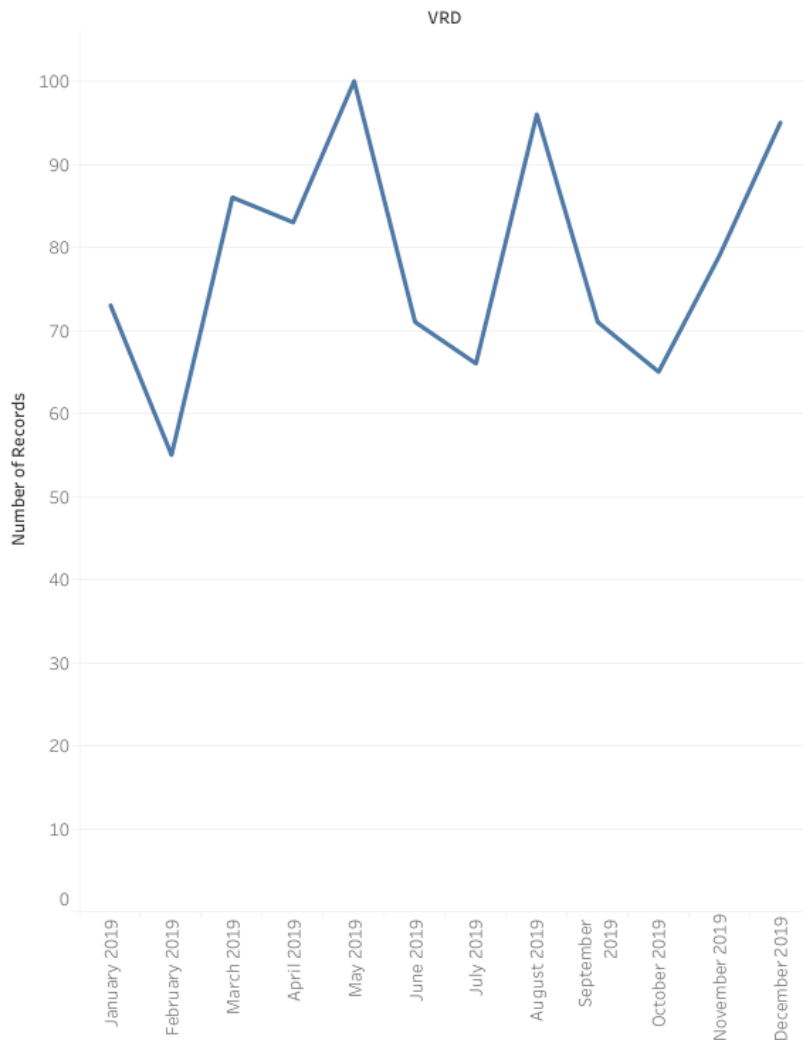
¹ InterAct – is a multi-agency data collection tool which is managed by the Office of the Police and Crime Commissioner.

²Comparative data – there is not always the opportunity to provide a comparison data and this is either due to the fact that it is not available using the collection tool or because some partners have changed their recording methods. Data provided in the period 2017/18 is the baseline year.

Priority 1: Domestic Violence & Abuse

Domestic Abuse Overview Recorded Date 2019

Domestic abuse records by year (Recorded date)



Domestic abuse records by year (Recorded date)

Month, Year of ..	Number of Records
January 2019	73
February 2019	55
March 2019	86
April 2019	83
May 2019	100
June 2019	71
July 2019	66
August 2019	96
September 2019	71
October 2019	65
November 2019	79
December 2019	95
Grand Total	940

District Name
WINCHESTER

Knife Crime Flag
All

Public Place
All

Substance Used
All

AGG Offender Relationship
All

AGG Gender
All

AGG Age (group)
All

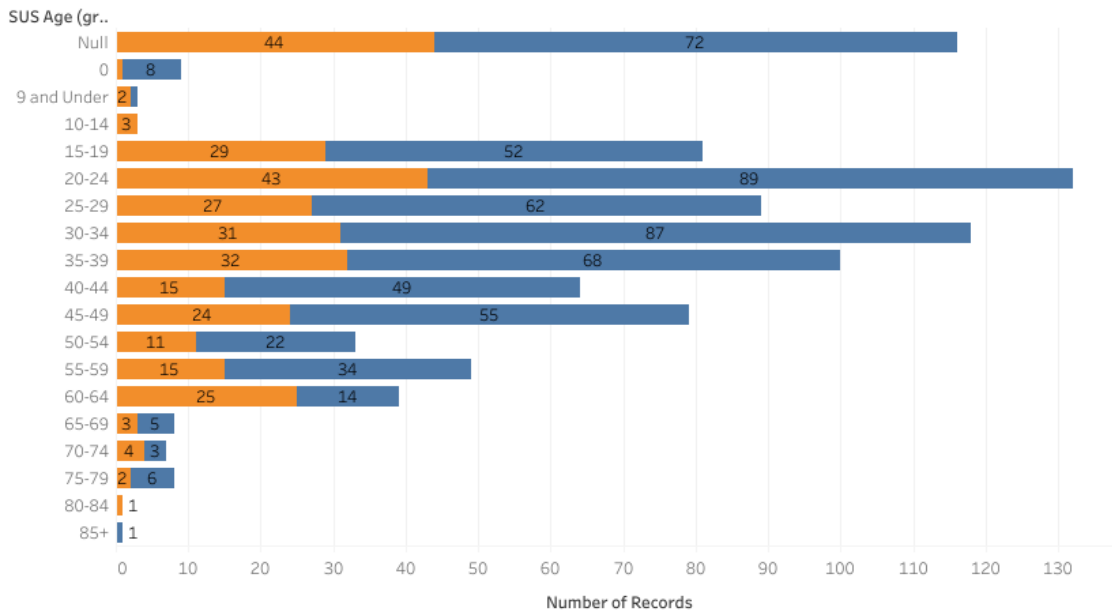
AGG Ethnicity
All

Within the reporting periods the CSP has identified that a police investigation can sometimes be thwarted because any prosecution is not supported by the victim. This situation can be further frustrated by underlying mental health and substance misuse either in relation to the victim or the perpetrator.

Waiting times for mental health assessments and routine appointments are still causing barriers between victims and support agencies.

Repeat Flag Suspects 2019

Suspect for an offence with a repeat domestic abuse flag/ no repeat flag



Reported Short HO Class ...
All

OFF Gender
Multiple values

District Name
WINCHESTER

SUS Ethnicity
Multiple values

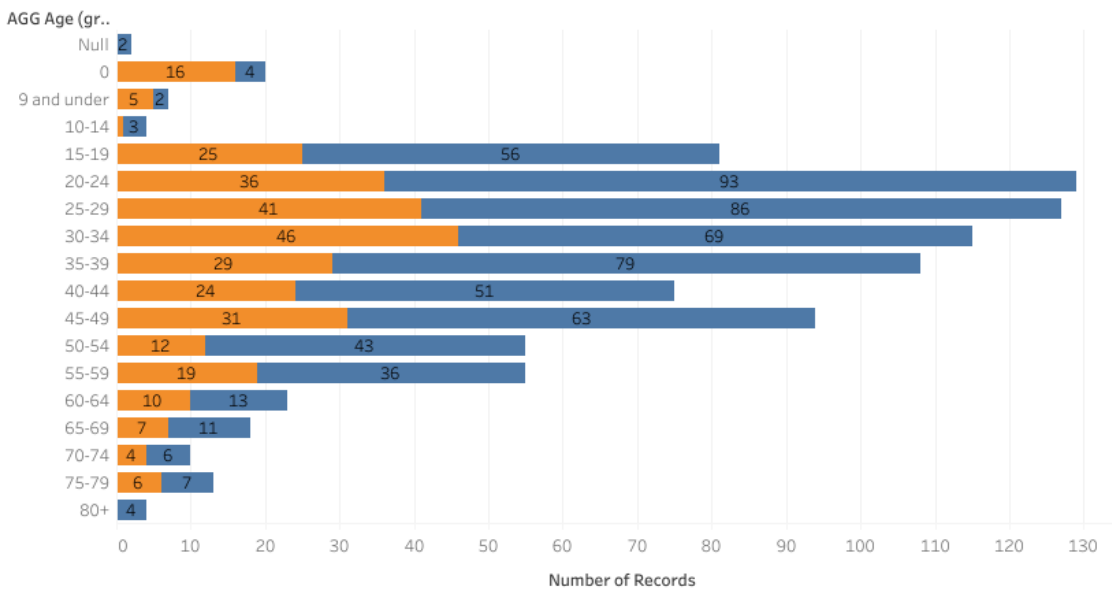
Repeat Domestic Flag
N
Y

Total domestic abuse flags

940

Repeat Flag Victims 2019

Age and repeat flag: victim (note, ages not recorded can end up as '0').



