

# Communities Overview and Scrutiny Committee

31 August 2011

# Agenda

A meeting of the Communities Overview and Scrutiny Committee will be held at **SHIRE HALL, WARWICK** on **WEDNESDAY, 31 AUGUST 2011** at **2:00pm**.

## 1. General

- (1) Apologies
- (2) Members' Disclosures of Personal and Prejudicial Interests.

**Note: Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room.**

Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.

- (3) Chair's Announcements
- (4) Minutes of the special meeting held on 11 July 2011 and matters arising.
- (5) Minutes of the meeting held on 30 June 2011 and matters arising.

## 2. Public Question Time (Standing Order 34)

Up to 30 minutes of the meeting are available for members of the public to ask questions on any matters relevant to the business of the Communities Overview and Scrutiny Committee. Questioners may ask two questions and can speak for up to three minutes each.

For further information about public question time, please contact Ann Mawdsley on 01926 418079 or e-mail [annmawdsley@warwickshire.gov.uk](mailto:annmawdsley@warwickshire.gov.uk)

## 3. Questions to the Portfolio Holders

Up to 30 minutes of the meeting are available for members of the Committee to put questions to the following Portfolio Holders on any matters relevant to the remit of the Communities Overview and Scrutiny Committee, and for the Portfolio Holders to update the Committee on relevant issues:

- Councillor Peter Butlin (Portfolio Holder for Transport and Highways)
- Councillor Alan Cockburn (Portfolio Holder for Sustainable Communities)
- Councillor Colin Hayfield (Portfolio Holder for Customers, Access and Physical Assets)
- Councillor Richard Hobbs (Portfolio Holder for Community Safety)

## 4. Quarter 1 Performance Report

This report presents the headline performance messages for Quarter 1 2011/12, for indicators within the remit of the Communities Overview & Scrutiny Committee.

### Recommendation

That the Communities Overview and Scrutiny Committee comments on any performance measures within its remit.

For further information, please contact:

Phil Evans, Head of Service Improvement and Change Management

T: 01926 412293

E: [philevans@warwickshire.gov.uk](mailto:philevans@warwickshire.gov.uk)

## 5. Report and Recommendations of the Residual Waste Task & Finish Group

This report outlines the findings and recommendations of the Residual Waste Task & Finish Group.

### Recommendation

That the Committee agrees the findings and recommendations of the Task &



Finish Group and forwards the report on to Cabinet for consideration.

For further information, please contact:  
Richard Maybey, Democratic Services Officer  
T: (01926) 476876  
E: [richardmaybey@warwickshire.gov.uk](mailto:richardmaybey@warwickshire.gov.uk)

## 6. Review of Support for the Local Economy

Prompted by the current recession and the reduction in resources available to the County Council, a group of six councillors has recently completed a review into the support that is available for the local economy. This is their report.

### Recommendation

That the Committee approves the recommendations contained in the report and forwards them on to Cabinet.

For further information, please contact:  
Paul Williams, Democratic Services Team Leader  
T: (01926) 418196  
E: [paulwilliamscl@warwickshire.gov.uk](mailto:paulwilliamscl@warwickshire.gov.uk)

## 7. Work Programme 2011-12

The Communities Overview and Scrutiny Committee is asked to consider its work programme for 2011-12.

### Recommendation

That the Committee considers the draft work programme at Appendix A and amends as appropriate.

For further information, please contact:  
Dave Abbott, Democratic Services Officer  
T: (01926) 412323  
E: [daveabbott@warwickshire.gov.uk](mailto:daveabbott@warwickshire.gov.uk)

**JIM GRAHAM**  
Chief Executive



## **Membership of the Communities Overview and Scrutiny Committee**

### **County Councillors**

Sarah Boad, Richard Chattaway, Michael Doody, Mike Gittus, Barry Lobbett, Tilly May, Chris Saint, Ray Sweet, Helen Walton, John Whitehouse

### **Cabinet Members**

Councillor Peter Butlin – Portfolio Holder Transport and Highways

Councillor Alan Cockburn - Portfolio Holder Sustainable Communities

Councillor Colin Hayfield - Portfolio Holder Customers, Access and Physical Assets

Councillor Richard Hobbs - Portfolio Holder Community Safety

## **The reports referred to are available in large print if requested**

**General Enquiries: Please contact Dave Abbott on 01926 412323**

**E-mail: [daveabbott@warwickshire.gov.uk](mailto:daveabbott@warwickshire.gov.uk)**

**For enquiries about specific reports please contact the named officers**

## **Minutes of the Special Meeting of the Communities Overview and Scrutiny Committee held on 11 July 2011**

### **Present:-**

#### **Members of the Committee**

Councillor Sarah Boad  
“ Richard Chattaway  
“ Michael Doody  
“ Mike Gittus  
“ Barry Lobbett  
“ Tilly May  
“ Chris Saint  
“ Ray Sweet  
“ Helen Walton  
“ John Whitehouse (Chair)

#### **Other County Councillors**

Councillor Peter Butlin (Portfolio Holder for Transport and Highways)  
Councillor Alan Cockburn (Portfolio Holder for Sustainable Communities)  
Councillor Jim Foster  
Councillor Colin Hayfield (Portfolio Holder for Customers, Access and Physical Assets)  
Councillor Richard Hobbs (Portfolio Holder for Community Safety)  
Councillor John Ross

**Officers** Adrienne Bellingeri, Customer Contact Manager  
Kushal Birla, Head of Customer Service  
David Carter, Strategic Director, Resources Group  
Richard Harkin, Communications Officers, News & Public Affairs  
Ayub Khan, Head of Libraries - Strategy  
Ann Mawdsley, Principal Committee Administrator  
Michelle McHugh, Overview and Scrutiny Manager  
Linda Smith, Head of Libraries - Operations

#### **Also in Attendance**

Robin Aird, Dunchurch Parish Council  
Mike Downes, WhatsinKenilworth.com

### **1. General**

The Chair welcomed everyone to the special meeting to consider the Warwickshire Library and Information Service. He noted that the report posted out to Members contained revisions in respect of Lillington and Stockingford Libraries (Appendix 6).

#### **(1) Apologies for absence**

None.

## **(2) Members Declarations of Personal and Prejudicial Interests**

David Carter advised Members that they should declare a personal interest if they were sponsoring a bid to become a community library, but not merely as local Members to libraries considered in the report.

Councillor Michael Doody declared a personal interest as a member of Warwick District Council.

Councillor Barry Lobbett declared a personal interest in relation to his association with the formulation of a Business Case for a community library in Bedworth Heath.

Councillor John Ross declared a personal interest in relation to his association with the formulation of a Business Case for a community library in Bulkington.

Councillor Ray Sweet declared a personal interest in relation to his association with the formulation of a Business Case for community libraries in both Baddesley and Dordon.

