



Public Document Pack

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. 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

Telephone: 01799 510 369/410/460/548

Email: committee@uttlesford.gov.uk

General Enquiries

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Scoping Report for Scrutiny Committee Review

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

Purpose/ Objective of the Review (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>
Terms of Reference (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>Methodology/ Approach (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>Potential witnesses</p>	<p>Relevant cabinet members</p> <p>Relevant senior officers</p> <p>Service users</p>
<p>Other issues</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>

Agenda Item 3

Waste Disruptions Chronology

Table detailing the chronology of events in the lead up to revocation of Operator's Licence.

Date	Event	Note	Additional information or documents
13 Jul 2023	Transport Manager Certificate of Professional Competence course booked by HR for Ben Brown		Background documents section Doc 1
31 Jul 2023	Fleet and Operations Manager resigned from post with immediate effect	This individual held the Transport Manager (TM) Certificate of Technical Competence	N/A
9 Aug 2023	Informed Office of the Traffic Commissioner (OTC) via the online VOLS (Vehicle Operator Licensing Service) that Transport Manager CPC holder had left.	BB Removed the TM from the licence.	Online system no option to record changes.
18 Aug 2023	Letter from OTC requesting information on TM CPC departure.		Background documents section Doc 2
07 Sep 2023	Letter to OTC responding to his letter and requesting a formal Period of Grace.	Period of Grace requested until 31 Jan 24.	Background documents section Doc 3
13 Sep 2023	Period of grace granted by OTC	Period of grace granted until 13 Jan 24	Background documents section Doc 4
Sep/Oct 2023	Meetings with potential interim TM / Operations manager	Meetings held with potential agency cover but candidates not suitable. Explored options for support with BDC and Colchester.	
7 Nov – 17 Nov 24	Attended Transport Manager Certificate of Professional Competence course in Tunbridge Wells, between 7 Nov and 17 Nov 23, Part 1 exam 17 Nov 23		
7 Dec 2023	Part 2, case study exam 7 December 2023		
17 Jan 2024	Email from Office of Traffic commissioner received stating that our period of grace had expired.		Background documents section Doc 5
17 Jan 2024	emailed OTC acknowledging email and saying that would reply.		Background documents section Doc 6
23 Jan 2024	Email from OTC revoking Licence 23 January		Background documents section Doc 7
23 Jan 2024	Discussion with chief executive updating on the situation		

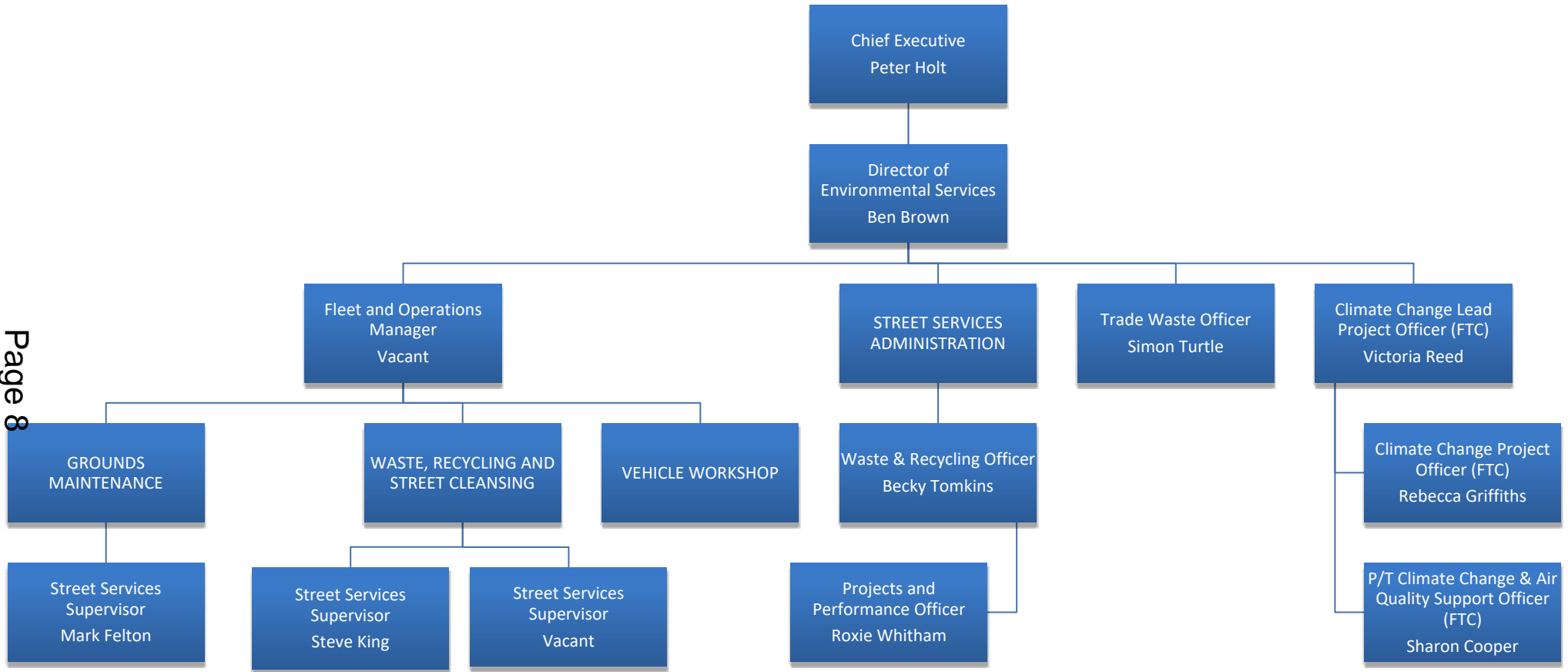
23 Jan 2024	Discussions with key elected Members on updating on the situation		
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In addition to the table above the following information has been supplied further to an email request by Cllr Driscoll.

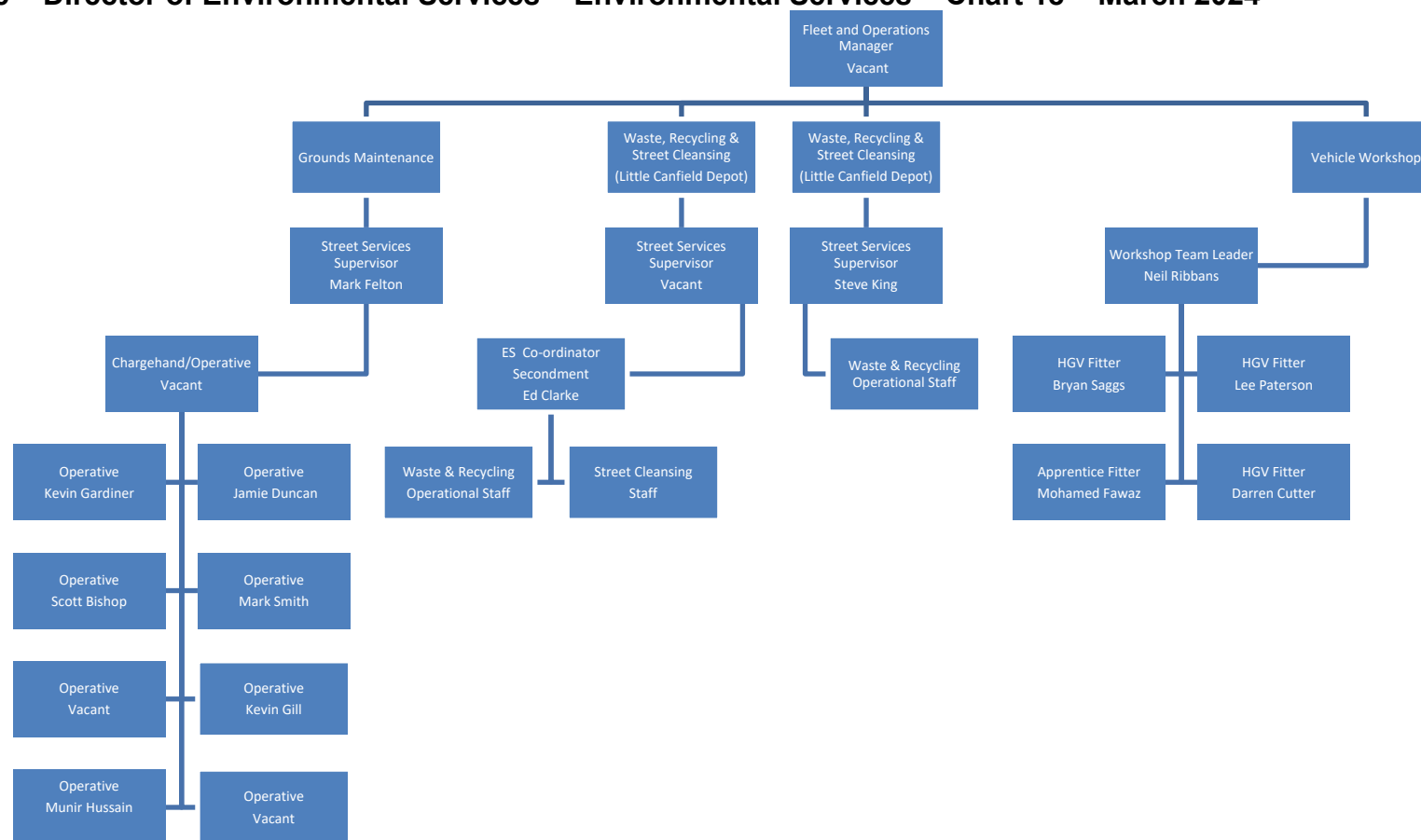
Copy of budgeted Structure for Environmental Services