District Name
WINCHESTER

AGG Ethnicity
All

AGG Gender
All

AGG Offender Relationship
All

Latest Disposal Type Desc...
All

Total domestic abuse flags

940

Repeat Domestic Flag
N
Y

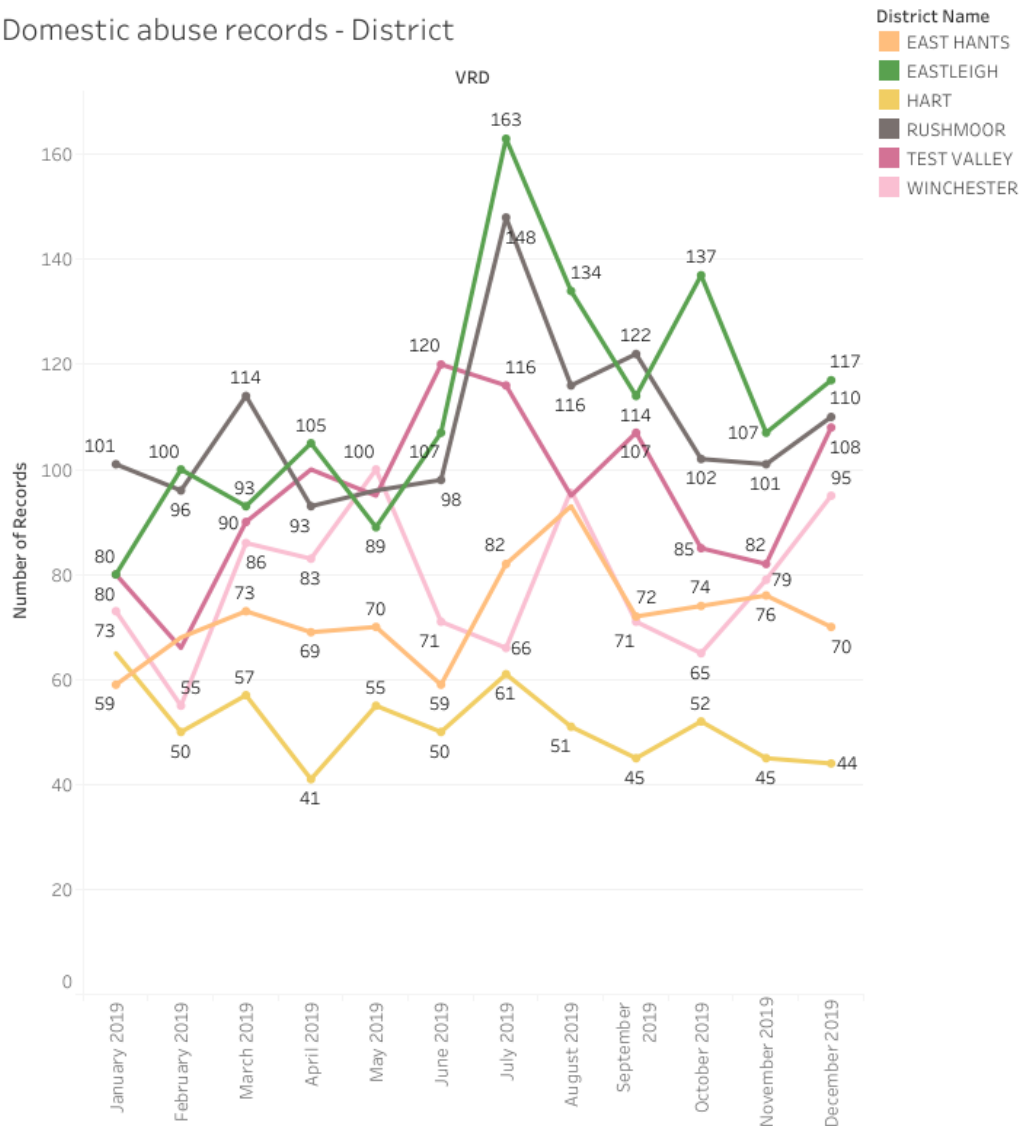
Adverse Childhood Experiences (ACE) is widely known to be a contributory factor for both victims and perpetrators and the CSP supported a second round application for funding to the OPCS for parallel group work programmes for children, young people and their non abusive parents to reduce the impact of adverse childhood experiences throughout their lives.

Trend by District 2019

Domestic abuse records - District

District Name	Records
EAST HANTS	865
EASTLEIGH	1,346
HART	616
RUSHMOOR	1,297
TEST VALLEY	1,144
WINCHESTER	940
Grand Total	6,208

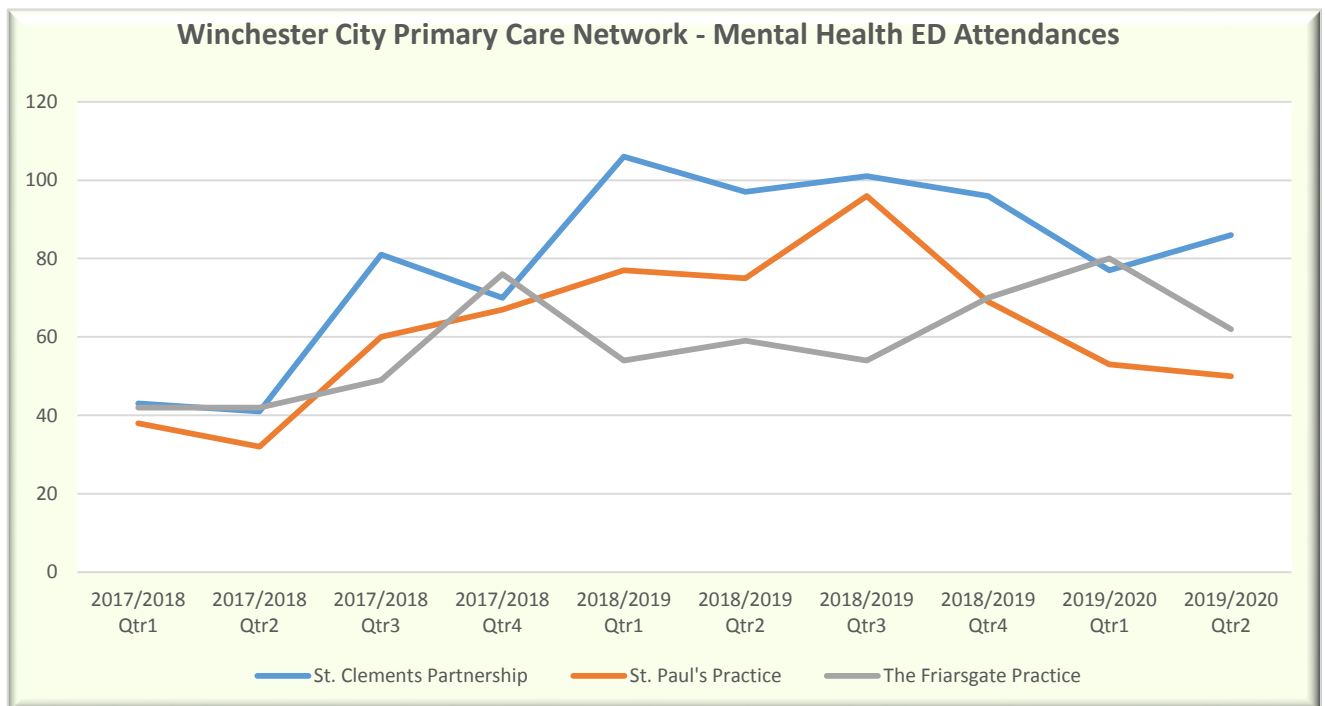
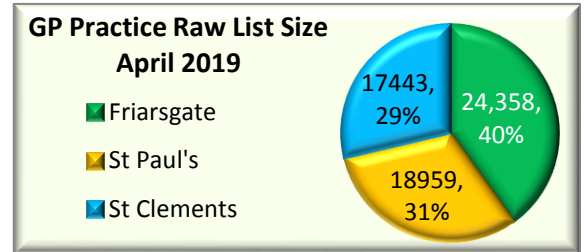
Domestic abuse records - District



Seasonal trends can often be linked to Domestic violence and abuse rates and some investigations can be difficult to pursue if they are not supported by the victim. The graph above is a good example of the impact that the seasons have on recorded incidents.