## **(3) Chair's Announcements**

The Chair noted that while there was no item on the agenda specifically for public questions, he would use his discretion in allowing public questions, if appropriate.

The Chair reminded Members about the work programme workshop immediately following the meeting.

Councillor Richard Chattaway recorded his concern about the process in the run-up to the meeting. He added that no opposition members had been consulted on the report and asked the Monitoring Officer to investigate.

## **2. Changing Time – a new chapter for Warwickshire Library and Information Service**

Councillor Colin Hayfield introduced the item, which would be considered by the Cabinet on 14 July, detailing the result of the 12-week consultation on proposals for the future direction of the Warwickshire Library and Information Service to achieve the £2m budget reduction agreed by Cabinet on 17 March 2011.

During the ensuing discussion the following points were considered:

1. The dedication of the library staff was commended and concern was raised about the timing of possible redundancies before the consultation exercise was complete. Kushal Birla added that the library staff were about to be consulted on their preferred

options for the future, covering options including reduced hours and voluntary redundancy, in order to avoid compulsory redundancies. It would be made clear that this did not constitute an offer.

2. Evidence supported expectations that not all community libraries would succeed. Councillor Hayfield stated that it was important communities were given the opportunity but if a community library failed, there would be no financial latitude and they would have to close. Future reviews of the mobile library service would have to take these events into account, although the current fleet was being reduced.
3. Volunteering was not new to libraries, and the current mobile library service relied on volunteers. It was acknowledged that this needed to be handled sensitively because of the implications for current staff, particularly in terms of the offer of initial training for volunteers.
4. It was suggested that the final decision on library closures and changes to services should be considered by full Council.
5. Officers had been asked to contact all elected Members in areas where libraries were identified for closure to ensure that local Members had the opportunity to influence events.
6. Parallels were drawn with the recent changes to the Youth Service, where the Cabinet had received an assessment of each Business Case, which Members felt had been useful.
7. Community groups were responsible for formalising their Business Plans, with advice from library staff. Community Libraries would still be able to access the Library Management System and the Library Service would continue to replenish/change the books for community libraries. Concern was expressed at the level of the book fund and Councillor Hayfield noted that he and the service were looking into different solutions to this.
8. There needed to be some focus on libraries threatened with changes to services, particularly reduced hours.
9. Members noted their concern about incorrect information included in the report. Councillor Hayfield asked that Members notify the library team of any details that were incorrect.
10. Interest had been expressed by all 16 communities, ranging from letters of intent to full business cases. Following a request from the Chair that the businesses cases received be shared with the Chair and Party Spokespersons, David Carter agreed to consider this request and to respond to the Chair. Kushal Birla added that it was always going to be tough for communities to put forward business cases for sustainable community libraries, when these libraries had not been sustainable for the County Council.
11. Concern was expressed that while there was broad agreement that a review of the library service was needed, this was now being driven by financial pressures. It was suggested that the changes should have been spread out over a number of years.

Councillor Hayfield responded by saying that the decision had been made at the budget setting in February 2011, to frontload savings to avoid having to pay more in the future.

12. Members agreed that the consultation process had been robust but there was some concern raised about the lack of publicity for the consultation events.
13. Kushal Birla reported that discussions with Warwick District Council had been deferred by Warwick District Council until after the Cabinet decision, to ensure integrated working. Councillor Michael Doody stated that this item was expected to be considered at Warwick District Council during the week beginning 18 July.
14. David Carter referred to Section 9 of the report covering the legal implications for Warwickshire County Council. He noted that the Judicial Review that would take place in Gloucestershire was expected to consider the process of the decisions made, and added that while similar changes had been made by Gloucestershire and Oxfordshire County Councils, Warwickshire's process had been very different to both.
15. In response to a query regarding school libraries, Kushal Birla stated that all schools and businesses had been contacted at the beginning of the consultation exercise to invite involvement, but few schools had shown any interest, largely due to security issues.
16. There was some discussion regarding the 2 mil/5 km radii used to formulate the catchment areas, and the discrepancies that existed between rural, isolated communities (Alcester, Coleshill and Shipston) and more urban areas, particularly in terms of the double counting of users across urban areas and public transport and accessibility in rural areas.
17. It was acknowledged that the majority of the closures would take place in the north of the county, due largely to small libraries in the north, with lower footfall.
18. It was agreed that Cabinet would need to give a clear steer in terms of capital funding and where they would consider agreeing capital grants above the £100,000 already agreed. This needed to be clarified in light of the Property Rationalisation exercise that was taking place alongside this review, which was seeking approximately £1.4m in capital receipts. The Chair emphasised that the Cabinet would need to be clear about what was meant by "appropriate rentals" and what timescales would be attached to these. Councillor Hayfield confirmed that he would be asking officers to prepare a report for Cabinet in October to set out the implications for the Council of adding capital or offering one-off funding to help communities to launch community libraries.

The Chair invited Robin Aird, member of the Dunchurch Parish Council, to put forward a question. Mr Aird asked the following question:



*“It had been inferred delays in presenting Business Cases had been due to a lack of expertise in local communities. He rejected this, stating that, certainly in the case of Dunchurch, there was a huge amount of experience and any delays had been caused by the County Council not being clear about the information required. Dunchurch Parish Council had requested access to extended hours for the library on 4 May 2011, and this had taken two months to be approved. The Dunchurch Business Case had been submitted on 17 June and was as robust as was considered possible with the information available to the Parish Council. It was felt the Business Case had not been given due consideration and there was additional information available that had not been included in the report to the Communities O&S. I also am concerned about the discussions in relation to capital, as the Business Case would be jeopardized without prolonged security of tenure.”*

Councillor Colin Hayfield replied that not all communities had experience in developing business cases. He added that he was not in a position to change the County Council policy on peppercorn rent, which was currently set on a five year basis with a review after one year. Councillor Hayfield supported the suggestion that the Communities O&S Committee consider the Business Cases in advance of the October Cabinet.

The Chair thanked Members and officers for their contributions and hoped that the Cabinet would take on board the comments of the Committee.

Councillor Richard Chattaway moved (and was seconded by Councillor Ray Sweet) that in response to the issues raised by the Committee, that the Cabinet delay any decision making and extend the deadline for Business Cases until the end of October, with a full report setting out recommendations to the Cabinet in November. A vote was taken and there were three in favour and six against.

Councillor Helen Walton moved (and was seconded by Councillor Michael Doody), and it was unanimously **resolved** that the Cabinet, having agreed an extension of four weeks to the deadline for Business Cases, agree that an interim report with outcomes be brought to a special meeting of the Communities Overview and Scrutiny Committee for consideration, as soon as possible and prior to the report being considered by the Cabinet.

