



# Uttlesford District Council

Chief Executive: Peter Holt

## Operational Resilience Task and Finish Group

**Date:** Tuesday, 12th March, 2024

**Time:** 7.30 pm

**Venue:** Council Chamber - Council Offices, London Road, Saffron Walden,  
CB11 4ER

**Chair:** Councillors C Criscione and B Donald

**Members:** Councillors G Driscoll and G Sell

### **Public Speaking**

At the start of the meeting there will be an opportunity of up to 15 minutes for members of the public to ask questions and make statements, subject to having given notice prior to the meeting in writing to [committee@uttlesford.gov.uk](mailto:committee@uttlesford.gov.uk). A time limit of 3 minutes is allowed for each speaker.

# **AGENDA**

## **PART 1**

### **Open to Public and Press**

- 1 Apologies for Absence and Declarations of Interest**  
To receive any apologies for absence and declarations of interest.
- 2 Public Apology and Thanks**  
To receive a public apology and thanks.
- 3 Waste Disruption Chronology** 6 - 31  
To consider the chronology of events in the lead up to revocation of Operator's Licence.
- 4 Waste Disruption Recovery Actions** 32 - 34  
To consider the Waste Disruptions Recovery response.
- 5 Public Engagement** 35 - 46  
To consider the impact on the council of the disruption to the waste and recycling service through the increased number of calls to the Customer Service Centre, complaints and comments on social media.
- 6 Waste Refunds** 47 - 49  
To consider the position with regard to requests for refunds following the period of service disruption.
- 7 Broader Operational Resilience** 50 - 53  
To consider work being undertaken to identify any system weakness across the council.

**For information about this meeting please contact Democratic Services**

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Email: [committee@uttlesford.gov.uk](mailto:committee@uttlesford.gov.uk)

**General Enquiries**

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## Scoping Report for Scrutiny Committee Review

<b>Review Topic</b>	Operational Resilience
<b>Scoping Report to go to meeting on:</b>	N/A
<b>Final report to go to meeting on:</b>	April 2024
<b>Portfolio Holder</b>	Petrina Lees, Leader Neil Reeve, Portfolio Holder for Environment and Climate Change
<b>Lead Officer</b>	Peter Holt, Chief Executive
<b>Stakeholders</b>	All households Businesses that use the council's trade waste service

<b>Purpose/ Objective of the Review</b> (the reason for the review and what it hopes to achieve)	<p>To draw and apply learning from the recent waste collection situation to prevent recurrence.</p> <p>To take those lessons learned and apply them more broadly across the organisation in order to identify any points of structural weakness or risk and recommend proportionate mitigating measures.</p>
<b>Terms of Reference</b> (including what is in/out of scope)	<p>To work with the portfolio holder and leader, and with officers, to establish the chronology of key events that led to the interruption of waste collection services in late January/early February</p> <p>To identify the key issues behind this</p> <p>To look at the operational response</p> <p>To consider and draw lessons to be learned from this incident that can be applied both to environmental services, but also more broadly to all council services and operations, ensuring that the authority is more resilient</p> <p>To recommend when a report updating progress on the implementation of the action plan be presented to the Scrutiny Committee</p> <p>Out of scope are discussions/recommendations around any</p>

	<p>matters relating directly to any individual employee of the council. These are matters reserved for the Chief Executive and senior managers in consultation with HR</p> <p>Any previous issues around missed bin collections prior to the service interruption</p>
<p><b>Methodology/ Approach</b> (methods to be used to gather evidence)</p>	<p>The Task and Finish Group shall both meet in public, so as to take evidence or representations, as well as in private so as to enable discussions in confidence with the Chief Executive on management action he is taking as a result, in line with Uttlesford District Council's employment policies and procedures, and good employment practice generally.</p> <p>The final report shall be presented by the Task and Finish Group to the Scrutiny Committee in April 2024, and supplemented by a confidential private report on any restricted items should it be necessary.</p>
<p><b>Potential witnesses</b></p>	<p>Relevant cabinet members</p> <p>Relevant senior officers</p> <p>Service users</p>
<p><b>Other issues</b></p>	<p>It is important that this Task and Finish Group carries out its legitimate job through the Scrutiny function to explore operational matters, but not cross into matters out with the responsibility of members, primarily any matters relating to staff.</p>