Priority 2: Protecting Vulnerable People

The graph below details the number of patients registered at GP practices in Winchester City PCN, who attended the Emergency Department with a Mental Health issue from 2017/18 - 2019/20:



Referrals accepted by the community mental health team have slowly risen since 2016, as investment has flowed into the service. The capacity of the team will continue to grow and the development of a service at primary care level should increase support. It is expected emergency psychiatric care will be under less pressure as a result of the increasing support.

Priority 3: Tackling ASB (urban & rural)

ASB 3 Year Comparison 2017-2019

y1 Jan 2019-Dec 2019 / y2 Jan 2018S - Dec 2018 / y3 Jan 2019 - Dec 2019

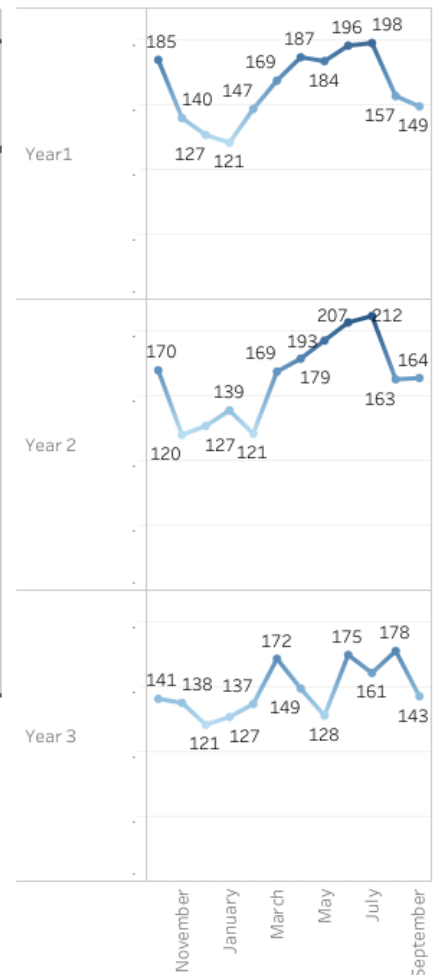
ASB 3 year comparison totals

Quarter..	Year1	Year 3	Year 2
Grand Total	1,960	1,770	1,964
Total	1,960	1,770	1,964
WINCHESTER			
Q1	437	436	429
Q2	567	452	579
Q3	504	482	539
Q4	452	400	417

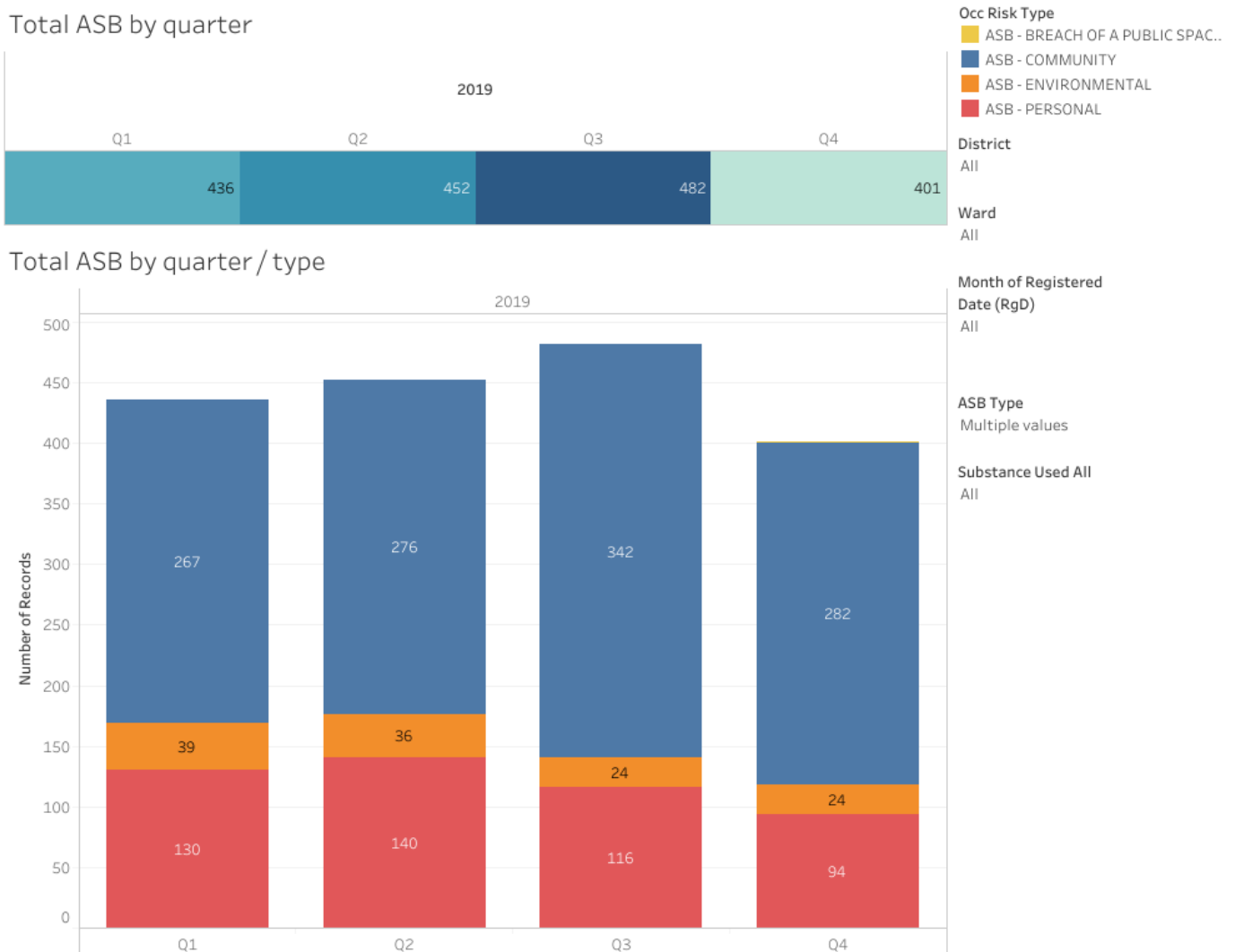
ASB 3 year comparison totals

Quarter of R..	Year 2	Year 3
Grand Total	0.20%	-9.88%
Total	0.20%	-9.88%
WINCHESTER		
Q1	-1.83%	1.63%
Q2	2.12%	-21.93%
Q3	6.94%	-10.58%
Q4	-7.74%	-4.08%