Copy of historic job descriptions for :-

- Assistant Director – Environmental Services – Agreed job title Director of Environmental Services
- Assistant Operations Manager – agreed job title, Fleet and Operations Manager
- Workshop Team Leader



Chief Executive – Director of Environmental Services – Environmental Services – Chart 18 – March 2024



Waste & Recycling Operational Staff (51 in total) = 28 Loaders, 21 Drivers, 1 ES Co-ordinator and 1 Van Driver

LGV Driver: A Johnson, N Mead, M Roche, M Want, T Coleman-Raine, E Fairhurst, A Peacock, N Mackenzie, L Townsend, D Adamson, J Joslin, J Sontag, M Redgwell, S Shaw, A Ward, S Watson, B Edwards, W Thomas, D Rae, T O’Dell

Loaders: M Cornell, A Duncan, P Orchard, S Coleman-Raine, R Nicholson, B Nicholson, A Tayler, P Graves, C Thorpe, C Chapman, R Gurung, S Tivnan, C Ward, A Fell, P Dooley, T Kemp, C Mason, M Agius, K Lawson + G Van Rooijen + C Bonnett + C Labram + 6 Vacancies

Van Driver/Loader C Band

Street Cleansing Operational Staff:

Mechanical Sweeper Driver(s) Large and Small: D Turner (L), W Huckle (S), S Reynolds (S)

Street Cleansing Operative: P Johnson, L Heath, N Pearce, M Lewell, D Purdy, S Willing, J Lyons (P/T), + 1 Vacancy (P/T) and 1 Vacancy (F/T)

UTTLESFORD DISTRICT COUNCIL

JOB DESCRIPTION

Designation: Assistant Director

Directorate: Environmental Services

Reporting to: Chief Executive

OVERALL PURPOSE OF JOB

1. To act as a corporate leader in association with Directors, other Assistant Directors and elected members.
2. Lead on all aspects of the Council's Environmental Services Directorate, including Waste & Recycling, Grounds Maintenance, Street Cleansing, Highway Rangers & Vehicle Maintenance and temporarily Climate Change.
3. To develop policies, plans and drive culture change for the Directorate to deliver the Council's corporate objectives and medium-term financial strategy, and to contribute to such plans, policies and initiatives that could similarly improve other service areas.
4. To encourage innovative ways of working and constructively challenge existing practice to transform services that secure cost reductions and efficiency improvements across the whole Directorate, and to contribute to similar transformation initiatives across the council.
5. To provide challenge and assurance of the quality of services, decisions, judgements and drive a high performance culture within the organisation.
6. To ensure a good reputation for the Council and ensure excellent customer relationships which are open, productive, and trusting, both within the council and its customers.
7. To help develop commercial skills in the organisation to support the delivery of successful chargeable services.

KEY RESPONSIBILITIES

- 1 Specific accountability for the safe, effective operation and development of Environmental Services.
- 2 To commission external goods, services and support as needed, ensuring quality and value for money in such arrangements.

- 3 To lead and manage timely delivery of a range of high quality and cost-effective environmental services.
- 4 Responsible for ensuring the planning and delivery of effective business and performance strategies by ensuring that innovative and new ways of working are encouraged to develop a strong business culture committed to achieving the corporate objectives.
- 5 Work with the Corporate Management Team to develop the service by scoping the business needs, identifying solutions for sustained service delivery improvements including value for money and customer outcomes.
- 6 To assess the current business environment and implement the most efficient and effective processes to deliver an improved quality of service.
- 7 Preparation of service plans with associate risk management and business continuity plans.
- 8 To ensure strong financial management and budgetary control within services and provide robust evidence of efficiency and value for money being achieved.
- 9 To work with relevant partners, local agencies and organisations as appropriate.
- 10 Responsibility for the management and career development of staff.
- 11 To prepare and present reports to Members, Committees, partners and other organisations.
- 12 To ensure monitoring systems, performance targets and relevant local indicators are in place to ensure that the Directorate meets all corporate and statutory national indicators.
- 13 To implement Health and Safety policies within the corporate guidelines.
- 14 Responsible for Human Resource issues within the Directorate.
- 15 To support and assist the development of the council's strategies for the promotion of equalities and diversity with the workforce and community.
- 16 To undertake such other duties as required by the Chief Executive as may reasonably be within the competence of the postholder or the scope of the post.

PERSON SPECIFICATION/SELECTION CRITERIA

The following person specification lists the criteria that have been agreed for the person we are seeking to recruit. These criteria will be used for both the shortlisting of applications and at the interview stage. **It will help your application, therefore, if you can provide information on the application form of your experience**

ability to meet the criteria either through your previous employment, social activities or in the home.

1. Knowledge

- a) In depth knowledge of environmental services relevant to the post.
- b) Detailed and expert knowledge, understanding and experience of providing such services in a public sector setting.
- c) Knowledge of and ability to use information technology to enhance service delivery.
- d) Understanding of the democratic processes and sensitivity to working in a political environment and experience of working with elected members
- e) Understanding of the changing role of local government, including the use of partnerships and multi agency working

2. Skills

- a) Ability to analyse and synthesise complicated information and find creative solutions to problems.
- b) A corporate, flexible and innovative approach that is proactive in working with others to identify early risks and opportunities.
- c) Sensitivity to working in a political environment; understanding of the changing role of local government.
- d) Ability to lead, direct and develop staff.
- e) Ability to work across the organisation and gain the confidence of members and colleagues.
- f) Highly developed interpersonal skills.
- g) Ability to communicate complex information both orally and in writing in a clear, concise and balanced way.
- h) Ability to manage a diverse and demanding workload and prioritise accordingly.
- i) Able to manage projects and initiatives.
- j) Ability to understand complex issues and provide sound, professional and reliable advice across the Council.
- k) Ability to prepare and deliver clear concise service plans and budgets with identified targets and costs.

3. Experience

- a) Substantial experience of providing environmental services to local government at a senior level.
- b) Significant experience of working with elected members
- c) Experience of formulating, leading and implementing change in service provision.

- d) Experience of corporate working and working beyond own professional boundaries.
- e) Experience of managing or supervising staff and of being responsible for service delivery.
- f) Experience of working in a local authority or similar organisation, and preferably also in a commercial environment.

4. Qualifications/Training

- a) Educated to degree level or equivalent (desirable)
- b) Institute of Occupational Safety and Health (IOSH) Managing People Safely qualification
- c) Recognised management qualification or prepared to work towards this
- d) Membership of the Chartered Institute of Waste Management or work towards this

5. Circumstances

- a) Willing to work flexibly to meet service requirements and demands
- b) Hold valid driving licence and be able to use own vehicle for work purposes
- c) Be available to support 'Out of Hours' call outs
- d) The role is mainly office based but will involve depot visits and meetings on site to resolve operational problems
- e) Ability to attend meetings, including those held in the evening throughout the district/region, as necessary.
- f) Current full driving licence

Line Manager Core Accountabilities

- Manage employees in working flexibly and collaboratively across structural boundaries as part of a project or process teams in support of key outcomes
- Manage the development of organisational capability through good people management, including the training, development, mentoring and coaching of team members
- Think creatively and constructively challenging to ensure continuous improvement
- Ensure the proper assessment, management and mitigation of risk, including Health and Safety and Business Continuity

Safeguarding

Uttlesford District Council is committed to safeguarding and promoting the welfare of children and vulnerable adults, and expects all employees and volunteers to share this commitment.

Role Requirement: This role does not require a DBS (CRB) check.