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Chair

The Committee rose at 12:00 pm

**Minutes of a meeting of the Communities Overview and Scrutiny  
Committee held at SHIRE HALL, WARWICK on THURSDAY, 30 JUNE  
2011 at 10:00 a.m.**

**Attendance:**

Members of the Committee:

Councillor John Whitehouse (Chair)  
Councillor Sarah Boad  
Councillor Richard Chattaway  
Councillor Michael Doody  
Councillor Mike Gittus  
Councillor Barry Lobbett  
Councillor Barry Longden (substituting for Councillor Ray Sweet)  
Councillor Tilly May  
Councillor Martin Shaw (substituting for Councillor Chris Saint)  
Councillor Helen Walton

Other County Councillors:

Councillor Alan Cockburn, Portfolio Holder for Sustainable Communities  
Councillor Peter Butlin, Portfolio Holder for Transport and Highways  
Councillor Richard Hobbs, Portfolio Holder for Community Safety  
Councillor Bob Stevens, Deputy Leader  
Councillor David Johnston

Officers:

Michelle McHugh, Overview and Scrutiny Manager  
David Abbott, Democratic Services Officer  
Mandy Walker, Regeneration Projects & Funding Sustainable Communities  
Group Manager  
Gary Phillips, Deputy Chief Fire Officer  
Paul Hooper, Substance Misuse Strategy Team Manager

Also in attendance:

Martin Capstick, Department for Transport  
Miranda Carter, High Speed Two Ltd  
Sandy Tricketts, Representative for Dan Byles MP  
Graham Long, Ladbroke HS2 Action Group

Two members of the public attended the meeting.

**1. Election of Chair**

Councillor Sarah Boad, seconded by Councillor Martin Shaw, moved and it was then unanimously resolved that Councillor John Whitehouse take the position of Chair.

**2. Election of Vice Chair**

Councillor Mike Gittus, seconded by Councillor Helen Walton, moved and it was then unanimously resolved that Councillor Chris Saint take the position of Vice Chair.

### **3. General**

#### **(1) Apologies**

An apology for absence was received on behalf of Councillor Richard Hobbs (Portfolio Holder Community Safety) for the morning session.

Apologies were received on behalf of Councillor Alan Cockburn (Portfolio Holder Sustainable Communities) and Councillor Helen Walton for the afternoon session. Apologies were received on behalf of Councillor Chris Saint and Councillor Ray Sweet.

#### **(2) Members' Disclosures of Personal and Prejudicial Interests**

Councillor Michael Doody declared a personal interest as an executive board member of 51M and as lead member on Warwickshire District Council.

#### **(3) Minutes of the meeting of the Communities Overview and Scrutiny Committee held on 28 April 2011**

Under 'Attendance' Councillor Clive Rickhards should be replaced with Councillor David Johnston.

With the correction noted above, the minutes of the meeting of the Communities O&S Committee held on 28 April 2011 were moved as a true record and were signed by the Chair.

#### **(4) Chair's Announcements**

The Chair reminded members that a special meeting of the Communities O&S Committee will be held on the 11 July 2011 at 9.30 am to scrutinise the report, 'Changing Times – a new chapter for Warwickshire Library and Information Service'.

### **4. Public Question Time (Standing Order 34)**

There were no public questions.

### **5. HS2**

The Chair welcomed Martin Capstick, Department for Transport (DfT) Director responsible for High Speed Rail, and Miranda Carter, High

Speed Two Limited (HS2 Ltd) Director of Communications, to the Committee.

Martin Capstick and Miranda Carter then participated in a question and answer session with elected Members. The questions were grouped into seven themes. The Chair read out the lead question then invited follow-up questions from members on that theme.

The full transcript of the question and answer session is attached to the minutes.

The Chair thanked Martin Capstick and Miranda Carter for addressing the committee.

## **6. HS2 Draft Response to Consultation**

The Committee considered the draft response to the HS2 consultation, which will be considered by Cabinet on 14 July.

Mandy Walker, Regeneration Projects & Funding Sustainable Communities Group Manager, presented the report and noted the following:

- The Committee had previously considered at the proposal for HS2 at its meeting on November 3rd 2010, this meeting and subsequent discussion at Full Council on 14<sup>th</sup> December 2010, had informed the draft response to the consultation
- The concerns for Warwickshire haven't changed significantly since that meeting.
- There were still concerns that Rail Package 2 hasn't been fully and comparably considered.
- Warwickshire won't feel the benefits.
- There were a plethora of local issues such as farm severance.
- There was insufficient detail around sustainability.
- The report highlighted that Warwickshire remained to be convinced that the benefits of HS2 outweigh the costs, both economically and socially.
- The response is scheduled to be considered by Cabinet on 14 July.

Councillors discussed the draft response and made the following points:

- It should be made clear that Warwickshire County Council is not opposed to high speed rail as a concept.
- The flawed economic case is a key point and should be highlighted.
- It should be made clear what information was missing from the 1000 page sustainability study.

- The Council would like to see investment that supports economic development for the people of Warwickshire within a national context.
- It was noted that the business case is dependent upon a section of the route which has had little analysis done on it.
- It was suggested that the proposed improvements to the line that Virgin has planned should be included.
- It was suggested that a contextual response was put forward in the form of a covering letter.
- Councillors need to work closely with their respective political organisations to lobby Central Government and this document should be a platform to do that from.
- Local members were advised to put in their own responses to the consultation.

The Chair, on behalf of the Communities O&S Committee, commended the work of the officers involved in the response to consultation document.

#### Resolved

That the draft response be amended to reflect the issues highlighted by the Committee and submitted to Cabinet on the 14<sup>th</sup> July.

## **7. Questions to the Portfolio Holders**

### Councillor Peter Butlin

Councillor Richard Chattaway stated that due to an ongoing Tesco development in Bedworth there have been concerns from residents about parking spaces in front of a row of nearby shops.

The Portfolio Holder agreed there was a problem and said that it was being looked into.

Councillor Barry Lobbett asked the Portfolio Holder what was happening to the money in a fund previously allocated for work on the A444 slip-roads now that it is unallocated.

The Portfolio Holder had no knowledge of the funding but agreed to raise the issue with Officers.

The Chair asked the Portfolio Holder what Warwickshire is doing to relax its policy on setting speed limits following the recently announced changes to the framework to allow 20 mph limits.

The Portfolio Holder advised that Officers are waiting until the changes are formally made but noted that the Police have no intention of enforcing 20mph speed limits.

Councillor Richard Chattaway asked that the Portfolio Holder to look into why recent road safety statistics show a significant increase in fatalities in Nuneaton and Bedworth.

Councillor Richard Chattaway also raised the issue of road markings being worn out, and signage being unclear on Haunchwood road, Tomkinson road and Whittlefield road.

The Portfolio Holder agreed to look into both issues.

The Chair asked the Portfolio Holder for clarity about the Council's policy of notifying residents about road surface works.

The Portfolio Holder said that it is an issue that Officers are looking into.

Councillor Richard Chattaway asked the Portfolio Holder if the Council is getting the same standard of work from the new highways contractor – noting that complaints have been received from residents in Nuneaton about the quality of road patching.