ASB Trend Comparisons



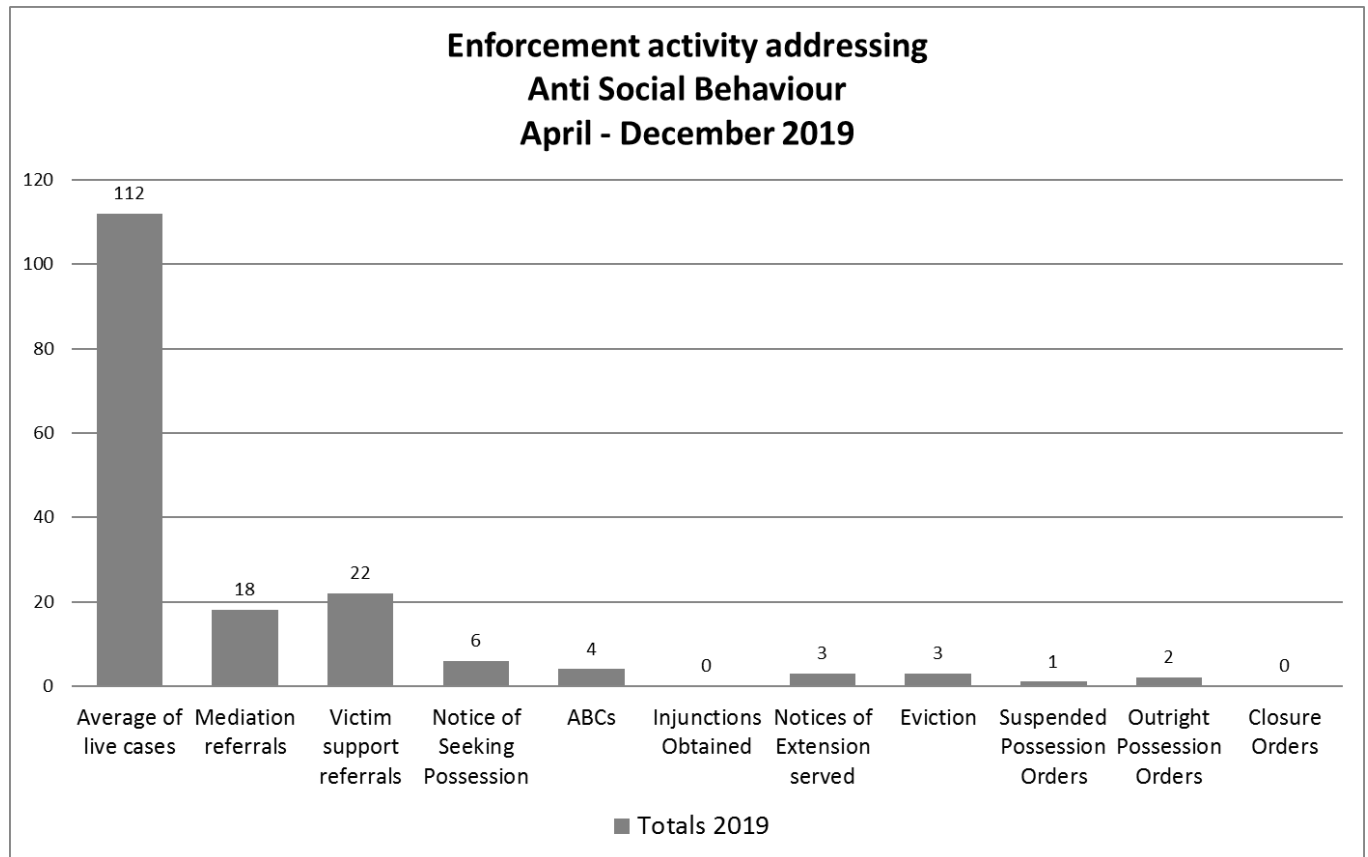
ASB Types by Quarter 2019



Across the Force Hampshire Constabulary have introduced a new reporting category of ASB Breach of public space protection order (PSPO). Winchester does not currently have a PSPO to tackle general ASB incidents however we will be replacing the current designated public place order (DPPO) with a PSPO to focus on alcohol related ASB.

Winchester City Council Housing

Housing Services Tenancy Team manages their tenants in terms of Anti-Social Behaviour. The following enforcement activity has been undertaken within the reporting period:



Neighbourhood Services

The ASB Lead within the City Council has responded to 137 ASB online report forms received by the 'Your Winchester' App. 34 were rural and 58 were urban (45 were undisclosed locations) examples of complaints being made were noise nuisance, youth related anti social behavior, drug use and dealing, or street attached related ASB.

Hampshire Constabulary Community Courts

In the period 1st April 2019 to 31st January 2020 there have been 6 hearings held with a total of 7 offenders attending, only one of which has reoffended to date. Below is a chart which provides a breakdown of each hearing:

Date of hearing	Age	Offence	Reoffended	Comments
14.08.19	14	Common Assault	No	
11.09.19	16	Obstruct police	No	
25.09.19	16	Shoplifting	No	
23.10.19	15	Shoplifting	No	
06.11.19	15	Criminal Damage & Sec 4a Public Order	Yes	
15.01.20	13	Malicious Communications	No	Joint offender, one hearing
15.01.20	14	Malicious Communications	No	Joint offender, one hearing

Conclusion

In its quest to reduce crime and disorder, the CSP remains committed to identifying opportunities for greater collaboration with new partners and other local authorities. All organisations are still facing challenging times, this means that all partners will need to continue to deliver against the priority targets using finite resources.

Throughout the coming year the Community Safety Partnership will:

- Deliver against the priority actions within this report
- Continue to support the City Council's Strategic Plan, Police & Crime Commissioner and County Group Plans
- Oversee and implement the delivery of new statutory duty³
- Continue to support a strategic and operational response to crime and disorder issues
- Support Community Groups and Neighbourhood Forums

The Community Safety Partnership celebrates partnership successes as demonstrated within this report. However the Partnership recognises that there is still a lot of work to do if we are to deliver a Community Safety service that responds to local need, supports those who are vulnerable to risk and pursues those who are the most prolific in their offending behaviour.

³ Crime & Disorder Statutory Duty – Prevent (reducing the opportunity for violent extremism), Modern Slavery, ASB, Domestic Homicide, Violence Reduction Units.

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Winchester Safer Neighbourhood Policing

Officer Uplift

In Hampshire, we're planning to recruit almost 600 new officers by March 2021 as part of the first phase of our recruitment. This is made up of 156 (Year One of the national uplift), filling 93 current vacancies and replacing the 250 officers we expect to leave the organisation over that period. The rest is made up from nearly 100 recruits we'll need to bring in during the second and third years of the uplift. We've already done one round of recruitment and are processing those and we'll be back out at the start of January 2020.

On police staff, we can get on with some of our plans and we're already looking to add additional resource into key teams to support the uplift, such as recruitment, vetting and learning and development.

Crime Summary

Violence against the person has seen an 18.1% rise. However, the offence type is broken down into offences that have been with or without injury. There are many different crime categories within these areas, including malicious communications (social media), low level stalking and harassment and also common assaults. I am reassured to know that there has only been a 1.8% rise in offences of violence with injury.

The force remains focused towards the issues of high harm. The challenges that come along with the county lines presents a constant threat to the district, so it's important that we are on the front foot in terms of proactive work and that the excellent Fortress partnership work continues.

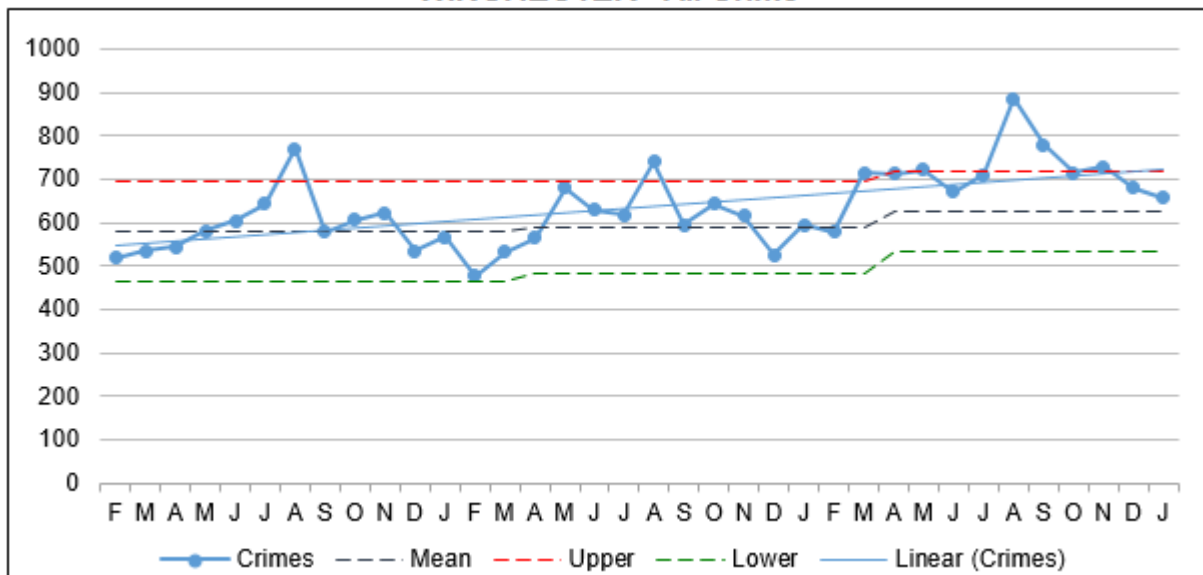
Theft offences account for 41% of our total crime, this is up by 23% YTD. The vast amount of this shoplifting and vehicle crime. The persistent offenders have been identified, prosecuted and civil orders have been utilised to restrict their opportunity to offend. This has made significant reductions in the last quarter.