Pre-employment Checks appropriate to this Job Profile

Uttlesford District Council (UDC) is committed to ensuring all recruitment is undertaken fairly, effectively, safely and in accordance with legislation.

Essential User: Does not qualify as an Essential User

Effective date: April 2022

UDC – VALUES AND BEHAVIOURS

VALUE: ACHIEVING HIGH PERFORMANCE	
REQUIRED BEHAVIOURS	
ENTHUSIASTIC	<ul style="list-style-type: none"> Creates and maintains a positive work ethic while striving to get the job done
	<ul style="list-style-type: none"> Shows pride in what they do
SUPPORTIVE	<ul style="list-style-type: none"> Identifies where changes are needed and helps make them happen
	<ul style="list-style-type: none"> Learns from experience/mistakes
PROBLEM SOLVING	<ul style="list-style-type: none"> Adopts a proactive and positive approach to solving problems
	<ul style="list-style-type: none"> Produces innovative ideas, thinks 'outside of the box'
FLEXIBLE	<ul style="list-style-type: none"> Promotes and embraces change, is open to new ways of working
VALUE: RESPONDING TO CUSTOMER NEEDS	
REQUIRED BEHAVIOURS	
CUSTOMER FOCUSED	<ul style="list-style-type: none"> Open and honest in communication with internal and external customers; shows courtesy and respect
	<ul style="list-style-type: none"> Demonstrates required behaviours to meet all Customer Charter promises above and beyond specified requirements
	<ul style="list-style-type: none"> Conducts themselves in a professional manner, promoting the council's reputation
RESPONSIVE	<ul style="list-style-type: none"> Understands and responds to customer needs
	<ul style="list-style-type: none"> Actively seeks feedback to improve customer service
	<ul style="list-style-type: none"> Proactively works to progress new ways of working to improve customer service
VALUE: WORKING TOGETHER	
REQUIRED BEHAVIOURS	
VALUING OTHERS	<ul style="list-style-type: none"> Treats everyone fairly, with respect and dignity, responding sensitively to individuals
	<ul style="list-style-type: none"> Shows respect for the values, experience, contribution or work of others
TEAM WORKING	<ul style="list-style-type: none"> Develops team working in service area and across the council and strives to maintain a high level of motivation
	<ul style="list-style-type: none"> Works across service areas to attain common goals
	<ul style="list-style-type: none"> Encourages others to input ideas and opinions and responds to good suggestions
OPEN/HONEST	<ul style="list-style-type: none"> Open and honest in communication, seeking and giving regular feedback
DEVELOPING OTHERS	<ul style="list-style-type: none"> Shares job knowledge and skill willingly with other employees to help them or assist in their development
RECOGNISING SUCCESS	<ul style="list-style-type: none"> Acknowledges success/achievements of others in the organisation

UTTLESFORD DISTRICT COUNCIL

JOB PROFILE

Designation: Assistant Operations Manager

Post Number: New post

Directorate: Public Services

Section: Street Services

Reporting to: Operations Manager
Dunmow depots

Located: Shire Hill/

Responsible for: Street Services staff engaged in fleet maintenance, grounds maintenance, street cleansing and waste management

OVERALL PURPOSE OF JOB

(summary in no more than two or three sentences)

1. Co-ordinate the Operational Management of the Street Services teams and associated workloads.
2. Contribute to and support continuous development and improvement of Street Services to enhance the overall performance of the Street Services function.
3. Contribute to the development of comprehensive, high calibre, cost effective technical policies and procedures for critical functional areas to meet all legislative (e.g. Health and Safety) and operational (e.g. energy efficiency) requirements and implement them as approved

JOB PROFILE

Key responsibilities

- 1 To assist in the management of the waste, street cleansing, grounds maintenance operations, vehicle workshop ensuring that they comply with agreed policy.
- 2 Regularly monitor the performance of all staff in the service and take action as appropriate to deal with under-performance or disciplinary matters in accordance with the council's procedures.
- 3 Identify training and development needs for team members to ensure performance levels are maintained
- 4 To ensure staff schedules meet service needs.
- 5 To manage complaints by responding to queries and maintaining appropriate records and maintaining excellent relationships with customers and other stakeholders.
- 6 To assist in budget management to deliver the services within the specified budgets having made optimum use of the available resources, and ensuring Best Value practices.

- 7 Support the Operations Manager to manage both the process and financial performance of their service.
- 8 To maintain the health and safety culture and ensure Health and safety policies and practises are updated as needed and requirements are met at all times.
- 9 To manage recruitment of employees to the agreed structure and ensure they are trained and developed to effectively and efficiently carry out their roles.
- 10 Participate in, and contribute to, service improvements identifying where changes are needed and supporting/managing their implementation.
- 11 Monitor own work and that of team members to identify best practice opportunities to improve both service provision and development
- 12 To undertake any other duties which may reasonably be within the competence of the post holder or the scope of the post including responding to the demands of any state of emergency within the District

The above duties and responsibilities give a broad outline of the functions of the post. However by necessity, these duties must be approached in a flexible manner to accommodate the changing needs and demands of the service provided by Uttlesford District Council. The post holder will be expected to adapt to changing circumstances and therefore the outline of duties may change from time to time.

OPERATING ENVIRONMENT

The post holder will be expected to follow the council policies and procedures and act in a flexible, co-operative and professional manner at all times, assisting colleagues to maintain an effective and efficient service delivered economically. The post holder will also be expected to operate within corporate standards of performance and security. In addition the post holder will be expected to contribute to the general tidiness and housekeeping and ensure a safe working environment is maintained.

PERSON SPECIFICATION/SELECTION CRITERIA

The following person specification lists the criteria that have been agreed for the person we are seeking to recruit. These criteria will be used for the shortlisting of applications. **It will help your application, therefore, if you can provide information on the application form of your experience ability to meet the criteria** either through your previous employment, social activities or in the home.

1 Knowledge

- a) Sound working knowledge of employment, health and safety, road traffic and waste management legislation
- b) Good working knowledge of O licences desirable

2 Skills

- a) Confident communicator, both written and verbal
- b) IT literate with a good working knowledge of Word, Excel and Outlook
- c) Good numeracy skills with the ability to understand budgets, manipulate and report on data
- d) Strong negotiating and judgement making skills
- e) Strong relationship building and influencing skills
- f) Good interpersonal skills

3 Experience

- a) Waste management industry experience in a supervisory/ managerial capacity with ability to demonstrate success and effectiveness
- b) Track record of continuous improvement in the field of customer service
- c) Vehicle management

4 Qualifications/Training

- a) Valid UK driving licence preferably LGV class 2
- b) Recognised Health and Safety qualification: Institute of Occupational Health and Safety Managing People Safely or equivalent
- c) Valid Operator's Licence desirable

5 Circumstances

- a) Willing to work flexibly to meet service requirements and demands
- b) Hold valid driving licence and be able to use own vehicle for work purposes
- c) Be available to support the 'Out of Hours' call outs

- d) The role is mainly office based but will involve depot visits and meetings on site to resolve operational problems

Line Manager Core Accountabilities

- Manage employees in working flexibly and collaboratively across structural boundaries as part of a project or process teams in support of key outcomes
- Manage the development of organisational capability through good people management, including the training, development, mentoring and coaching of team members
- Think creatively and constructively challenging to ensure continuous improvement
- Ensure the proper assessment, management and mitigation of risk, including Health and Safety and Business Continuity

Safeguarding

Uttlesford District Council is committed to safeguarding and promoting the welfare of children and vulnerable adults, and expects all employees and volunteers to share this commitment.

Role Requirement: This role does not require a DBS (CRB) check.

Pre-employment Checks appropriate to this Job Profile

Uttlesford District Council (UDC) is committed to ensuring all recruitment is undertaken fairly, effectively, safely and in accordance with legislation.

