

Appendix 1:

Audit Wales Report on Waste Services – Action Plan Update March 2022

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

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

Audit Wales Reference	Recommendations (the Council should):	Action	Progress	Target Completion Date	Responsible Officer	Status	Update
R1: Garden Waste	The Council should identify performance measures for its garden waste service and ensure effective oversight of performance in this area by senior officers and Members.	<p>The viability and performance of the service will be reviewed annually at the end of the collection season.</p> <p>Options to be explored:</p> <ul style="list-style-type: none"> Allow unfettered expansion in terms of customers. Alternatively, consider capping the number of customers to match the available established resource. Allow surplus from “in-profit” years to be ring fenced and taken forward to the following financial year to cover any operating cost deficit in the following year. Remove the current 15% discount for a single full payment and apply a 10% discount instead. This would improve service viability and could go part way to sustaining additional resources when customer numbers grow. <p>Performance measures to consider:</p> <ul style="list-style-type: none"> No of customers retained from the previous season. Financial viability of service. 	<p>To be undertaken at the end of season.</p> <p>The options for changing the subscription charge to be considered as part of the annual budget and charges setting process.</p>	<p>December 2021</p> <p>November/December 21</p> <p>December 21</p>	<p>Shaun Lynch</p> <p>Director/HOS/EB</p> <p>Shaun Lynch</p>	Completed	<p>The Garden Waste collection service was self-financing for the 2021 season.</p> <p>The charges for the 2022 season reflect a 10% discount for full payment at the point of subscription. This will aid the viability of the service in the long term.</p> <p>Performance measures will include a measure of the customers retained from the previous season and an end of season review of the financial viability for the season.</p>

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R2; CWM Environmental Ltd.	Ensure that there is a risk register for CWM.	<p>RISK Register to be approved by CWM Board by 31st December annually.</p> <p>Company Risk register to be presented to shareholder group alongside 3-year Business Plan prior to 31st March 22 and annually thereafter.</p>	<p>Action agreed with CWM MD</p> <p>Company Risk register to be presented to the Shareholder Board annually</p> <p>Shareholder reserved matters to be kept under review</p>	<p>December 21</p> <p>March 22</p>	<p>Sean Gallagher MD CWM Environmental)</p> <p>Sean Gallagher</p> <p>Director of Corporate Services/Head of Legal and Administration/ Shareholder Board.</p>	<p>Completed</p>	<p>CWM have developed a risk register that has been approved by the CWM Board.</p> <p>CWM's Business Plan including the risk register is scheduled for the Council's CWM Shareholder Board on the 16th March 2022.</p> <p>Reviewed as part of normal business.</p>
R3; CWM Environmental Ltd.	Ensure that it (Council) undertakes effective oversight of CWM's performance and associated risks, including at relevant committees such as overview and scrutiny.	Shareholder Board report to Executive board 6 monthly (together with report from Company MD as required).	Already scheduled as a regular report to Shareholder Board and to PEB/EB, that collectively provide governance of CWM from a Council perspective.	July 21	Chief Executive as chairperson representing the Shareholder Board (members of the Shareholder Board include EBM for Environment, Director of Finance, Head of Administration & Law and Director of Environment.	Complete – reports/meeting already scheduled	Last report and update received in February 2022.