The Portfolio Holder advised the Committee that there are regular board meetings with the new contractors and if Councillors submit queries or complaints to him, he will raise the issues with them at the meetings.

Councillor Barry Longden asked the Portfolio Holder how long it takes for road marking work to be completed after resurfacing work is done. The Portfolio Holder agreed to respond to the Committee in writing.

#### Councillor Colin Hayfield

Councillor Martin Shaw asked the Portfolio Holder what will happen to the Rowan Centre on the corner of Radcliff road and Moore Street, as it is paid for by public subscription.

The Portfolio Holder will provide a written response.

#### Councillor Richard Hobbs

The Portfolio Holder informed the Committee that the Council is producing a DVD of the Fire & Rescue Service's domestic sprinkler presentation that will be sent out to all members.

The Chair congratulated the work of Gary Philips and his team for their work promoting the domestic sprinkler system.

### **8. Fire Protection - The enforcement role of the Fire and Rescue Service**

Gary Philips, Deputy Chief Fire Officer, presented the report and noted the following points:

- FLARE will now be delivered by Community Development Officers instead of specialist officers.

- The domestic sprinkler agenda is being pursued with residential care homes.
- Fire & Rescue are working closer with the observatory to manage risk.

Councillors discussed the report and made the following points:

- There were concerns over the impact of reducing the service's capacity to carry out inspections.

Councillor Richard Chattaway asked Gary Phillips the following questions:

- How many high risk inspections are there across the County?
- How many low risk inspections are there across the County?
- What is the total number of inspections for the following four years?
- What is the capacity of the Fire & Rescue Service to deliver this?

Gary Phillips agreed to consult with Officers and bring the information back to the Committee.

Gary Phillips noted the following points:

- A refreshed three year strategic Integrated Risk Management Plan (IRMP) will go before the Fire Authority. The focus will be on business safety, home fire safety and targeting the most vulnerable.
- The work of both the Anti-Social Behaviour Intervention Team (ASBIT) and the Anti-Social Fire Intervention Team (ASFIT) has been very successful and will continue.
- Capital money from Central Government has been invested in electronic systems designed to cut down on paperwork.

Councillor Richard Hobbs advised members that an all party working group will be set up to look at the IRMP.

Councillor John Whitehouse (Chair), seconded by Councillor Martin Shaw, moved and it was resolved as set out below:

Recommendation:

That the IRMP working group reconvene at the earliest possible opportunity to work with Portfolio Holders and Officers and that the revised IRMP goes to Full Council and includes full consideration of all of the issues covered in the minutes above.

## **9. Alcohol Implementation Plan: Progress Report**

Paul Hooper, Substance Misuse Strategy Team Manager, presented the report and noted the following points:

- The graph on page one of the report showed a significant increase in the instances of liver disease – due in large part to alcohol abuse.
- There has been a concerted effort to work with health partners.
- Where crucial partners are having problems because of reduced resources the service has been working collaboratively to mitigate the effects to frontline services.
- With the resources available, the service is not able to reverse the trend but aims to stem the rate of increase.

Councillors discussed the report and made the following points:

- The report presented worrying statistics and should be sent on to Cabinet or the Adult Social Care and Health O&S Committee to draw their attention to it.
- It was suggested that Cabinet could look at the impact that reductions in services have on other areas of the Council's work. The outcomes of the Drug and Alcohol team can be affected by the work of the Youth and Community Service for example.
- It was highlighted that point 8.9 of the report; the targeted intervention project in Nuneaton, showed that targeted investment in intervention had saved money in other areas.
- Gary Phillips noted that alcohol is a big contributor to house fires.

Recommendation

That the Alcohol Implementation Plan: Progress Report be referred to Cabinet and the Adult Health & Social Care O&S Committee.

**10. Any Other Items**

which the Chair decides are urgent.

There were no urgent items.

The Committee rose at 15.57pm

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Chair



## **Transcript of the Question and Answer Session with representatives from the Department for Transport and High Speed Two Limited.**

The Chair welcomed Martin Capstick, Department for Transport (DfT) Director responsible for High Speed Rail, and Miranda Carter, High Speed Two Limited (HS2 Ltd) Director of Communications, to the Committee.

Martin Capstick and Miranda Carter then participated in a question and answer session with elected Members. The questions were grouped into seven themes. The Chair read out the lead question then invited follow-up questions from members on that theme.

### **Q1. Economic Case for HS2**

#### Lead Question:

HS2 and its strategic alternatives are compared against the same “Do Minimum” scenario based on investments to 2015 already approved. In the case of RP2 this is justifiable because it could be delivered incrementally from 2015 onwards, but is the comparison justifiable for HS2? Is it realistic to assume that there would be no further developments/capacity increases of the WCML or Chiltern Line to meet increasing demand between 2015 and when HS2 would be delivered (earliest 2026)? If not, how much does this undermine the economic case for HS2?

#### Martin Capstick (DfT):

We used a common base case for the investment appraisal. We wanted to compare like with like which is why we used the same due minimum. It is a standard appraisal technique.

#### Councillor John Whitehouse (Chair):

The base case for HS2 and RP2 appears to be different. In the base case for RP2 it is assumed that the fleet will be expanded whereas the base case for HS2 does not. Could you clarify why there is a difference in the base cases?

The base case also assumes that no improvement work will be done to the existing lines between 2016 and 2026? Doesn't this undermine the base case?

#### Martin Capstick (DfT):

The recent improvements to the West Coast Main Line (longer trains and other actions to increase capacity) are not a long term solution.

Would investment in the meantime reduce the case for HS2? Clearly it would, but it wouldn't undermine it.

I have not been personally involved in the base case analysis work. There are some minor differences in the technical details of the base case but they would not have a material impact on the value for money. .

#### Councillor Sarah Boad:

There has been no mention of Chiltern Railways who are currently upgrading their line to London. It is a big investment that will result in a faster service to London. How does that impact the case for HS2?

Martin Capstick (DfT):

The improvements to the Chiltern Rail service are welcome but it doesn't provide the major urban connectivity that HS2 will bring.

Councillor Sarah Boad:

A lot of people here use the London to Birmingham line to commute. Warwickshire residents won't use HS2 to get to London.

Martin Capstick (DfT):

Most people take inter-city routes to Birmingham. It is unlikely that people will use the Chiltern line as part of a major inter-urban service. At a national strategic level it is not a significant alternative.

Councillor Richard Chattaway:

How accurate are the estimates of cost?

Could you tell us what the economic benefits of HS2 are? How can you demonstrate these benefits?

Martin Capstick (DfT):

There is a substantial optimism bias included in these figures. Quite often when large schemes are first proposed the cost is underestimated. The figure of £32 billion for the total cost of network includes a 60% inflation of the actual cost. If major problems are avoided during construction then it may even be cheaper. There are a lot of contingencies built in; this follows government guidelines and good practice for a project of this scale and scope.