Essential User: TBC

Effective date TBC

Please sign this job description below when you are satisfied with its contents

Postholder's name (please print)	Postholder's signature	Line manager/ supervisor	Assistant Director	Director
Date	Date	Date	Date	Date

UDC – VALUES AND BEHAVIOURS

VALUE: ACHIEVING HIGH PERFORMANCE	
REQUIRED BEHAVIOURS	
ENTHUSIASTIC	<ul style="list-style-type: none"> • Creates and maintains a positive work ethic while striving to get the job done • Shows pride in what they do
SUPPORTIVE	<ul style="list-style-type: none"> • Identifies where changes are needed and helps make them happen • Learns from experience/mistakes
PROBLEM SOLVING	<ul style="list-style-type: none"> • Adopts a proactive and positive approach to solving problems • Produces innovative ideas, thinks 'outside of the box'
FLEXIBLE	<ul style="list-style-type: none"> • Promotes and embraces change, is open to new ways of working
VALUE: RESPONDING TO CUSTOMER NEEDS	
REQUIRED BEHAVIOURS	
CUSTOMER FOCUSED	<ul style="list-style-type: none"> • Open and honest in communication with internal and external customers; shows courtesy and respect • Demonstrates required behaviours to meet all Customer Charter promises above and beyond specified requirements • Conducts themselves in a professional manner, promoting the council's reputation
RESPONSIVE	<ul style="list-style-type: none"> • Understands and responds to customer needs • Actively seeks feedback to improve customer service • Proactively works to progress new ways of working to improve customer service
VALUE: WORKING TOGETHER	
REQUIRED BEHAVIOURS	
VALUING OTHERS	<ul style="list-style-type: none"> • Treats everyone fairly, with respect and dignity, responding sensitively to individuals • Shows respect for the values, experience, contribution or work of others
TEAM WORKING	<ul style="list-style-type: none"> • Develops team working in service area and across the council and strives to maintain a high level of motivation • Works across service areas to attain common goals • Encourages others to input ideas and opinions and responds to good suggestions
OPEN/HONEST	<ul style="list-style-type: none"> • Open and honest in communication, seeking and giving regular feedback
DEVELOPING OTHERS	<ul style="list-style-type: none"> • Shares job knowledge and skill willingly with other employees to help them or assist in their development
RECOGNISING SUCCESS	<ul style="list-style-type: none"> • Acknowledges success/achievements of others in the organisation

EQUIPMENT INVENTORY

Please list below the equipment which is required to carry out this job

Job Profile:	
Directorate:	
Division:	

List of Equipment

tick if required

Standard Mobile Phone OR Smart phone:

Laptop:

Lone Working Security Pass/Device:

Procurement Card:

Fuel Card:

CIS Fob (Benefits)

Uniform:

BAA Airside Pass:

Keys:
Please give details: _____

Protective Clothing:
Please give details: High visibility waterproof jacket and steel toe cap boots

Tools:
Please give details: _____

STREET SERVICES EQUIPMENT INVENTORY

Please list below the equipment which is required to carry out this job

Job Profile:	Assistant Operations Manager
Directorate:	Public Services
Division:	Street Services

Tick YES / NO

List of personal protective equipment eg	Tick if needed for this job profile
Gloves	
Boots/shoes/safety wellingtons	Y
Goggles/visors	
Glasses	
Safety helmet	
All weather clothing	Y
Respiratory equipment	
High visibility clothing	Y
Ear defenders/plugs	
Helmets	
Stab/cut proof trousers	
Other (specify)	

UTTLESFORD DISTRICT COUNCIL

JOB PROFILE

Designation: Workshop Team Leader

Post Number:

Directorate: Public Services

Section: Workshop

Reporting to: Assistant Operations Manager

Located: Shirehill SW

Responsible for: 3 Fitters

OVERALL PURPOSE OF JOB

(summary in no more than two or three sentences)

- 1 To be responsible for the day to day management and operation of the vehicle maintenance workshop, planning and organising workloads to optimise available service capacity and maximise customer satisfaction. This will be split approximately 50:50 between office management and workshop operational duties including hands on vehicle maintenance.
- 2 The post holder will be responsible for the overall management of the workshop operation including key holder duties, line management of all skilled vehicle and plant fitter and trainee fitter posts, coordination and allocation of service scheduling and workflows between shifts, stock control and health and safety, quality control and customer relations.
- 3 To be responsible for managing and motivating your team to ensure effective delivery of customer focussed services on time and within budget. To ensure vehicles are serviced and maintained as per maintenance schedules and are compliant with the Traffic Commissioner undertakings.

JOB PROFILE

Key responsibilities

- 1 To ensure all vehicles listed on the Council's Operator's Licence have their preventative maintenance inspections carried out on time every time and are inspected in accordance with the Heavy Goods Vehicle Inspection Manual and DVSA (Driver and Vehicle Standards Agency) Guide to Maintaining Roadworthiness. The post holder will be expected to obtain the Transport Manager CPC and be a named TM on the Operator license.
- 2 To repair/maintain/weld and service a wide range of vehicles, plant and machinery.
- 3 Oversee and co-ordinate the day-to-day activities of other fitters engaged in the maintenance, repair and servicing of the Council's vehicles and plant.

- 4 To spend up to 50% of time assisting workshop team with undertaking vehicle servicing and repairs and provide a floating resource to cover all shifts, in terms of staff absences and workflow peaks.
- 5 Distributing work and managing staff workloads to ensure correct workshop loading and eliminate periods of inactive time and maximise use of available workshop assets, including tools and equipment.
- 6 Pre-test and present LGV Vehicles to Ministry standards and prepare for MOT testing.
- 7 To ensure all other vehicles, plant and equipment are maintained in line with Council and manufacturers guidelines.
- 9 To be responsible for service scheduling and planning to ensure the steady flow of routine maintenance through the workshop to avoid peaks and troughs.
- 10 To effectively manage the stores area and ensure sufficient stock to cover vehicles belonging to all major customers.
- 11 To effectively develop, manage and lead a high performing workshop team, carrying out annual performance reviews and, in liaison with the Assistant Operations Manager, agreeing individual and team performance objectives, targets and behaviours and identifying training and development needs.
- 12 Complete a Fleet availability report for all vehicles on a daily basis and ensure communication with Supervisors.
- 13 Ensure all job cards/inspection sheets are checked and signed off.
- 14 To undertake any other duties which may reasonably be within the competence of the post holder

The above duties and responsibilities give a broad outline of the functions of the post. However by necessity, these duties must be approached in a flexible manner to accommodate the changing needs and demands of the service provided by Uttlesford District Council. The post holder will be expected to adapt to changing circumstances and therefore the outline of duties may change from time to time.

OPERATING ENVIRONMENT

The post holder will be expected to follow the council policies and procedures and act in a flexible, co-operative and professional manner at all times, assisting colleagues to maintain an effective and efficient service delivered economically. The post holder will also be expected to operate within corporate standards of performance and security. In addition the post holder will be expected to contribute to the general tidiness and housekeeping and ensure a safe working environment is maintained.

PERSON SPECIFICATION/SELECTION CRITERIA

The following person specification lists the criteria that have been agreed for the person we are seeking to recruit. These criteria will be used for the shortlisting of applications. **It will help your application, therefore, if you can provide information on the application form of your experience ability to meet the criteria** either through your previous employment, social activities or in the home.

1 Knowledge

- a) Detailed knowledge of heavy and light vehicles
- b) Detailed knowledge of bin lifts and hydraulic compaction bodies and systems
- c) Guide to maintaining roadworthiness
- d) Large goods vehicle inspection manual/procedures
- e) Operator Licence requirements
- f) Construction and Use regulations
- g) Knowledge of Fleet Management procedures
- h) The ability to diagnose complex vehicle faults
- i) The ability to prioritise workshop loading

2 Skills

- a) Knowledge of Risk Assessment and Health & Safety policies and procedures
- b) Able to inspire trust, confidence, respect and credibility from a range of people
- c) Ability to manage and develop staff
- d) Ability to deal with change and support new ways of working
- e) Communicates in an effective and respectful manner
- f) Awareness and understanding of diversity issues
- g) Demonstrates personal responsibility for decisions and actions and the consequences of these
- h) Able to influence others to achieve service outcomes

3 Experience

- a) Experience of heavy/light vehicle maintenance
- b) Working to deadlines
- c) Management of staff
- d) Customer liaison
- e) Operational workshop management

4 Qualifications/Training

- a) Transport Manager CPC Desirable, however training will be given.
- b) City & Guilds or equivalent level 2 minimum in motor vehicle repair
- c) Skilled status time served apprenticeship
- d) Driving licence to category B
- e) Driving Licence to category C

5 Circumstances

- a) Committed to keeping up to date with current legislation and regulations and willing to attend training courses when appropriate.
- b)
- c) To undertake any other duties which may reasonably be within the competence of the post holder

Line Manager Core Accountabilities

- Manage employees in working flexibly and collaboratively across structural boundaries as part of a project or process teams in support of key outcomes
- Manage the development of organisational capability through good people management, including the training, development, mentoring and coaching of team members
- Think creatively and constructively challenging to ensure continuous improvement
- Ensure the proper assessment, management and mitigation of risk, including Health and Safety and Business Continuity

Safeguarding

Uttlesford District Council is committed to safeguarding and promoting the welfare of children and vulnerable adults, and expects all employees and volunteers to share this commitment.