Spare change for lasting change to discourage street begging. The rebranding and additional promotion work has doubled the annual contributions. £200 can provide 6 counselling sessions and as little as £5 can provide a hot home cooked evening meal and a bed for the night for somebody facing homelessness.

There has been significant reduction in anti-social behaviour (11%). This has been achieved by working closely in partnership, utilising a variety of tactics, but also providing key support to some of the most vulnerable members of our community. The introduction of the BID Rangers has also provided valuable support in terms of dealing with issues in the city.

An organised crime group from Micheldever were identified as responsible for over 100 burglary offences, some on district, but many others across the county. On 17th December over 120 police officers were involved in a dawn raids, 6 arrests were made and an impressive amount of stolen property was recovered. Most significantly, this operation stemmed the flow of the burglary series

WINCHESTER - All Crime



Winchester District Crime Performance 1st April 2019 – 10th Feb 2020 (compared to YTD date from 1/4/18 to 6/2/19)

Current period	WINCHESTER CITY ↑	WINCHESTER GREATER ↑	WINCHESTER RURAL ↑	TOTAL
1 Violence Against the Person ↑	1,274	665	380	2,319
2 Sexual Offences ↑	141	48	70	259
3 Robbery ↑	34	4	5	43
4 Theft Offences ↑	1,444	941	668	3,053
5 Criminal Damage and Arson Offences ↑	304	266	100	670
6 Drug Offences ↑	122	46	65	233
7 Possession of Weapons Offences ↑	23	6	9	38
8 Public Order Offences ↑	375	191	91	657
9 Miscellaneous Crimes Against Society ↑	113	49	14	176
Total	3,830	2,216	1,402	7,448

Previous period		WINCHESTER CITY ↑	WINCHESTER GREATER ↑	WINCHESTER RURAL ↑	TOTAL
1 Violence Against the Person	↑	1,048	636	280	1,964
2 Sexual Offences	↑	112	74	74	260
3 Robbery	↑	33	6	5	44
4 Theft Offences	↑	1,096	898	488	2,482
5 Criminal Damage and Arson Offences	↑	305	268	126	699
6 Drug Offences	↑	101	28	114	243
7 Possession of Weapons Offences	↑	26	16	9	51
8 Public Order Offences	↑	310	157	67	534
9 Miscellaneous Crimes Against Society	↑	66	27	25	118
Total		3,097	2,110	1,188	6,395

Variance (current - previous)		WINCHESTER CITY ↑	WINCHESTER GREATER ↑	WINCHESTER RURAL ↑	TOTAL
1 Violence Against the Person	↑	226	29	100	355
2 Sexual Offences	↑	29	-26	-4	-1
3 Robbery	↑	1	-2	0	-1
4 Theft Offences	↑	348	43	180	571
5 Criminal Damage and Arson Offences	↑	-1	-2	-26	-29
6 Drug Offences	↑	21	18	-49	-10
7 Possession of Weapons Offences	↑	-3	-10	0	-13
8 Public Order Offences	↑	65	34	24	123
9 Miscellaneous Crimes Against Society	↑	47	22	-11	58
Total		733	106	214	1,053

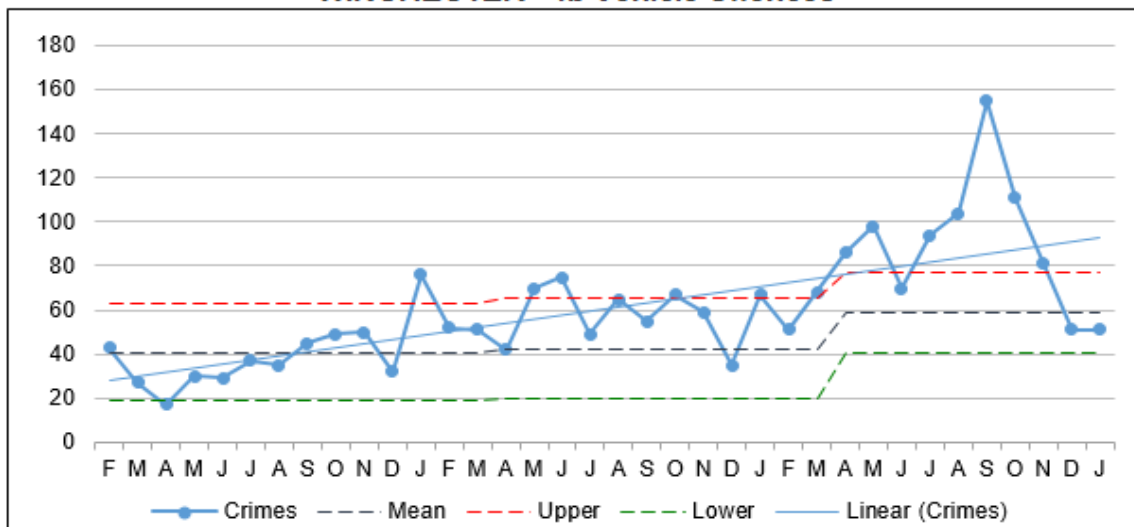
% Change (current - previous)		WINCHESTER CITY ↑	WINCHESTER GREATER ↑	WINCHESTER RURAL ↑	TOTAL
1 Violence Against the Person	↑	21.6%	4.6%	35.7%	18.1%
2 Sexual Offences	↑	25.9%	-35.1%	-5.4%	-0.4%
3 Robbery	↑	3.0%	-33.3%	0	-2.3%
4 Theft Offences	↑	31.8%	4.8%	36.9%	23.0%
5 Criminal Damage and Arson Offences	↑	-0.3%	-0.7%	-20.6%	-4.1%
6 Drug Offences	↑	20.8%	64.3%	-43.0%	-4.1%
7 Possession of Weapons Offences	↑	-11.5%	-62.5%	0	-25.5%
8 Public Order Offences	↑	21.0%	21.7%	35.8%	23.0%
9 Miscellaneous Crimes Against Society	↑	71.2%	81.5%	-44.0%	49.2%
Total		23.7%	5.0%	18.0%	16.5%

ASB callers by Neighbourhood - Rolling 12 months (This year v last year) (*Beat = Ward*)