Miranda Carter (HS2):

The current cost is based on the proposed route. That route is subject to consultation so the alignment of the route may change.

Councillor Richard Chattaway:

At what stage will the route be finalised?

Miranda Carter (HS2):

A decision will be made at end of this year about the engineering design and the environmental assessment. The engineering designs will be frozen at that stage.

Martin Capstick (DfT):

To come back to the economic benefits of HS2 – the main benefit will become apparent when people seize the opportunities that high speed rail will offer. I can't tell you who that will be or how they will do it.

A growing number of people are using rail because they see a benefit from it. It's not the job of Government to tell people how to use and benefit from it. High speed rail will help the UK continue to be economically competitive.

Councillor Richard Chattaway:

How can you demonstrate the economic benefits?

Martin Capstick (DfT):

We have used tried and tested modelling techniques to forecast the likely economic benefits to the UK. Users of high speed rail will get a more efficient service and have access to more opportunities.

It is understandable for there to be a degree of scepticism, but there's no evidence that the Government is wrong here. The line will be opening in 2026; the government can't, and shouldn't, specify the shape of the country fifteen years from now.

Councillor Sarah Boad:

This railway won't benefit much of Warwickshire because there are no connection points in the county. The residents of Warwickshire won't get the benefit of using it.

Martin Capstick (DfT):

HS2 will have an impact in places where residents aren't users of the service. While it's true that not every individual will feel the benefits, the line will result in significant benefits for the UK as a whole and keep the country internationally competitive. The potential impacts are widespread but we couldn't, for example, do a piece of analysis showing the benefits to a company in Leamington Spa.

Councillor Barry Longden:

There will be no benefit for my constituents and no tangible benefits for Warwickshire.

Sandy Tricketts (representative for Dan Byles MP):

The comparison with motorways is misleading because HS2 won't be transporting any freight and passengers aren't able to get off where they like.

In North Warwickshire a number of houses have disappeared from the map included in the materials on the HS2 website. These are houses that would have to have been bought using compulsory purchase orders. If this is multiplied across the country doesn't that bite into the optimism bias?

Martin Capstick (DfT):

It is true that HS2 will be passengers only, but the existing West Coast Main Line is a mix of freight, passenger and cross country journeys. Rail operators would like to use freight far more than they currently can. High speed rail for passengers would free up the West Cost Main Line for freight and would provide an economic benefit.

*The Chair suggested that the details of the query about the houses in North Warwickshire missing from the newest HS2 ltd maps were clarified after the meeting.*

Martin Capstick (DfT):

We try to be as accurate as possible but the factors you are describing wouldn't change the outcome of such a large scale project. We are aiming to be accurate though and we will look in to this problem of houses missing from the route map.

Graham Long (Ladbroke Action Group):

You seem to be happy with the cost projections but uncertain of the projections of the economic benefits.

RP2 is a viable alternative that could be implemented much quicker and at a lower cost.

HS2 requires all of the money to be spent before any of the benefits are felt. How does this factor into your risk strategy?

Martin Capstick (DfT):

When we undertook the demand forecasting we used good practice and assumed caution. We assumed lower growth than we have experienced on similar projects. Actual growth could well be higher than we are forecasting.

We have used well tested methodologies but we can't clearly prove what the conclusions will be. There is a judgement to be made about the optimum level of risks

Graham Long (Ladbroke Action Group):

Network Rail has stated that the techniques you have used for forecasting demand are out of date and can't be used to make accurate predictions.

Martin Capstick (DfT):

The detailed forecasts were done by HS2 Ltd. Forecasting into the future is difficult but we believe we are using the best method.

Councillor Michael Doody:

I am concerned that HS2 line will take passengers away from the West Coast Main Line at a time when the region is already economically vulnerable.

Did Cllr Doody also ask a question about the costs of tickets? If it wasn't Cllr Doody it was another member – the response was something like – *The costs would be equivalent to travelling on the WCML, there will be a range of tickets. We are not arguing that it is a premium service*

There was also a question from Cllr Doody regarding the rationale for selecting the station that they have in Birmingham and how this links to the existing stations.

Miranda Carter (HS2):

The HS2 project supports Birmingham City Council's aspirations for the regeneration of Birmingham's west side.

Councillor Helen Walton:

Freight lines – largest freight centre planning app. The freight will move there.  
[Emailed for the missing details]

Martin Capstick (DfT):

I'm not aware of this development but I will look into this after the meeting.

Councillor Barry Longden:

Could we have some clarity over the figures for the total cost of the project?  
The cost has been referred to as £34 billion, £32 billion etc.

Martin Capstick (DfT):

The figures depend on whether you calculate in real terms or present value terms. The figure that we put in the document at launch of consultation is for capital costs of £30.4 billion in 2009 present value prices. If you update those figures to 2011 present value prices that figure will change. The total cost depends on the cost base you take.

Councillor Tilly May:

The evidence from High Speed 1 (HS1) shows that there is a premium on the cost of tickets. The travel experience for commuters in Kent has gotten markedly worse since HS1 opened. That service now experiences the same speed as it did in 1927.

Martin Capstick (DfT):

The Government has not decided on the cost of tickets yet.

Councillor John Whitehouse (Chair):

There has recently been a big change to the cost of the Heathrow link. Could you confirm what we were told verbally by Alison Munroe at the Kenilworth road-show, that there will be an updated version of the business case for the minister in time for the bill?

Martin Capstick (DfT):

When we present the report to the Secretary of State we are expecting an updated business case. We want the minister to have the latest information.

Regarding the cost of the Heathrow link; we are waiting for the Government's decision and we can't comment on speculation.

Councillor John Whitehouse (Chair):

As far as I understand it a range of alternatives are under consideration which are all considerably more expensive than the consultation document states.

Miranda Carter (HS2 Ltd):

We are working on the second phase that includes the Heathrow link. We are awaiting the finished report.

**Q2. Rail Package 2 (RP2)**Lead question:

What assurances can you provide that RP2 has been examined objectively as a strategic alternative to HS2, and evaluated on exactly the same basis as HS2? In particular, why does the HS2 evaluation include wider economic impacts (WEIs) of £4.0 billion when WEIs were omitted from the RP2 evaluation? Can you confirm that inclusion of RP2 WEIs would increase its benefit to cost ratio (BCR) to 2.0, the same as HS2 (London to West Midlands)?

Martin Capstick (DfT):

We haven't done the same amount of detailed work on RP2 that we have done on HS2 but we have enough evidence that it is not as attractive a proposal to Government.

We accept our report on RP2 shows a cost-benefit-ratio (CBR) of 1.9 but if you added contingency minutes to that then you'd end up with a lower CBR. When including going up to Manchester and Leeds the CBR drops to 1.4.

We think the wider economic benefits of RP2 are substantially smaller than HS2.