Role Requirement: This role does / does not require a DBS (CRB) check

All staff will have to undertake a “Basic Disclosure” for access to our systems, together with an on-line course on ICT Security.

Pre-employment Checks appropriate to this Job Profile

Uttlesford District Council (UDC) is committed to ensuring all recruitment is undertaken fairly, effectively, safely and in accordance with legislation.

Essential User: Does this role qualify / not qualify as an Essential User

Effective date *Enter date here / Date last reviewed: * Enter date here

Please sign this job description below when you are satisfied with its contents

Postholder's name (please print)	Postholder's signature	Line manager/ supervisor	Assistant Director	Director
Date	Date	Date	Date	Date

UDC – VALUES AND BEHAVIOURS

VALUE: ACHIEVING HIGH PERFORMANCE	
REQUIRED BEHAVIOURS	
ENTHUSIASTIC	<ul style="list-style-type: none"> Creates and maintains a positive work ethic while striving to get the job done Shows pride in what they do
SUPPORTIVE	<ul style="list-style-type: none"> Identifies where changes are needed and helps make them happen Learns from experience/mistakes
PROBLEM SOLVING	<ul style="list-style-type: none"> Adopts a proactive and positive approach to solving problems Produces innovative ideas, thinks 'outside of the box'
FLEXIBLE	<ul style="list-style-type: none"> Promotes and embraces change, is open to new ways of working
VALUE: RESPONDING TO CUSTOMER NEEDS	
REQUIRED BEHAVIOURS	
CUSTOMER FOCUSED	<ul style="list-style-type: none"> Open and honest in communication with internal and external customers; shows courtesy and respect Demonstrates required behaviours to meet all Customer Charter promises above and beyond specified requirements Conducts themselves in a professional manner, promoting the council's reputation
RESPONSIVE	<ul style="list-style-type: none"> Understands and responds to customer needs Actively seeks feedback to improve customer service Proactively works to progress new ways of working to improve customer service
VALUE: WORKING TOGETHER	
REQUIRED BEHAVIOURS	
VALUING OTHERS	<ul style="list-style-type: none"> Treats everyone fairly, with respect and dignity, responding sensitively to individuals Shows respect for the values, experience, contribution or work of others
TEAM WORKING	<ul style="list-style-type: none"> Develops team working in service area and across the council and strives to maintain a high level of motivation Works across service areas to attain common goals Encourages others to input ideas and opinions and responds to good suggestions
OPEN/HONEST	<ul style="list-style-type: none"> Open and honest in communication, seeking and giving regular feedback
DEVELOPING OTHERS	<ul style="list-style-type: none"> Shares job knowledge and skill willingly with other employees to help them or assist in their development
RECOGNISING SUCCESS	<ul style="list-style-type: none"> Acknowledges success/achievements of others in the organisation

EQUIPMENT INVENTORY

Please list below the equipment which is required to carry out this job

Job Profile:	
Directorate:	
Division:	

List of Equipment

tick if required

Standard Mobile Phone OR Smart phone:

Laptop:

Lone Working Security Pass/Device:

Procurement Card:

Fuel Card:

CIS Fob (Benefits)

Uniform:

BAA Airside Pass:

Keys:

Please give details: _____

Protective Clothing:

Please give details: _____

Tools:

Please give details: _____

STREET SERVICES EQUIPMENT INVENTORY

Please list below the equipment which is required to carry out this job

Job Profile:	
Directorate:	Public Services
Division:	

Tick YES / NO

List of personal protective equipment eg	Tick if needed for this job profile
Gloves	
Boots/shoes/safety wellingtons	
Goggles/visors	
Glasses	
Safety helmet	
All weather clothing	
Respiratory equipment	
High visibility clothing	
Ear defenders/plugs	
Helmets	
Stab/cut proof trousers	
Other (specify)	

Agenda Item 4

Waste Disruptions Recovery Response

3 x workstreams

1 – work to reverse previous decision of TC

2 – work to obtain a new Operator’s Licence

3 – to put in place contingency arrangements to allow core operations to take place

Date	Event	Note	Additional information or documents
Tue 23 Jan 2024	Calls and emails to Office of Traffic Commissioner (OTC) trying to find a way to reinstate licence	Spoke to compliance officer who suggested that it would be possible for them to ask the TC consider our case.	Not included as part of pack but available.
Tue 23 Jan 2024	Messaged Transport Consultant 1 / trainer for assistance	Seeking advice on predicament, possible Transport Manager (TM) CPC support. Not available for immediate assistance.	N/A
Tue 23 Jan 2024	Contact made with Transport consultant 2 and provider of interim TM CPC support	Agreed to allow Transport Consultant to speak to OTC on UDCs behalf.	Not included as part of pack but available.
Wed 24 Jan 2024	Letter of Authority provided to interim TM to act on our behalf and talk to OTC.		Not included as part of pack but available.
Wed 24 Jan 2024	Halted operation 24 Jan. Stood down crews etc	Held a meeting with all front line staff at 6:45 informing them that we would not be operating, staff redeployed to training and vehicle washing.	Not included as part of pack but available.
Wed 24 Jan 2025	Called Logistic UK – Transport trade association and provide advice to Members. UDC a member.	Sought view of their compliance and licencing expert on best approach.	Not included as part of pack but available.
Thurs 25 Jan	Meeting with chief exec to discuss potential contingency plans and making contact with any companies that had offered to assist.	At this point in time a number of organisations had come forward to offer TM advice or operational support.	N/A
Fri 26 Jan 2024	Email to all Essex CEOs asking for operational support and mutual aid.		Not included as part of pack but available.
Fri 26 Jan 2024	Interim Transport Manager appointed and details provided to OTC	Interim TM supplied qualification documents etc collected by UDC staff	N/A
Fri 26 Jan 2024	Saffron Walden Reporter arranged public notice for new operator licence application.		Not included as part of pack but available.
Fri 26 Jan 2024	Sent all information required for a new licence to OTC enquiries + recorded delivery	Attempted to submit new licence application but system issue identified. Attempted to call OTC.	N/A
	Email from OTC saying the commissioner has considered		Not included as part of pack but available.

	the request and licence should remain revoked.		
Mon 29 Jan 2024	Interim TM contract outlining support returned		Not included as part of pack but available.
Mon 29 Jan 2024	Calls made to OTC for support and assistance with Vehicle Operator Licensing system (VOLS) , emails also sent.		Not included as part of pack but available.
Mon 29 Jan 2024	Followed up all offers of help and proactively rang / contacted all neighbours to see if mutual aid was possible	Start of Operation Patchwork Quilt	N/A
Tue 30 Jan 2024	Calls made to OTC for support and assistance with VOLS system, emails also sent.		Not included as part of pack but available.
Tue 30 Jan 2024	Lightwood PLC (max 2 vehicles)	Given two UDC vehicles and inspected records and concluded that they could not assist.	N/A
Tue 30 Jan 2024	Widdington mobilised 2 x Trade vehicles (under their own licence)		N/A
Wed 31 Jan 2024	Insurance issues identified with BDC	Insurance providers view as that UDC staff would not be insured if working for BDC. Individual drivers would need to be added to BDC insurance.	N/A
Wed 31 2024	Submitted application for new licence on VORS after resolving technical issues with assistance from OTC helpline.	Application paid for	N/A
Wed 31 2024	BDC mobilised vehicles 2 BDC owned domestic vehicles – under their licence.	No food waste recycling capability	N/A
Wed 31 Jan 2024	Widdington mobilised 2x UDC owned Trade vehicles (under their own licence)		N/A
Wed 31 Jan 2024	UDC sent 1 x domestic vehicle to BDC for inspection Thurs		N/A
Thu 1 Feb 2024	UDC sent 1 x domestic vehicle to BDC for inspection Fri.		N/A
Thu 1 Feb 2024	UDC sent 2 x domestic vehicle to Widdington Operations Fri.		N/A
Thu 1 Feb 2024	UDC vehicle 1x to BDC		N/A
Fri 2 Feb 2024	Vehicles operating across district		N/A
Fri 2 Feb 2024	UDC vehicle 2 x vehicle to BDC for inspection.		N/A

Sat 3 Feb 2024	BDC operating at the weekend supported by UDC staff, some areas with food waste recycling capability.		
Sun 4 Feb 2024	No operations		
Mon 5 Feb 2024	Some BDC vehicles operating.		
Tue 6 Feb 2024	2 trade vehicles operating from Widdington 2 domestic vehicles operating from Widdington 2 UDC domestic vehicles operating from Braintree depot 2 BDC domestic vehicles operating all day + supported in PM by 3 vehicles		
Wed 7 Feb 2024	Interim Licence Granted 7 Feb 2024		
Thu 8 Feb 2024	UDC Vehicles recalled and restarted operations from Canfield depot		
Thu 8 Feb 2024	Catch up operations begin support continued from BDC.		