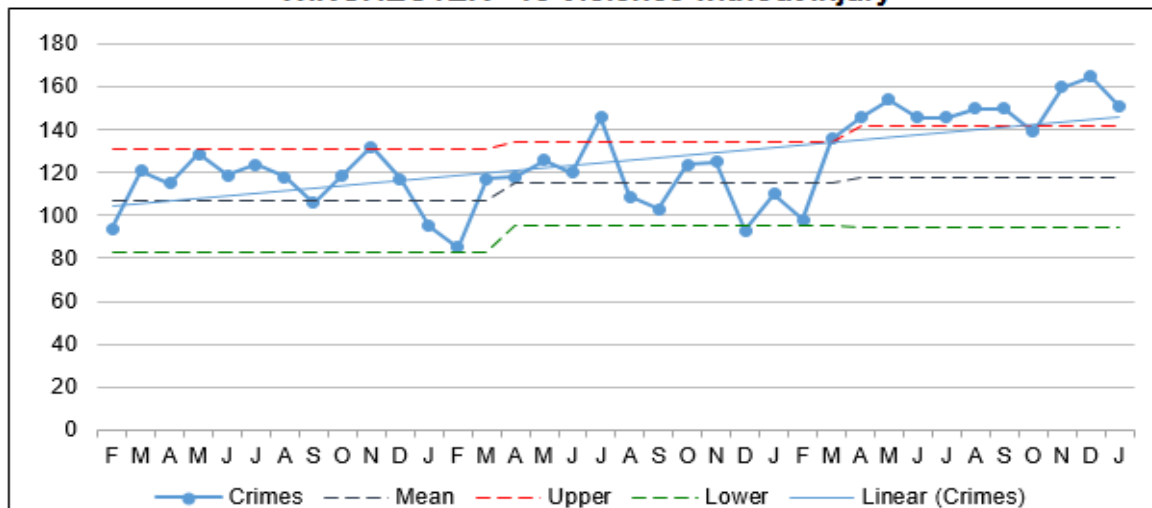
WINCHESTER

Neighbourhood	Sector	R12 months	Previous R12 months	Difference	R12 % of whole
Winchester Central	Winchester City	620	678	-58	35.35%
Winchester North	Winchester City	235	183	52	13.40%
Denmead And Southwick	Winchester Greater	199	240	-41	11.35%
Bishops Waltham And Soberton	Winchester Greater	118	133	-15	6.73%
Winchester South	Winchester City	109	214	-105	6.21%
Wickham And Whiteley	Winchester Greater	106	134	-28	6.04%
Winchester Rural East	Winchester Rural	84	80	4	4.79%
Winchester Rural North	Winchester Rural	81	80	1	4.62%
Owslebury And Curbridge	Winchester Greater	80	84	-4	4.56%
Winchester Rural West	Winchester Rural	67	70	-3	3.82%
West Meon And Hambledon	Winchester Greater	42	66	-24	2.39%
Winchester Rural	Winchester Rural	12	9	3	0.68%
Winchester Greater	Winchester Greater	1	2	-1	0.06%
	Sum:	1,754	1,973	-219	-11.10%

WINCHESTER - 4b Vehicle Offences



WINCHESTER - 1c Violence without Injury



REPORT TITLE: IMPLEMENTATION OF THE EXTENSION TO THE REFUSE AND RECYCLING ARRANGEMENTS

12 MARCH 2020

Contact Officer: Lisa Kirkman, Strategic Director: Resources Tel No: 01962 848501 Email lkirkman@winchester.gov.uk

WARD(S): ALL

PURPOSE

Following the disaggregation of the joint waste contract with a neighbouring council, a one year extension was agreed for the existing contractor to continue to provide the refuse and recycling service. This one year extension enabled full procurement and mobilisation of a new eight year environmental services contract.

During the joint contract, collection rounds had been designed to be the most efficient over both council areas. Due to the disaggregation, it was necessary to change the waste collection rounds to serve the Winchester district only. This change of rounds occurred in October 2019. A new district wide kerbside glass collection service started at the same time as the change in rounds.

These changes to collection arrangements required extensive reorganisation by the contractor and communication with residents to explain their new collection day. Although the main arrangements for the new collections were successfully delivered, the late delivery of calendars to households by a supplier caused delay in the first weeks of the new service. The situation was recovered quickly through the organisation of top up collections to ensure that there was no backlog of uncollected waste.

Southern Internal Audit Partnership were asked to undertake a review of the project and determine the factors that led to the late delivery of calendars so the council could establish how to improve its approach for the future.

RECOMMENDATIONS:

1. The Internal Audit report, *Implementation of the extension to the refuse and recycling arrangements* is noted;
2. The learning points and actions from the report are noted.

IMPLICATIONS:

1 COUNCIL PLAN OUTCOME

- 1.1 Collection of refuse and recycling is a critical front line service provided by the council. Effective communication is a key priority for the council.

2 FINANCIAL IMPLICATIONS

- 2.1 Additional collections were required in order to ensure that householders did not have a backlog of household waste and that there were no consequential issues arising. The cost of these additional collections was approximately £75,000 which ensured that the frequency of collections for householders was maintained.

3 LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1 These matters are referred to in the body of the report.

4 WORKFORCE IMPLICATIONS

- 4.1 The report recognises that the requirement to undertake work simultaneously on a number of complex issues was a significant challenge for some aspects of the organisation and the recommendations should be seen in this light.

5 PROPERTY AND ASSET IMPLICATIONS

- 5.1 None

6 CONSULTATION AND COMMUNICATION

- 6.1 This aspect is detailed in the main report.

7 ENVIRONMENTAL CONSIDERATIONS

- 7.1 In responding to the issues which arose from the late delivery of calendars a very high priority was given to ensuring that there was no backlog of household waste allowed to build up and this was substantially achieved.

8 EQUALITY IMPACT ASSESSEMENT

- 8.1 Refuse and recycling is a universal service therefore no equality impact assessment was necessary. Information regarding round changes was shared with residents by letter and was available on line.

9 DATA PROTECTION IMPACT ASSESSMENT

- 9.1 The refuse and recycling rounds are built from address data which is in the public domain. Any communication is sent to the address and not the resident. Additional personal contact details for residents are stored in secure databases.

10 RISK MANAGEMENT

- 10.1 This paper considers the impact of the changes to the refuse and recycling rounds in order to better inform risk registers for future work.

11 SUPPORTING INFORMATION:

- 11.1 The decision by East Hampshire District Council not to pursue a joint reprocurement of the waste collection contract, which had operated since 2011, meant that the City Council had to conduct a procurement exercise for the new contract. In order to allow time for this a one year extension was agreed with the existing contractor to continue to provide the refuse and recycling service. The procurement of the waste collection contract is the City Council's largest service delivery procurement and a project team, led by a Strategic Director, was established to undertake this work whilst also making arrangements for the extension period.
- 11.2 During the joint contract collection rounds had been designed to be the most efficient over both council areas. Due to the disaggregation it was necessary to amend the waste collection rounds to serve the Winchester district only. This was a fixed target and had to take place from October 2019 when the joint contract came to an end. As a result householders needed to be advised of the new collection arrangements and many needed to have their collection day changed. The council had also agreed to implement a district wide kerbside glass collection service that started at the same time as the change in rounds.
- 11.3 The changes to collection arrangements required extensive communication with residents. The scheduling of new rounds and the profiling of the calendars (which had 42 variations) were handled by the Biffa and the client team and were accomplished successfully. Unfortunately the company which was commissioned to print and delivery the collection calendars did not deliver the calendars on time. As a result calendars did not arrive with residents until on or just after their first 'new' collection day. For many householders this created no problem as their collection had not, in fact, changed. But for those who did have changes this caused confusion.
- 11.4 However calendars were available on line for some days before the service commenced and residents were directed to these if they required immediate information as well as awareness being raised of the changes and the calendar through social media. Through these measures the actual number of delayed collections was kept to a minimum.
- 11.5 Additional resource was in place to provide cover during the first week of the changed rounds and this was extended due to the delay in calendar delivery. Although this resulted in additional expenditure of approximately £75,000 this was accommodated within the budget for the mobilisation.

- 11.6 It should be noted that the organisation of the new rounds and the mobilisation was very good and had it not been so well prepared, recovery from the problems which occurred would have been much more difficult.
- 11.7 The audit report (appendix 2) sets out its findings under three headings and these have been considered carefully. This report sets out the response to the findings.

11.8 **Project management**

The report expresses the view that there was a lack of resourcing within the project and that project documentation was not kept up to date.

The Southern Internal Audit Partnership report makes two recommendations in section 3.5:

Recommendation 1:
Full project management processes should be adhered to, commensurate to the size, complexity and significance of the project.

Action:

The Corporate Head of Service has instructed that the full project management process to be implemented for all Tier 1 projects and Tier 2 projects as appropriate.

Action:

The Programme Management Group will review resourcing to ensure adequate capacity and knowledge is deployed to all projects at this level going forward. A Project Manager will be allocated for the duration of the project.

Recommendation 2:

In particular, the project should include a detailed plan that is maintained and monitored throughout the life of the project, which details responsibilities, decisions, risks and actions required to complete the project successfully.

Action:

The project management process, when adhered to, includes these factors, comprised in the standard documentation

11.9 Governance

The report expresses the view that there was insufficient detail in the minutes of the project team meetings to give comfort that all risks and issues were continually under review.

The report makes four recommendations in section 4.5:

Recommendation 1:

A focussed, specific project team with sufficient capacity and the appropriate level of knowledge of the project area should be in place, including a nominated Project Manager, for the duration of the project.

Action:

The Programme Management Group will review resourcing to ensure adequate capacity and knowledge is deployed to all projects at this level going forward. A Project Manager will be allocated for the duration of the project, accepting that, in longer length projects, there can be staff turnover.