Supplementary question from Councillor John Whitehouse (Chair):

HS2 is dependant on a set of untried and untested technologies whereas RP2 is 'more of the same'. In light of this, is it fair to have built the same level of optimism bias into both proposals?

Martin Capstick (DfT):

We think it is. HS2 is new line so we will have total control over the construction. RP2 is a range of works on an extremely busy line that has gotten busier since the last major set of works. There are risks with using an existing line.

Councillor David Johnston:

RP2 would deliver the same benefits as HS2 but faster and cheaper.

Martin Capstick (DfT):

RP2 doesn't provide the long term solution that the country needs.

Councillor John Whitehouse (Chair):

We have been told that there is a lower cost, quicker solution; does the department dispute that it is a serious alternative?

There is a big opportunity here to solve the short term problem and give us more time to decide on the longer term solution.

Martin Capstick (DfT):

The actions taken on West Coast Main Line have already delivered improvements at the busiest times of the day. Longer trains and other

improvements would help in the middle of the day but not at peak times. HS2 would provide greater capacity when it is needed most. The Government thinks it produces a different outcome for the future.

Councillor John Whitehouse (Chair):

Where does demand management come into this? There are artificial peaks because of the current fare structures. Has that been factored in?

Martin Capstick (DfT):

The issue of artificial passenger peaks was identified in the McNulty report and it is a problem that needs addressing.

The two different packages would provide different levels of capacity. There's a risk of not allowing the country grow but then there's also a risk of building a project that is over-engineered for its purpose.

Graham Long (Ladbroke Action Group):

More intensive passenger management is needed but the Department for Transport doesn't seem to want to invest in this; the funding will run out by 2015. Between 2015 and 2026 the train system will creak and groan – how is the department going to manage this?

Martin Capstick (DfT):

Following the McNulty review we are looking to the industry to take the lead. We are currently in discussion with operators to take that forward. I personally can't tell you when but there will be announcements in due course. It will enable the industry to reduce costs which is more in line with what passengers need.

Councillor Barry Longden:

From the perspective of a resident of Nuneaton - why would I get a train from Nuneaton to Birmingham then get over to New Street Station to take a high speed train to London?

Why are the other options [RP2] not being considered?

What practical outcomes will there be for me and the people I represent?

Martin Capstick (DfT):

We are spending large amounts of money on the Thames link; people here won't benefit but you wouldn't dispute that it's of benefit to the UK. It is possible that the project is not good for some people but is good for the UK as a whole.

Did this fall under the 'Y Route and potential impact for Warwickshire' section?

Councillor Tilly May:

This is supposedly a national consultation but those of us that live along the route have been referred to by the Secretary of State as 'NIMBY's and luddites'. It sounds as though there is a huge bias against us. Many people

don't even know they will be affected yet. If it truly is a national consultation, what have you done to raise awareness?

Miranda Carter (HS2):

This has been a national consultation. We have raised awareness in a variety of ways; the website, road-shows, regional seminars, and off route leafleting.

170,000 letters have been sent to people living within one kilometre of the route. Many people have used the website and written letters to us. We have featured in magazine articles and national and local newspapers.

Councillor Tilly May:

Is it true that the regional seminars have only taken place in areas where there will be stations?

Martin Capstick (DfT):

Seminars have had a range of representatives from places not directly served by stations. The Secretary of State is keen to raise awareness of it, evidenced by his willingness to take interviews on the subject.

Councillor Richard Chattaway:

The Y-route is fundamental to high speed rail. Where will the second stage of the route go?

Martin Capstick (DfT):

It would have been possible for the Government to have waited until the project had a fully mapped out the Y-route before putting it to consultation. The Government thinks it is important to have an early debate on the principle of high speed rail and the detail of the first stage of the route. With consultation on the second stage following.

Councillor Richard Chattaway:

Which route will give the greatest economic benefits?

Miranda Carter (HS2 Ltd):

HS2 limited is working on a more detailed report for the Manchester and Leeds section of the route which includes a number of different possibilities for stations and lines. A report will go to the Secretary of State later this year but I can't speculate on the details.

Sandy Tricketts (representative for Dan Byles MP):

We were told that tunnelling under Water Orton couldn't be done but we have learnt that the majority of the Y-route will be tunnelled and in cuttings. Why can Water Orton not be tunnelled under?

Miranda Carter (HS2 Ltd):

We have a route between London and Birmingham for consultation at the moment. There is not the level of detail for the vertical or horizontal alignment of the Y-route. A report will go to the Secretary of State for his consideration.



Sandy Tricketts (representative for Dan Byles MP):

It's a different story when we talk to different representatives. How can we make a decision if we don't know the facts?

Miranda Carter (HS2 Ltd):

The route is out for consultation, the details are being worked on. I can't speculate on it.

Councillor Peter Fowler:

There will be a new car park and railway station at Packington with 10,000 car parking spaces and space for more. Is the expectation that people who live in the south would need to drive to the north to get to the new station? Are we able to get someone to attend a meeting in Coleshill to explain the effect of HS2 on the local residents? The residents of Coleshill do not understand the impact on them.

Miranda Carter (HS2 Ltd):

Residents of Coleshill should be aware of the line. Anyone within 1km of the proposed route received a letter. Not everyone went to the road-show in their vicinity but a number of Coleshill residents came to the Water Orton event.

Councillor John Whitehouse (Chair):

Can we get a message to the minister through Martin that we are deeply insulted by the NIMBY label; the residents of Burton Green have looked into the HS2 proposal in great detail.

The Government seems to be using the tactics of 'divide and rule'. There have been adverts on northern buses portraying objectors as NIMBYs and fat-cats which is insulting to the people of Warwickshire who have genuine concerns.

**Q3. Speed**Lead question:

Lord Adonis has stated that the case for HS2 is about capacity rather than speed. Many people have questioned the need for a design speed of up to 250 mph in our small crowded island, based on the current connection times between our major cities and the existing opportunities for improving these via upgrades to conventional rail services. Lower design speeds would allow more route flexibility including greater opportunity to follow an existing transport corridor. Why are you adhering to 250 mph?

Martin Capstick (DfT):

Speed is not a fetish for the Department for Transport. We looked at the best ways of providing the transport infrastructure that the country needs. Fast services do provide significant benefits to people. There are more benefits at a relatively low additional cost. We think the HS2 proposal gives good value for money. The line provides high speeds but is also environmentally acceptable.

Councillor Richard Chattaway:

Because of the relatively short distances between stops, the trains will not be able to reach their top speeds. Why are we building to a design standard that won't be able to travel at the potential top speed?

Martin Capstick (DfT):

We think that the scheme is well considered and well designed. Individuals can put forward suggestions for improvements; if they think we can do something differently that would provide a material benefit then we would consider those suggestions.

Councillor Richard Chattaway:

Why do we need a new line built, why not improve what's already there?