Agenda Item 5

Committee: Operational Resilience Task and Finish Group

Date: Tuesday 12
March 2024

Title: Public Engagement

Report Author: Richard Auty, Director of Corporate Services

Summary

1. This report describes 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. It also sets out common types of enquiries and complaints and the council's approach to keeping residents informed.

Recommendations

2. None

Financial Implications

3. None

Background Papers

4. None

Impact

- 5.

Communication/Consultation	This report explains the steps the council took to keep the public informed during the period of disruption to waste and recycling services
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None

Ward-specific impacts	None
Workforce/Workplace	The impact on some areas of the workforce is touched on in this report.

Situation

6. As the waste and recycling service is the most visible front-facing service the council offers, the disruption inevitably caused a large increase in enquiries and complaints from residents. Primarily these contacts came through the Customer Service Centre, although a small number of complaints were sent directly to the Chief Executive and/or the Leader and the Portfolio Holder. In addition there were thousands of comments via social media which are covered elsewhere in this report.
7. This report provides information on the number of such customer contacts during the peak period of disruption in January and February and also explains the steps the council took to keep residents informed, as much as possible, about what was happening on a day-by-day basis.
8. Inevitably there are lessons to be learned for senior management, Customer Services and the Communications and Website teams, as is always the case when an unexpected widespread issue such as this arises, and this will be incorporated into a subsequent report to the Task and Finish Group.
9. The report breaks the statistics down into three categories – contact directly to Customer Services, complaints sent to the aforementioned senior officer and councillors, and lastly some information about how the council used communication channels to inform and update residents and also online activity during the period.

Customer Services

10. The Customer Service Centre is the primary point of contact for residents wanting to receive services or ask questions of the council. It deals with more than half of all phone calls received across the entire authority; it has responsibility for two of the most high traffic email accounts – uconnect@uttlesford.gov.uk and wasteaware@uttlesford.gov.uk – and the team also runs the council's LiveChat instant messaging service which can be accessed via the website.
11. Complaints received via the council's online website form go into the uconnect inbox and are either dealt with in Customer Services or, where this is not possible due to the need for specialist officer intervention, are forwarded on to the relevant department. These forms are included in the email data presented in this report – ultimately it doesn't matter how the complaint is received; from a customer's point of view all that matters is that their complaint is dealt with.
12. Inevitably, the widespread disruption caused a massive rise in the number of enquiries received by Customer Services. The table at Appendix A shows

week by week how many calls, emails and LiveChats were dealt with, compared to the same time period the year before.

13. While reporting on phone calls and LiveChats is done through the council's phone system, monitoring of emails is a manual process whereby supervisors have had to count every email. Although daily stats compiled by Customer Services list the total number of emails received and dealt with, this reporting does not provide a service-by-service breakdown. Should members require a week-by-week breakdown of emails, this can be provided although it will be many hours' work for an already hard-pressed service.

14. The most common enquiries and trends during the period as reported by the Customer Services team are as follows:

- The first calls that came through to Customer Services were requesting clarification on communications sent out via parish councils – initially the team was unable to provide further information as to how the council was resolving the issue beyond what had been explained to parish councils. Customer Service Advisors did reassure residents the council was taking the issue very seriously and would let residents know the plan once it was agreed, and in the meantime to leave their bins out.
- There were enquiries as to whether Council Tax would be reduced due to non-collection. Once a statement on this was released, these calls reduced in number. Additionally it gave Customer Service Advisors the information they required should a resident not have seen that statement.
- Residents wanted to know how the council let this happen.
- As the disruption progressed, the majority of calls became those just asking when their bins would be cleared, even if wasn't that day.
- Where the council said, in good faith, a particular area would be cleared and then this ended up not being the case due to the volume of waste that needed to be collected or mechanical issues with the fleet, this then produced further calls and further frustration.
- The general message to "leave your bins out we will get to you as soon as we can" was not well-received in some quarters.
- Residents felt that being in local government should mean the council should be able to get a licence quicker and phoned the council to say that.
- Some Parish Councils called for further information.
- Towards the end of the period of disruption as services were returning to normal the number of calls relating to the garden waste service started catching up with, and then overtaking, the calls about general domestic collections.

15. Customer Services' Supervisor and Team Leaders liaised with Environmental Services and the Website and Communications Teams to ensure they were able to provide the best possible information to residents. Ultimately, the

Customer Services team wanted residents to feel reassured and even though an error had been made their communication was important to the council and staff were doing their best to rectify the issue.

16. While a level of annoyance and frustration is completely understandable, unfortunately staff were at times subjected to unreasonably aggressive and rude customers. In such circumstances, staff let the caller vent their frustrations, then reiterated what the council could, and was doing, and apologised.
17. The most abusive customers were escalated to the Team Leaders and Supervisors.
18. This has been an extremely difficult period for Customer Services. The sheer volume of customer contacts has been difficult to keep up with and that, combined with the level of aggression from a minority, has had a substantial impact on the team. The only way the team has been able to cope with the workload is by working extra hours. The additional cost of this will be included in the report being prepared by the Section 151 Officer which will be presented to Council.

Complaints

19. A small number of residents complained directly to the Chief Executive and/or the Leader. In addition, some complaints were escalated either by Customer Services or the Environmental Services team where initial responses were not accepted by the complainant.
20. The table at Appendix B sets out these complaints as coordinated by the Executive Support Team. They were relatively small in number, with the majority being general complaints about the disruption to service. A small number of emails requested refunds of Council Tax and an even smaller number were complaints specifically about either trade waste or garden waste collections. One complaint was received about a problem with an assisted collection.
21. Residents also complained to their ward councillors but numbers for these are not held centrally and in any case many of these also complained directly through Customer Services or senior staff and/or members.

Communication approach

22. As it did with enquiries from residents, the disruption to the waste and recycling service generated a high volume of enquiries from local, regional and trade media over a number of weeks.
23. This peaked in the days after it became apparent the council's licence had been revoked. As this was an operational rather than political issue, the Chief Executive conducted TV interviews with BBC and ITV on 26 January. The Leader took part in a follow-up interview with the BBC on 30 January and the Portfolio Holder also spoke to the local press. Multiple statements and updates were provided on request to regional and local outlets as well as to journalists

working for trade or national organisations. The coverage was extensive in the local press with online and paper articles running over several weeks.

24. Alongside traditional media, the council used its social media channels heavily to cascade information and service updates. It was important the information was coordinated across services and channels and therefore the council adopted a consistent process early, which was used throughout the period of disruption:

- An update was provided at the end of most days, detailing the work that had been completed and the plan for the following day.
- These updates were published at around the same time, in the early evening, to ensure consistency for residents.
- Each message was uploaded to a dedicated space on the council's website, linked from the homepage
- It was emailed out, almost always by the Chief Executive to all councillors and all parish councils
- It was posted on Facebook and Instagram
- The recorded message that greets people phoning the Customer Service Centre on 01799 510510 was changed every time with the latest information
- The statement was an important source of information to allow Customer Service staff to help customers phoning, emailing and using LiveChat. Internally a Microsoft Teams group was established for Customer Service Team Leaders, Communications, Website and Environmental Services staff to quickly exchange information and provide updates during each working day
- Every statement included an apology for the disruption

25. The main difficulty encountered by the Communications Team in compiling the daily statement was the reliability of information about the following day's plan. Every daily statement released was accurate at the time of publishing; however because of issues on the ground including the sheer volume of waste being collected, vehicle breakdowns and the unfamiliarity of parts of the district of crews provided by other organisations, it sometimes proved to be the case that despite best efforts the day's work could not be completed. This then led to further complaints to the Customer Services team and on social media.

26. To ensure as much clarity as possible in the messaging (and to avoid people leaving comments about their bins on unrelated posts) the decision was taken to suspend social media posts related to other service areas.

27. A decision was taken early that the council would not reply to comments on bin-related social media posts. The reasons for this were:

- The volume of correspondence – collectively the 20 related social media posts reached hundreds of thousands of users and generated almost 3,000 comments. This was an unprecedented amount and over an extended period, and it was simply not possible to reply to all.
- In many circumstances, the council was simply unable to provide users with the information being requested, such as the exact day and exact time when their bins would be collected.
- The situation developed at pace and the service plans were changing frequently which made messaging extremely challenging. This was exacerbated by the complex nature of the patchwork collection arrangements and operational issues within the service once the interim licence was granted.