Recommendation 2:

Sufficient detail of issues, risks, decisions, actions and progress against timescales, including corrective action if required, should be actively monitored, managed and recorded in project group minutes/highlight reports.

Action:

The implementation of the new Wrike software and its rollout throughout the Project Office is now complete. This software presents, in detail, issues, risks, actions, ownership of those actions and progress against timescales. The reports produced will be presented at the Programme Management Group.

Recommendation 3:

Escalation processes should be agreed to ensure appropriate senior officers and members are made aware when timescales slip, and remedial action is required.

Action:

The reporting lines of the Project Office have been reviewed and, subject to consultation, a Project Office Manager will now report directly into the Corporate Head of Service. Monthly meetings between these two officers in addition to the Programme Management Group will ensure that senior officers and members are made aware when timescales slip. Senior Officers will then be able to ensure that remedial action is prioritised.

Recommendation 4:

Relevant members should be kept fully updated on projects and programmes that fall within their remit or affect their constituents.

Action:

The Chief Executive has made SLT aware of the importance of involving Cabinet and ward members of developments. Project Board Meetings, going forward, will now comprise an action point that relates to onward communications to ward members. Where all wards are affected, as in the case of the implementation of the extension to the waste contract, the communications will be actioned via Democratic Services Update (DSU).

11.10 Communications

The report acknowledges that additional communication resource was brought in to support the project. However, the report indicates that this resource was not fully supported and despite assurances to the Corporate Head errors were made in liaising with the fulfilment supplier and in providing accurate information about the delays which they had experienced.

The report notes mention of effectiveness of the recovery plan put in place. There are learning points for the council if a similar situation were to occur again in that the design of a simple, easy to communicate and sensible recovery mechanism which residents can easily follow is essential. The use of social media to drive residents' enquiries to the webpage for round information and encourage information sharing was very effective.

The report makes four recommendations in section 5.9:

Recommendation 1:

A communication plan should be in place as part of the wider project plan; appropriately approved and reported against throughout the life of the project. Where the project involves communication to residents, earlier updating of the website and communication through social media will assist in minimising enquiries.

Action:

Communications plan templates have been created and these will be completed for all Tier 1 (and where appropriate Tier 2) projects. These templates stipulate that consideration be given to audience, reach and channel to market. A master plan will plot highlights across several projects on a timeline to ensure resourcing and messaging is not comprised.

Recommendation 2:

Where officers are asked to compose communications to the public, they should receive appropriate levels of support from the Communications team.

Action:

The communications team is, subject to consultation, undergoing a change in structure in order to 'repurpose' it for the effective delivery of campaign management.

Recommendation 3:

The Procurement team should be involved in procurements of this nature to ensure all requirements are adequately identified and specified, compliance with Contract Standing Orders and retention of key documentation.

Action:

A new Procurement & Contract Management Strategy is drafted and close to adoption following a presentation at Business & Housing Committee in February 2020. Upon publication this strategy will be rolled out via training and a supporting internal and external communications plan to guide officers across the council as to the correct way to embark upon procurement. To support this guidance the Procurement team has been expanded to three officers.

Recommendation 4:

Major projects could be given a separate finance code to enable a clear record of costs incurred.

Action:

The Corporate Head has requested that the Project and Customer Service Manager work with the Finance team to explore the best solution around coding to deliver this recommendation.

Recommendation 5:

Lessons learned through the project should be recorded and appropriately disseminated to prevent future occurrence.

Action:

One-to-ones have been held with all team members who were tasked with supporting elements of the project to discuss the reasons for the issues that arose and also mitigation.

Recommendation 6:

We also suggest that functionality within the Lagan system is explored to see if repeat contacts can be identified and linked in order to identify those not resolved at first contact to learn lessons for the future and improve customer experience.

Action:

Working with IT and Customer Services, the Lagan system is being upgraded. This will assist us in ensuring we keep abreast of multiple complaints from particular addresses. Additionally we have introduced a new escalation/flagging system to the Contract Management Team to prevent people who have encountered an ongoing problem from having to contact us multiple times.

Summary

11.11 It is clear that the late delivery of the resident information did cause confusion for households and meant that the council had to bear additional cost during the top up phase. However, an effective and prompt recovery process kept disruption to a minimum. It should be noted that despite some challenges with staff resources, had the delay in the distribution of the calendars not occurred, there would have been very few problems in a major change over of arrangements.

The need for effective communication of changes to service arrangements is now clearly and fully understood. Sufficient and effective communication must be provided in a variety of methods to advise residents of any changes to services. Points made in the audit around the project management are acknowledged.

12 OTHER OPTIONS CONSIDERED AND REJECTED

12.1 There are no alternative options to consider as the council requested the audit to learn from it for future project delivery.

Other Background Documents:-

None

APPENDICES:

Appendix 1: Audit Outline

Appendix 2: Audit Report

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**Final Audit Outline
Winchester City Council**

To: Lisa Kirkman, Strategic Director – Resources Date: 11th November 2019

cc: Laura Taylor, Chief Executive

From: Katharine Sims

Tel: 01962 845182

**Internal audit review of the extended refuse and recycling arrangements
2019/2020**

1 Introduction

1.1 This review is being undertaken as part of the 2019/20 internal audit plan. The purpose of this document is to set out the scope and coverage of the internal audit review of the implementation of the extended refuse and recycling arrangements along with an overview of the audit approach and key contacts.

2 Background

2.1 The overall objective of this audit is to review the management of the extended refuse and recycling arrangements and how these were communicated to residents.

3 Objectives

3.1 This review will assess the effectiveness of controls in place focusing on those designed to mitigate risk in achieving the following key objectives:

- A robust project plan detailing key responsibilities, activities and timescales was in place to effectively manage and deliver the service changes.
- Appropriate and effective communication arrangements were agreed and implemented to ensure resident awareness of the planned service changes.
- Effective arrangements were implemented to manage and respond to enquiries and complaints from residents and the adverse social media publicity.
- Identified issues have been appropriately managed and escalated, with actions agreed with the contractor to minimise financial and reputational loss to Winchester City Council.

4 **Scope**

- 4.1 The scope of this review is to review the arrangements for the management and implementation of the extended refuse and recycling arrangements for Winchester City Council, following the disaggregation of the joint Environment Services Contract with East Hants District Council.
- 4.2 There were a number of issues with the implementation and communication of the new arrangements and our review will seek to identify why and how these issues arose, how they were managed and identify any learning that can be taken forward to future projects.

5 **Reporting**

- 5.1 On completion of audit fieldwork, we will hold a close of audit meeting with our main contacts to discuss our findings. We will then issue a draft report to Lisa Kirkman providing an assurance opinion, supported by details of the key observations.
- 5.2 Following agreement of the factual accuracy of the draft report we will require management to provide actions they propose to take to address issues identified and mitigate residual risk exposures. A final report will be issued to Laura Taylor and Lisa Kirkman.
- 5.3 Information from the audit report will be included in the quarterly progress reports and the annual internal audit report which is sent to senior management and those charged with governance.

6 **Contacts and timing**

- 6.1 Client contacts will include:

Key contacts

Lisa Kirkman, Strategic Director – Resources
Steve Tilbury, Strategic Director – Programme Lead
Richard Botham, Strategic Director (Interim)
Simon Finch, Corporate Head: Regulatory
Ellen Simpson, Corporate Head Strategic Support
Darren Kennedy, Principal Management Accountant
Gareth Morris, Senior Communications Manager
Martin Taylor, Contracts Manager
Councillor Tod, Cabinet Member for Service Quality and Transformation

Additional contacts will include

Other members of the officer team as necessary

6.2 The review will be undertaken by:

Audit Manager: Beverly Davies

Audit Team: Katharine Sims

6.3 As agreed with service management it is planned to commence the review on 25th October 2019 and we aim to hold a close of audit meeting by 13th December 2019 and issue a draft report by 31st December 2019

6.4 To enable us to deliver an effective and timely review we would appreciate if staff and relevant documentation / system access could be available during this period. To minimise disruption and unnecessary burdens we will wherever possible book meetings with key staff in advance and at mutually convenient times.