Councillor Helen Walton:

What other high speed rail networks travel at the proposed speed?  
Is it not true that the carriages proposed for HS2 are more environmentally unfriendly due to the speed they are going and their size?

Miranda Carter (HS2 Ltd):

There are similar high speed trains currently being tested in France and China. Overall the environmental impact was pretty similar to a conventional line.

Martin Capstick (DfT):

In the UK conventional rail carriages are smaller because the UK gauge is smaller. High speed rail uses the larger European size gauge so the carriages are also bigger.

Councillor Bob Stevens:

Why does the HS2 line not go along the existing transport corridors?

Martin Capstick (DfT):

It is not necessarily the case that existing transport corridors are the best options for a new line. The Government thinks that the line chosen is the best route but we are happy to take other submissions through consultation.

Sandy Tricketts (representative for Dan Byles MP):

The current route is not the preferred route of the engineers.

Miranda Carter (HS2):

I would dispute that.

Sandy Tricketts (representative for Dan Byles MP):

The 400 km/h figure was just thought up; they are actually being tested at 350 km/h. China is testing nearer to 400 km/h but they are also looking at tilting trains. Why are you not considering tilting trains?

Miranda Carter (HS2 Ltd):

We were asked to solve a capacity problem; the department looked at alternatives to high speed rail. With the same environmental and economic costs high speed rail provides a better cost benefit ratio.

Martin Capstick (DfT):

It is an entirely reasonable question to put forward as a response to consultation. We welcome your response.

Sandy Tricketts (representative for Dan Byles MP):

The 400 km/h speed reduces the opportunities for mitigation. For example; it is harder to tunnel because of the straightness of the line needed to achieve the high speeds.

Martin Capstick (DfT):

We are happy to read whatever material is submitted.

Councillor Richard Chattaway:

Whose preferred route is it?

Martin Capstick (DfT):

Arup, the design and engineering company contracted to deliver HS2, must agree that the proposals put forward are ones that they support.

Miranda Carter (HS2):

As far as we're concerned they [Arup's engineers] support the proposed route.

Councillor Barry Longden:

Other countries have the space for this kind of line but we don't. Who are these people that need to get to London ten minutes earlier?

Miranda Carter (HS2 Ltd):

The passenger figures are based on a model of 40% business passengers and 60% leisure passengers. People attach value to time, often paying more to get to their destination quicker. It's not just a question of shaving ten minutes off a journey; it is significantly more than that.

Martin Capstick (DfT):

People value time.

**Q4. Environmental Impact**

Lead question:

Why wasn't more detailed environmental analysis undertaken to inform this stage of the process and the consultation?

Miranda Carter (HS2 Ltd):

If the project goes forward there will be a detailed environmental assessment to accompany the hybrid bill.

Councillor John Whitehouse (Chair):

We are being consulted on the route but officers are not able to give us the information we need to make a judgement because there is so little information available. Is it fair to expect us to make a decision without the relevant facts?

Miranda Carter (HS2 Ltd):

I can't agree that the information isn't available. There is sufficient detail available in the 1,000 page Sustainability document available on our website.

Graham Long (Ladbroke Action Group):

In a small rural community like the village of Ladbroke, noise is a key concern. What we are most concerned about is that in your reports we are given the average noise rather than the pass-by noise. Could we have an assurance that you will reconsider the appropriate measurement and noise level?

Miranda Carter (HS2 Ltd):

Noise is obviously a key concern to residents. At the road-shows we tried to convey the reality of the noise level by using sound booths.

Martin Capstick (DfT):

Different people perceive noise differently. We think the LEQ method is best because it matches most people's experience.

Graham Long (Ladbroke Action Group):

Are you aware that the Federal Board of the USA uses pass-by noise?

Martin Capstick (DfT):

I agree that my American colleagues do a lot of research.

Miranda Carter (HS2):

Noise means different things to different people – an unacceptable level hasn't been set yet as far as I know. There will be further discussion with people in villages near to the line to solidify this measure for the hybrid bill.

Sandy Tricketts (representative for Dan Byles MP):

Alison Munroe was asked if the sound booths at the regional road-shows would reflect the sound in that area. She said yes, but the sound was the same at every one.

Miranda Carter (HS2 Ltd):

There were sound booths for different geographical areas – suburban, urban, and rural. We tried to use the one most appropriate to the area of the road-show. There was also a selection of the other booths for people who came from different geographical areas.

## **Q5. Existing highway network**

### Lead question:

How far has the impact of HS2 on the existing highway network been looked at?

### Miranda Carter (HS2 Ltd):

HS2 Ltd has looked at the impact on highways but not in any significant detail. If the project moves forward we will have to have more detailed discussions with the relevant highway authorities. Further detail and more consultation will happen at the environmental impact assessment stage.

### Councillor David Johnston:

Is the 40/60 split between business and leisure passengers because of travellers from Birmingham International Airport?

### Miranda Carter (HS2 Ltd):

I'm not aware of any modelling specific to Birmingham Airport.

### Martin Capstick (DfT):

The split is similar to most intercity rail services, the airport doesn't factor into those figures.

### Councillor David Johnston:

I'd like to see a more detailed breakdown of those figures.

I am unconvinced that HS2 will prove attractive to business people across the West Midlands who will have long journey times to reach Curzon Street. RP2 offers better connectivity to points across the Midlands than HS2, which seems only to offer a link to Birmingham as the fifth London Airport.

### Councillor Richard Chattaway:

Are you factoring in the cost to Local Authorities?

### Miranda Carter (HS2 Ltd):

Road diversions would be part of the cost of the project.

### Councillor John Whitehouse (Chair):

Can you talk about the carbon impact of HS2?

### Miranda Carter (HS2 Ltd):

Our environmental consultants put forward two different modelling scenarios (point 2.13); one which includes an increase in flights and one that does not.

There is uncertainty around the levels of carbon dioxide. The impact will be affected by the actions of airport authorities and power generation but HS2 won't significantly increase levels of carbon dioxide. Rail is a relatively carbon efficient mode of transport.

### Martin Capstick (DfT):

In strategic terms the Government is looking to achieve its carbon budget while still making the UK prosperous and competitive. As electricity is decarbonised this scheme can help us reach our goals for carbon reduction.

Councillor John Whitehouse (Chair):

Should a project of this scale not make a considerable contribution to carbon reduction?

Martin Capstick (DfT):

We think that by being better than the alternatives it does make a big impact. People won't have to fly for example. This project is part of a coherent low carbon economy strategy.

Councillor Barry Longden:

What about the construction phase, will this not have implications for the carbon figures?

Miranda Carter (HS2 Ltd):

Construction will have implications for carbon but the scheme will be broadly carbon neutral.

Councillor Tilly May:

Could you tell the Secretary of State that because this is a hybrid bill, that therefore has no statutory requirement for consultation; people think the whole consultation process is a sham?