28. Many of the comments were not requesting information; they were simply stating opinions about what had happened or venting frustration. Even though there were examples of social media users making claims that were simply not true, in the interest of transparency no posts were hidden by the council, except for two from the same person that contained defamatory statements about current and former members of staff. There were a small number of posts using offensive language that were automatically hidden by Facebook.

29. Although the decision not to respond was taken as per the reasons set out above, all social media comments were read. These comments were a valuable listening tool and in the later stages helped inform the service's approach to clearing the backlog of bins.

30. The table at Appendix C shows the volume of social media contacts during the period of disruption.

Public Engagement Report – Appendix A

The tables below show the number of customer contacts by phone, email and LiveChat to the Customer Service Centre, for the period of disruption to waste and recycling services and the equivalent period the previous year.

There was a sharp drop off in waste related calls in the week commencing Monday 26 February as the service returned to normal – around 250 calls.

As per paragraph 13 of the report, a weekly breakdown of waste and non-waste emails is not readily available and would require a lengthy manual process to calculate. However, the total for the period is provided, which shows 62 per cent of all emails received were about waste and recycling compared to 17 per cent over the equivalent period in 2023.

Phone calls

This year

22/01/24 - 23/02/24				
Queue	Total	Non-waste	Waste only	Percentage of waste only enquiries
Week 1 - 22/01/24 - 26/01/24	1668	1332	336	20%
Week 2 - 29/01/24 - 02/02/24	1752	1374	378	22%
Week 3 - 05/02/24 - 09/02/24	1867	1291	576	31%
Week 4 - 12/02/24 - 16/02/24	1760	1195	565	32%
Week 5 - 19/02/24 - 23/02/24	3024	2160	864	29%
Calls	10071	7352	2719	27%

Last year

23/01/23 - 24/02/23				
Queue	Total	Non-waste	Waste only	Percentage of waste only enquiries
Week 1 - 23/01/23 - 27/01/23	1530	1242	288	19%
Week 2 - 30/01/23 - 03/02/23	1476	1208	268	18%
Week 3 - 06/02/23 - 10/02/23	1589	1261	328	21%
Week 4 - 13/02/23 - 17/02/23	1508	1291	217	14%
Week 5 - 20/02/23 - 24/02/23	1685	1396	289	17%
Calls	7788	6398	1390	18%

LiveChat

This year

22/01/24 - 23/02/24				
Queue	Total	Non-waste	Waste only	Percentage of waste only enquiries
Week 1 - 22/01/24 - 26/01/24	155	59	96	62%
Week 2 - 29/01/24 - 02/02/24	154	64	90	58%
Week 3 - 05/02/24 - 09/02/24	204	89	115	56%
Week 4 - 12/02/24 - 16/02/24	151	53	98	65%
Week 5 - 19/02/24 - 23/02/24	297	148	149	50%
Chat	961	413	548	57%

last year

23/01/23 - 24/02/23				
Queue	Total	Non-waste	Waste only	Percentage of waste only enquiries
Week 1 - 23/01/23 - 27/01/23	112	88	24	21%
Week 2 - 30/01/23 - 03/02/23	115	90	25	22%
Week 3 - 06/02/23 - 10/02/23	96	79	17	18%
Week 4 - 13/02/23 - 17/02/23	48	39	9	19%
Week 5 - 20/02/23 - 24/02/23	156	81	75	48%
Chat	527	377	150	28%

Emails

This year

22/01/24 - 23/02/24				
Queue	Total	Non-waste	Waste only	Percentage of waste only enquiries
Week 1 - 22/01/24 - 26/01/24	427			
Week 2 - 29/01/24 - 02/02/24	1172			
Week 3 - 05/02/24 - 09/02/24	623			
Week 4 - 12/02/24 - 16/02/24	374			
Week 5 - 19/02/24 - 23/02/24	333			
Email	2929	1116	1813	62%
Totals	13961	8881	5080	57%

Last year

23/01/23 - 24/02/23				
Queue	Total	Non-waste	Waste only	Percentage of waste only enquiries
Week 1 - 23/01/23 - 27/01/23	394			
Week 2 - 30/01/23 - 03/02/23	437			
Week 3 - 06/02/23 - 10/02/23	560			
Week 4 - 13/02/23 - 17/02/23	508			
Week 5 - 20/02/23 - 24/02/23	434			
Email	2333	1702	399	17%
Totals	10648	8477	1939	28%

Public Engagement Report - Appendix B

This table shows the complaints coordinated by the Executive Support Team from week commencing 22 January to 1 March 2024. These are complaints either forwarded on by Customer Services or Environmental Services if the complainant requested their complaint be escalated once the initial response was received, or where the complainant directly contacted the Chief Executive and/or the Leader/Portfolio Holder.

With regard to the category "General" – these complaints are those which do not fall into any of the other more specific categories listed and are those which complain about the disruption to the domestic waste and recycling service and/or the loss of the Operator's Licence.

Nature of complaint	Total
General	99
Missed assisted collection	1
Refund of council tax	20
Garden waste	7
Trade waste	2
	129

Received via	Total
CSC	41
Environmental Services	35
Leader/Chief Executive/Portfolio Holder	53
	129

Public Engagement – Appendix C

The tables below provides statistics for each daily update on Facebook and Instagram. In addition to the figures below there were 133 direct messages from residents – 128 on Facebook and five on Instagram.

The definitions of the columns are:

Reach – the number of people who viewed the post at least once

Impressions – the total number of times a post was visible on a user’s timeline

Comments – the number of comments left under each post

Shares – the number of times the post was shared to another Facebook page or the user’s own timeline

Engagement – any action someone takes on a post other than just reading it, including a comment, reaction, share or clicking on a link

FACEBOOK

	Reach	Impressions	Comments	Shares	Engagement
24-Jan	6445	6799	41	7	1121
25-Jan	31792	26240	259	87	14943
25-Jan	32155	39877	209	99	11375
26-Jan	16603	21343	190	47	5911
29-Jan	26928	32517	212	119	7369
31-Jan	17121	19303	177	46	4591
01-Feb	11654	13657	153	35	3731
02-Feb	13222	15341	235	27	4415
05-Feb	17461	19053	227	39	6080
06-Feb	16997	18534	174	46	4931
07-Feb	16981	18448	132	61	3830
07-Feb	13767	15686	139	51	3706
08-Feb	9287	10030	84	13	2140
09-Feb	10546	11631	110	13	1847
12-Feb	8675	9086	82	8	1935
13-Feb	7262	7534	65	13	1364
14-Feb	6114	6432	44	5	1318
15-Feb	5014	5129	61	4	1124
16-Feb	5583	5822	72	8	1512
19-Feb	3852	3825	60	6	1161
23-Feb	7054	7054	31	10	1060
26-Feb	5038	5204	30	10	746

INSTAGRAM

	Reach	Impressions	Comments	Shares	Engagement
24-Jan	n/a				
25-Jan	893	1025	2	1	17
25-Jan	950	1168	8	2	23
26-Jan	1382	1631	12	0	43
29-Jan	1196	1351	6	1	28
31-Jan	762	854	1	0	9
01-Feb	820	953	5	1	11
02-Feb	876	1040	5	0	7
05-Feb	706	822	4	0	9
06-Feb	738	817	9	1	15
07-Feb	664	756	5	1	20
07-Feb	499	553	3	1	9
08-Feb	464	512	2	0	4
09-Feb	504	552	1	2	5
12-Feb	534	577	5	0	9
13-Feb	483	518	2	0	4
14-Feb	391	420	0	0	3
15-Feb	371	399	0	0	4
16-Feb	433	482	1	0	3
19-Feb	617	672	8	0	10
23-Feb	294	308	0	0	3
26-Feb	507	515	1	0	2

Agenda Item 6

Committee: Operational Resilience Task and Finish Group

Date: Tuesday 12
March 2024

Title: Waste Refunds

Report Author Peter Holt, Chief Executive

Summary

1. This report sets out the position with regard to requests for refunds following the period of service disruption.

Recommendations

2. None

Background Papers

3. None

Impact

- 4.

Communication/Consultation	The council communicated the position with regard to council tax refunds during the period of disruption
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	None

Situation

5. Provision of weekly residential waste collections is funded through taxation not by an individual charge. All homes in the district are entitled to these collections, and there is no differential charge for larger/smaller homes, though

homes in different Council Tax bands obviously pay different amounts of Council Tax, and individuals are entitled variously to single-person Council Tax discounts, Council Tax Relief Scheme etc.