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					Supported by CWM Board Executive Directors and Head of Waste & Environmental Services.		
R4; CWM Environmental Ltd.	Develop a contingency plan for dealing with any consequences in the event CWM becomes financially unviable.	<p>Should the company become financially unviable then as shareholder the Council could take any one of, or a mix of the following actions:</p> <ul style="list-style-type: none"> - Provide short term financial support - Replace or augment the management of the company - Step in and deliver the services directly - Subject the service to competition <p>Council is already guaranteeing the aftercare liability for the Nantycaws site and this is supported by £1.5m cash held in a joint ESCROW account.</p>	To be kept under review by the Governance group/Executive Board	July 21	Governance Group as set out in R3.	Complete - measures identified are currently in place.	No further update.
R5: Fly-tipping	Develop and implement an agreed plan to sustainably address the high number of fly-tipping incidents.	<p>The Council is in the process of formalising its Local Environmental Quality (LEQ) Plan.</p> <p>There is currently full engagement with the Welsh Government led national initiative called Caru Cymru. The aim of the plan is to put measures in place from a communications, education and physical cleansing activity with the aim of preventing or reducing litter. In addition, the Council will work</p>	<p>LEQ Plan currently progressing through the political approvals system.</p> <p>Caru Cymru projects being progressed.</p>	<p>Jan 22</p> <p>March 22</p>	<p>Dan John/Gary Baxter/Geinor Lewis</p> <p>Geinor Lewis</p>	Completed	<p>The formal LEQ strategy has been adopted by the Council. This strategy is being monitored and delivered through the LEQ Strategic group which has been re-convened in December 21. This group seeks to address problematic areas of fly-tipping in a strategic co-ordinated manner. With set action plans developed for specific areas or problems based upon need.</p> <p>Caru Cymru (CC) project current year program is underway. Initiatives include:</p> <ul style="list-style-type: none"> • engaging with local schools and community groups to facilitate local initiatives e.g. litter picks, communications packs and engagement events.

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R5: Fly-tipping (continued)	Develop and implement an agreed plan to sustainably address the high number of fly-tipping incidents.	Participate in Environment & Public Protection Scrutiny Committee Task and Finish Review on fly-tipping from a Council-wide perspective.	T&F Scoping is underway involving the Planning section, Environmental Health Section and Waste Section.	October 21 (postponed to July 22).	Ainsley Williams/Dan John/Michael Roberts (from Waste and Environmental Services Division)	Postponed until June 22	<p>The Fly-tipping task and finish project is meant to look at the issue of fly-tipping across all land and not only public land in the ownership of the Council.</p> <p>This is a bigger project and will be looked by the T&F group in due course.</p> <p>The original T&F project was postponed due to the departmental restructure and has now been rescheduled until after the local government election; The T&F review is anticipated to commence in June 22.</p>
R6: Fly-tipping	Report corporately on a fuller set of performance measures for fly-tipping, including the number of incidents, to enable senior officers and Members to have more effective oversight of the problem and to drive improvement.	Develop wider performance indicators.			Dan John/Geinor Lewis/Michael Roberts in conjunction with Carly Thomas (BSU) and Contact Centre	Completed	<p>New Measure Implemented in 2022-25 Departmental Business Plan - total fly tipping service requests per annum</p> <p>As part of the Divisional Plan, we will measure Total number of fly-tipping hotspots and total number of incidents at these hotspots.</p> <p>These performance indicators will enable us to assess the current service demand and then measure our impact following behavioural change campaigns and directed enforcement activities.</p> <p>This will lead to an understanding of how to drive fly-tipping down in the longer term.</p> <p>Full suite of LEQ actions contained within Departmental Business plan and LEQ Plan.</p>
R6: Fly-tipping (continued)		<p>Review the way incidents of fly-tipping are recorded and identify all potential reporting sources to ensure multiple reports of the same incident are identifiable.</p> <p>Rationalise data capture and filter out duplicate reporting.</p>		March 2022	Dan John/Geinor Lewis/Michael Roberts in conjunction with Carly Thomas (BSU) and Contact Centre	Partially complete	<p>We are currently developing an alternative recording and task management system to enable us to react to and record fly-tipping more accurately and effectively. The scoping and initial development of this system will be complete by end of March.</p>