Approval

Prepared by: Katharine Sims Date:24/10/2019

Approved by: Beverly Davies Date:28/10/2019

Approved by client: Lisa Kirkman Date: 08/11/2019

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Southern Internal Audit Partnership

Assurance through excellence
and innovation

Winchester City Council Final Internal Audit Report

**Implementation of the extension to the refuse and
recycling arrangements**

2 March 2020

Prepared by Katharine Sims

Confidential

1. Introduction

- 1.1. Following the disaggregation of the joint Environmental Services Contract with East Hants District Council a one-year extension to 30 September 2020 was agreed by the Council, with the existing waste contractor BIFFA to maintain waste services. This was to enable a procurement and mobilisation process for a new eight-year waste services contract to be undertaken.
- 1.2. Following the disaggregation, the Council had to implement the reorganisation of waste collection and recycling rounds with effect from 30 September 2019. The Council also were also introducing a monthly glass collection service from the 1 October.
- 1.3. Prior to the implementation of the new arrangements it was planned to issue all waste customers with a new calendar and accompanying letter outlining the changes to their collections. This was due to be sent to the printer by 9 September for printing and mailing. However, the final approval to print was not given until 24 September and mailing did not commence until 27 September and was not completed until 30 September.
- 1.4. The late communication of the new arrangements led to adverse publicity in the local press and extensive social media commentary from the public concerning the service and the level of performance. A large number of calls and complaints were received by the Council (2002 in the first week of the new arrangements) and as a result additional costs were incurred in recovering this position back to business as usual.
- 1.5. It is acknowledged that this was a complex project that involved reorganisation of rounds and implementation of glass recycling arrangements for around 53,000 properties which was implemented by the set deadline with residual issues resolved within a relatively short timeframe.

2. Scope

- 2.1. Due to the issues experienced (as indicated above) we were asked to identify why and how these issues arose and how they were subsequently managed with the aim of identifying learning points that could be taken forward to future projects.
- 2.2. The scope of this review focused on the arrangements for the management and implementation of the extended refuse and recycling arrangements and included discussions with key officers and a review of supporting documentation.

3. Project Management

- 3.1. The reorganisation of waste and recycling collection rounds and the communication to the public was identified by officers as a Tier 1 project and should therefore have been managed in line with the Council's agreed Project Management processes. However,

the project was not managed in line with the Council's framework or any other recognised methodology for the entirety of the project.

- 3.2. Whilst overall responsibility for the implementation of the extended refuse and recycling arrangements was assigned to the relevant Strategic Director, operational project management support was assigned and undertaken by three different project managers through the process. The last project manager was transferred to a new role and from May / June 2019 there was no designated project manager overseeing the implementation process from that point onwards.
- 3.3. A detailed project plan was in place, together with an action log and risk register at the commencement of the implementation process but the plans etc were not maintained throughout the life of the project once the last Project Manager had transferred to his new role. The plans etc were last updated at the end of May.
- 3.4. Whilst there were issues in respect of the delivery of glass recycling containers, the process was managed more effectively than the communication of the implementation of the new rounds and actions were taken to resolve issues in a timely manner.
- 3.5. For future projects of this scale, complexity and importance we would suggest the following areas should be considered:
 - Full project management processes should be adhered to, commensurate to the size, complexity and significance of the project. In particular, the project should include a detailed plan that is maintained and monitored throughout the life of the project, which details responsibilities, decisions, risks and actions required to complete the project successfully.

4. Governance arrangements

- 4.1. The Strategic Director with overall responsibility for the implementation of the new arrangements was also responsible for the procurement of the new contract. The lead up to the changes coincided with a key stage of the procurement resulting in competing priorities and a lack of senior management oversight and challenge at this critical time.
- 4.2. Meetings of the Environmental Services Project Group, which had responsibility for both the implementation of the new rounds and the procurement of the new contract, involved senior officers and supporting functions. However, the contents of the minutes do not provide sufficient detail in respect of the implementation projects' management and progress, especially in the absence of an up to date detailed project plan and risk register. The Council have been unable to provide us with any project group minutes for the period between 03.09.19 to 08.10.19.
- 4.3. Discussions indicated that there was a lack of understanding of the significance and complexities of the implementation of the new arrangements amongst senior management and the Communications Team, who were all key components for successful project delivery, although we found that the Contract Manager was raising his concerns throughout the implementation process.
- 4.4. We also noted from discussions that there was a lack of visibility corporately about the timing and impact of the implementation project.

4.5. For future projects of this scale, complexity and importance we would suggest the following areas should be considered:

- A focussed, specific project team with sufficient capacity and the appropriate level of knowledge of the project area should be in place, including a nominated project manager, for the duration of the project.
- Sufficient detail of issues, risks, decisions, actions and progress against timescales, including corrective action if required, should be actively monitored, managed and recorded in project group minutes/highlight reports.
- Escalation processes should be agreed to ensure appropriate senior officers and members are made aware when timescales slip, and remedial action is required.
- Relevant members should be kept fully updated on projects and programmes that fall within their remit or affect their constituents.

5. Communication

- 5.1. The new rounds were agreed with Biffa by the end of July and required the printing, collation and delivery of 42 variants of calendar and 7 different letters to around 53,000 properties across the district.
- 5.2. Responsibility for the communication of the changes was assigned to a temporary member of the Communications Team, who was line managed by the Head of Communications. The Corporate Head of Strategic Support received assurances that the communication aspect of the implementation was on track and did not become fully involved until there were issues with the letters in late August. We understand a public facing communications plan was produced; however, this was not shared for sign off with the programme lead or the Chief Executive, and we have not been provided with a copy.
- 5.3. Although sample letters from a previous re-routing exercise were forwarded by the Contract Manager (Waste) to the Communications Team in April 2019, these were not reviewed by the team until late July. At this point they were passed back to the Contract Manager to write a formal version. During August the Contract Manager was also working with Biffa on the design and variations of the calendars. After some revisions these were finally signed off by the Chief Executive at the end of August.
- 5.4. Responsibility for the printing and delivery of the letters and calendars was assigned to CrossPrint, a company based on the Isle of Wight. Their appointment was managed by Communications and it is not clear whether WCC procurement requirements and Contract Standing Orders were followed for their appointment as no documentation can be found to support the procurement process. In addition, no evidence of the total cost for the printing and distribution of calendars has been provided and it is also unclear whether the complexity of the project was confirmed to the printers.
- 5.5. During the printing of the letters and calendars, delays were experienced in receiving proofs from the printers to confirm the accuracy of the content. Whilst the Contract Manager pressed for this information and progress updates, he and senior officers were advised by Communications that all was progressing with no issues. However, it became

apparent in the week prior to go-live that some residents would not receive the information prior to the implementation date.

- 5.6. Once the delays in communication to residents were realised a recovery plan was initiated via the WCC website, face-book advertising and social media commentary to help ensure residents were advised of the changes to dates and routes. It was at this late stage that the Chief Executive and members were informed of the issues.
- 5.7. The Customer Service Centre was responsible for dealing with the ensuing enquiries and were supported by appropriate officers, including staff from the waste department, to ensure resident's issues were resolved. One Member also provided assistance and advice with remedial actions. Additional rounds were requested to pick up waste that had not been put out on the correct day due to householders being unaware of the changes.
- 5.8. Data analysis was undertaken to enable the monitoring of enquiries and their resolution. This included tracking the number of calls, missed bins, glass box delivery and website statistics. However, it did not record the number of repeat calls arising from issues not being resolved.
- 5.9. For future projects of this scale, complexity and importance we would suggest the following areas should be considered:
 - A communication plan should be in place as part of the wider project plan; appropriately approved and reported against throughout the life of the project. Where the project involves communication to residents, earlier updating of the website and communication through social media will assist in minimising enquiries.
 - Where officers are asked to compose communications to the public, they should receive appropriate levels of support from the Communications Team.
 - The Procurement Team to be involved in procurements of this nature to ensure all requirements are adequately identified and specified, compliance with Contract Standing Orders and retention of key documentation.
 - Major projects could be given a separate finance code to enable a clear record of costs incurred.
 - Lessons learned through the project should be recorded and appropriately disseminated to prevent future occurrence.
 - We also suggest that functionality within the Lagan system is explored to see if repeat contacts can be identified and linked in order to identify those not resolved at first contact to learn lessons for the future and improve customer experience.

Circulation list:

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