6. As all homes pay for this service, there is effectively no incentive for a competitive commercial market for residential waste collection to exist, as any resident paying another supplier to empty their bins would get no Council Tax discount or refund, making the Council's domestic waste collection service a monopoly supplier. This of course has long been the case for every single local authority area in the country.
7. Service standards and frequency are at the Council's discretion, whether that is the alternating fortnightly cycle of recycling and residual waste (ie recycling bins one week and residual bins the next week), or the weekly food caddy collection. Over Christmas week in 2023, the waste collection service was suspended for the week, with staff required to take the three days that week which weren't statutory holidays as annual leave, with waste collections resuming as normal the following week.
8. There is therefore no contractual frequency or standard for waste collection which if not met gives any legal entitlement to residents to a refund or compensation, whether that is an individual bin missed or a wholesale system failure.
9. In contrast, the Council's commercial waste collections operate on a commercial basis, and in the market in direct competition with a number of commercial competitors. Individual businesses that choose to buy their commercial waste services from the Council pay a bespoke rate depending on frequency, volume etc. Failures in commercial waste collection services, whether an individual missed collection or a systemic failure, are therefore contractual do therefore in contrast stimulate conversations about refunds/compensation, though such discussions are normally a lot more fluid in terms of resolution, including a catch-up collection, and potentially influencing the negotiation at contract renewal time, such as rolling over the deal with an extra charge-free week of collection on renewal.
10. As well as the recycling, residual and food collection, the Council does offer residents a paid-for garden waste collection service for £50 a year, and this is taken up by about 25% of residents. This service did face its own operational difficulties prior to the recent bin disruption, though it also could not be operated for those weeks where there was no operator's licence in place. In light of these various disruptions, the 12 months of paid operation of this service has been extended to run for 15 months before renewal/charge for the next year, and Members also abandoned consideration as part of the 2024/25 budget just passed of raising the annual fee from £50 to £60.
11. Of these three separate waste collection models, it is therefore only the one – the main residential waste collection service – that has not already applied its own system in relation to charging following service disruption.
12. Residents in an average property – ie a Band D – pay Uttlesford District Council some £3.50 a week, as the district council only retains about 8% of the

Council Tax it collects, with the rest going to Essex County Council, the Police and Fire Services, and to Parish/Town Councils

13. Of that c£3.50 a week, around 1/7th of that is attributable to the residential waste collection service. In layman's terms, this means that residents pay an average of 50 pence a week to have their bins emptied.
14. During this waste collection disruption the pattern of missed collections was asymmetric, as described elsewhere on the agenda, with most residents not having collections in one or two of the weeks affected (albeit with their collection days often out of the normal rota), with a smaller number of residents missing out for three or in the case of individual difficulties four weeks.
15. Various Councillors and members of the public have raised the issue of a refund or compensation; one resident sent an invoice claiming compensation of over £200 for a single missed waste collection (though this has no legal foundation, and is not being paid).
16. The obvious opportunity for Councillors to bring forward this issue for serious consideration was the February 2024 budget setting Council meeting – not least as any large scale refund or rebate would quickly add up to a substantial sum of money for which individual budget provision and authorisation would be required.
17. No Councillor proposed a budget amendment to this effect at the February full Council meeting, though all party groups were (as usual) offered the opportunity of officer support in advance of the meeting if they wished to bring forward an in-order budget amendment.
18. The opportunity to respond to this disruption by way of not increasing (or even reducing) the base level of Council Tax which funds this service has been missed by Councillors for the year. There would be an opportunity for Councillors to propose some other form of refund or rebate in-year still exists, though this would because of its scale likely require a mid-year budget change resolution, and would incur substantial additional administrative costs disproportionate to the cost of a small number of 50 pence a week service missed.
19. In light of the importance of providing the interim service during the disruption, drawing on the support of a local commercial provider and a neighbouring council, the waste service has spent more money than usual, rather than less. Both these additional costs incurred (which will be subject of a separate report, once the recharge bills from the other suppliers have actually been submitted) and the cost of any refund/rebate would need to either be carried by the waste service – which would put future reliable provision at risk – or from Council funds generally,
20. Members of the Scrutiny Task and Finish Group are invited to take a view on this issue.

Agenda Item 7

Committee: Operational Resilience Task and Finish Group

Date: Tuesday 12
March 2024

Title: Broader Operational Resilience

Report Author: Peter Holt, Chief Executive

Summary

1. This report describes work being undertaken to identify any system weakness across the council.

Recommendations

2. None

Financial Implications

3. None

Background Papers

4. None

Impact

- 5.

Communication/Consultation	Management colleagues are being consulted as per paragraph 10
Community Safety	None
Equalities	None
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	The resilience review summarised in this report has implications across the workforce.

Situation

6. Beyond the issues specifically around the waste service disruption, this experience has flagged up the risk of 'single points of failure' elsewhere in the organisation. Although the Council is one of the larger local employers, with some 330 staff, these staff are spread over a vast number of different specialist services. There is a rich and proud tradition of Council staff stepping sideways to help fill gaps in other services under pressure, caused for whatever reason, and this was proved most visibly during the pandemic. The fact remains however that there are so many various specialist, complex or statutory requirements which cannot instantly or smoothly be filled by such best endeavours.
7. The chief executive has therefore initiated a process to consider the whole organisation's business functions to spot for system weaknesses in terms of resilience and business continuity to see how well they are already mapped and covered, proportionate to their risk.
8. For example, there is a requirement that at the end of every working day, every Council banks with the Government any funds over a certain agreed limit, rather than leaving them in banks overnight. As a district council, UDC often holds sizeable sums not only of its own money, but of Council Tax receipts collected on behalf of other preceptor authorities (with 92% of such tax collected paid over periodically to Essex County Council, the Police, the Fire and Rescue Service, and all of our Parish and Town Councils who raise their own precept), so these can be very sizeable sums. The physical process for transferring this money to Government coffers late in the afternoon requires specialist knowledge, security equipment and log-ons, and so there is in place an identified local resilience system within our finance team to carry this out.
9. This council-wide resilience check exercise will both test the appropriateness of that system, as well as capture and record it centrally in the Council in a way that is not currently done, so that any vacancies or absences in those specific posts that carry out this work can be flagged up through an HR system, with step-in arrangements put in place as appropriate.
10. This action includes an immediate addition of a risk to the Corporate Risk Register (as below), and an initial trawl of the organisation by the Director of Business Change and People to identify such issues (see template as below). The chief executive has also secured the agreement of an experienced director of a neighbouring local authority to join in this exercise as a 'critical friend', providing insight and independent, constructive challenge and advice.
11. A report back on this resilience review will be provided in due course, though by the nature of the risks and issues involved, various specific details will not be published for security reasons.

New strategic risk:

NEW RISK

- *Impact of regulatory/enforcement/intervention action by various Government departments/regulators on UDC – both their individual risks and impacts, and also cumulative impacts on both operations, reputation, ability to recruit and retain etc.*

23-CR-21 BUSINESS RESILIENCE			Responsible Cabinet Member: Cllr Lees	
Risk Owner: Peter Holt				
<p>If the council does not have officers in post with the correct statutory or regulatory qualifications to carry out the key functions/activities of the council or ensure adequate back up is in place to avoid single points of failure this could lead to adverse impacts on service provision and reputational damage.</p>	Original Likelihood	Original Impact	Original Score	Current Controls
	2	4	8	<ul style="list-style-type: none"> • Awareness and proactive management of regulatory requirements both at a corporate and operational level • Succession planning/deputisation of key roles within the authority to mitigate operational/service failure • Support professional qualification or specialised training programmes throughout the organisation to mitigate single points of failure
	Current Likelihood	Current Impact	Current Score	Further Action
	4	4	16	<ul style="list-style-type: none"> • To update Business Continuity plans for each service area to include where specific qualifications and/or licences are required and ensure back up options are specified to avoid single points of failure and ensure continuity of service delivery
	Target Likelihood	Target Impact	Target Score	Planned Completion date
	1	4	4	31.03.2024

Template for organisational trawl (edited to remove specifics):

Operational Resilience

Service Area	Activity/Function	Responsible Officer/s	Back up/Deputy	Service Impact	Other information
Environmental Services	Operator's Licence				
Finance	Statutory Officer - Section 151 Officer				
Finance	Treasury Management				
Legal	Statutory Officer – Monitoring Officer				
Car Parks					
Economic Development	Not applicable				
Private Finance Initiative					
Homelessness					
Housing Strategy					
Building Control	Building Inspections				
Development Management					
Highways Infrastructure Planning					
Planning Management					
Planning Policy					
Planning Specialists					
Contract, Performance and Risk Management					
Committee Administration					