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R7(1): Waste Strategy	All elements of the waste hierarchy need to be considered, including prevention.	A review of our waste service strategy is currently in progress and will include reference to hierarchy and circular economy (CE)	Waste collection strategy outlook and detail for future collections currently being taken through the political system	March 2022	Ainsley Williams/Dan John	Completed	<p>A new waste strategy and proposed collections methodology has been agreed and Phase 1 is in the process of being planned (see below). In addition, WG funded circular economy projects are currently being constructed. Our first re-use shop was opened in Llanelli on the 22nd February 2022.</p> <p>Phase 1 – introduction of three-weekly glass collection, three weekly residual waste collection (black bag) and weekly recycling collection (blue bag) from October/November 2022.</p> <p>Phase 2 will entail the introduction of a weekly kerbside sort collection system, weekly glass collection and continuation of a three weekly residual waste collection.</p> <p>The project synopsis, governance and high-level timeline of the project is shown in Appendix 2.</p>
R7(1): Waste Strategy (continued).		A separate CE Strategy and action plan will also be developed with a specific CE Project Officer employed.				Partially completed.	<p>A draft circular economy (CE) Strategy and action plan has been developed for implementation. The final version will be on hold pending the development of Welsh Government CE measures, so that they can be incorporated into the plan.</p> <p>A project officer is out for recruitment the role will engage with local and community projects to further develop the CE from the ground up.</p>
R7(2): Waste Strategy	It integrates its strategy with other related projects and plans e.g. regeneration, enforcement and fly-tipping.	Incorporate wider links to environmental management into the Waste Strategy Plan.	As above	March 2022	Ainsley Williams/Dan John	Completed	<p>The agreed waste strategy makes strong links with wider Council policies and plans:</p> <p>Corporate strategy and the Council's wellbeing objectives; Net Zero Carbon plan (e.g., introduction of ultra-low emissions vehicles and electric vehicles); Local Environment Quality; Regeneration ambitions for principal towns and as part of the CE</p>

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							Strategy, links to our rural towns and 10 towns initiatives.
R7(3): Waste Strategy	It has clear and sustainable plans for financing its strategy (including contingency plans if Welsh Government funding is not available).	Financial position to be clarified within the Waste Strategy Report. Continue dialogue with WG on support for future waste strategy. Detail of support to be worked through as approval in principle has been provided.	As above	March 2022	Ainsley Williams/Dan John/Chris Moore	Completed	WG funding agreed for the Phase 2 roll-out (funding profile to be refined as plan progresses). Funding of electric vehicles as part of the Phase 1 roll out has been agreed. County Council funding has been agreed for the Phase 1 interim roll out.
R7(4): Waste Strategy	It devotes sufficient time to consult the public on its proposed changes to waste collection arrangements.	Outcome of the engagement exercise to be included in the waste strategy report as part of the considerations for the new strategy	Public engagement exercise completed in July 21	October 21	Dan John/Geinor Lewis in conjunction with the Corporate Communications team.	Completed (in planning terms).	The main engagement exercise was completed in July 21, to inform the drafting of the new waste strategy. Further engagement and awareness raising will form an integral part of the future roll-out process, as is normally the case with any change to the collection regime. Resource requirements are already known and planned. Consultation with the workforce is already under way.
R7(5): Waste Strategy	It develops and implements an engagement strategy focussing on the behavioural change required for the successful launch and adoption by the public of its new strategy (the Welsh Government Blueprint collection model)4.	Identify resource requirements and programme of public engagement prior to implementation of changes.	Engagement resource identified. Recruitment to follow. Engagement plan being developed.	June 22	Dan John/Geinor Lewis in conjunction with the Corporate Communications team.	In progress	The exact details of the engagement plan is currently being developed. The current focus is on Phase 1 of the roll-out. A communications and engagement plan is being created and managed by the Communication workstream – within the waste transformation project governance structure, supported by Wrap Cymru.
R8(1): Business Plan	Set out clear accountable actions for its waste service which are specific measurable and timebound.	Specific actions to be developed in line with proposed waste strategy		March 22	Ainsley Williams/Dan John	Completed	All actions relating to the waste strategy are set out in the 2023-25 Business Plan.

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R8(2): Business Plan	Include performance measures that re linked to the actions which have clear targets and success actions.	As above		March 22	Ainsley Williams/Dan John	Completed	As above