Martin Capstick (DfT):

For people that are passionately opposed to HS2 they will always believe the consultation process was a sham.

Councillor Tilly May:

What is the tipping point for the project?

Martin Capstick (DfT):

Changes to the project will only come about through careful consideration of analysis.

Graham Long (Ladbroke Action Group):

Following the Prime Minister's recent statement that, 'the Government is committed to HS2', how can we have any confidence that the principle is up for debate?

Martin Capstick (DfT):

The Government has strong beliefs about high speed rail but the project needs to be undertaken in a reasonable and justifiable way.

The Chair thanked Martin Capstick and Miranda Carter for coming to address the committee and answer questions.

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Communities Overview And Scrutiny Committee

**Date of Committee** 31st August 2011

**Report Title** Quarter 1 (April - June 2011) Performance Report for Functions within the remit of the Communities O&S Committee

**Summary** This report presents the headline performance messages for Quarter 1 2011/12, for indicators within the remit of the Communities OSC.

**For further information please contact:** Phil Evans  
Head of Service  
Improvement and Change Management  
Tel: 01926 412293  
philevans@warwickshire.gov.uk

**Would the recommended decision be contrary to the Budget and Policy Framework?** No

**Background papers** Development of Draft Measures and Targets in Support of the CBP 2011-13 – Cabinet (14<sup>th</sup> April 2011)

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees
- Local Member(s)  NA
- Other Elected Members  Cllr Whitehouse, Cllr Saint, Cllr Chattaway, Cllr Sweet
- Cabinet Member  Cllr Martin Heatley, Cllr Richard Hobbs, Cllr Heather Timms, Cllr Izzi Seccombe, Cllr Alan Cockburn (Sustainable Communities)
- Chief Executive  .....
- Legal  .....

- Finance  .....
- Other Strategic Directors  SDLT .....
- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION YES**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  .....
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....



**Communities Overview and Scrutiny Committee  
31st August 2011**

**Quarter 1 (April - June 2011) Performance Report for  
Functions within the remit of the Communities O&S  
Committee**

**Report of the Leadership Team**

**Recommendation**

That the Communities Overview and Scrutiny Committee comments on any performance measures within its remit.

**1.0 Background**

- 1.1 The Committee, at its meeting on 1st March 2011, requested a report at the end of the first quarter (end of June 2011) setting out all measures and targets at both Corporate Business Plan and Business Unit level.
- 1.2 This report seeks to now provide the Committee with the information as requested, with Appendix A reflecting measures within the Corporate Business Plan and Appendix B reflecting measures at Business Unit level.
- 1.3 Given the wide-ranging responsibilities of the Committee, individual targets and measures have been developed and agreed as appropriate with a number of Portfolio Holders. In order to provide some context to the data, where appropriate the 2010/11 performance outturn is shown alongside the 2011/12 target and the reported in-year performance at the end of quarter 1 (June 2011).

**2.0 Recommendations**

- 2.1 The Committee comments on any performance measures within its remit.

**Report Authors:** Tricia Morrison, Mandeep Kalsi

**Head of Service:** Phil Evans, Head of Service Improvement and Change Management

**Strategic Director:** David Carter, Resources Group

## Agenda No 4, Appendix A

### Corporate Business Plan Indicators

Ambition 2: Safety & Protection	Ref	Measure	2010/11 Actual	2011/12 Target	Q1 Actual (April – June)
	M16004	Number of people killed or seriously injured on our roads from agreed DfT 10 year planned reduction aiming for only 277 KSI by 2015 (calendar year)	301	298	54 (January – March 2011)
	M10000	% of core assessments that were completed within 35 working days	88.8%	92%	74%
	M13001	Incidents of serious acquisitive crime (number)	6335	6334	1743
	M13001	Number of serious acquisitive crimes per 1,000 population	11.84/1000	11.84/1000	3.26/ 1000
	M13002	Incidents of serious violent crime	2882	Less than 2010/11 i.e. 2881	736
	M13003	Incidents of anti-social behaviour re classified / coded for 2011/12	25385	Less than 2010/11 i.e. 25384	6609
	M17000	No. of fire related deaths which were preventable per 100,000 population	0.37	0	0
	M17001	No. of injuries in primary fires per 100,000 population	3.95	4.11	0.56
	M17002	Total number of fires per 100,000 population	388	381.6	127

Ambition 4: Enterprise, Transport & Tourism	Ref	Measure	2010/11 Actual	2011/12 Target	Q1 Actual (April – June)
	M15001	The number of individuals undertaking Apprenticeships in the sub-region	5040	1550 Warks only **	Annual -not applicable
	M15002	The no. employed in key target growth sectors of the sub-regional economy	133,105 (2009)	138000 **	2010 data available September
	M15003	Businesses reporting skills shortages	34.9%	35% **	35.5%
	M16000	WCC cost per passenger journey on County Council supported services.	0.91	0.95	Will be reported on twice yearly at Q 2 and year end
	M16001	Bus service cost per head of population in the county	£5.50	3.04	
	M16002	Length of highway network where surface treatment was achieved	239kms	223.7kms (subject to change)	131.7kms
M16003	Length of highway network where maintenance is needed	736 (March 2011)	Not targeted – condition of road network at year end.	Annual survey – data available March 2012	

\*\* These targets are subject to renegotiation as the CWLEP is developed

Ambition 5: Environment & Housing	Ref	Measure	2010/11 Actual	2011/12 Target	Q1 Actual (April – June)
	M15000	Residual household waste per household	563.4	589	Available Oct 2011
	M06001	No. of corporate projects which deliver CO2 reductions	No information available		
	M08026	No. of extra care housing units available for use by customers eligible for Warwickshire County Council Adult Social Care	46	107	91

## Agenda No 4, Appendix B

### Business Unit Plan Indicators

#### Localities & Community Safety

<b>To ensure that Warwickshire is a safer and healthier place for all</b>			
Measure	2010/11 Actual	2011/12 Target	Q1 Actual (April – June)
Number of alcohol related hospital admissions	1269 per 100,000 (to end Q3)	1779 per 100,000 (proposed)	Available December 2011
Successful drug and alcohol treatment completions	2011/12 is first year	30% (Dec 2011 – Nov 2012)	Available August 2011
% of targets in service contract achieved (Alcohol & Drug treatment)	N/A	80%	Target relates to new service, which will commence on 1st December 2011
% action plan interventions completed	80%	80%	80%
Incidents of serious violent crime	2882	Less than 2010/11 i.e. 2881	736
Incidents of anti-social behaviour re classified / coded for 2011/12*	25385	Less than 2010/11 i.e. 25384	6609
% Actions in Domestic Abuse Action Plan achieved	71%	75%	Annual measure
Incidents of serious acquisitive crime (number)	6335	6334	1743
Number of serious acquisitive crimes per 1,000 population*	11.84/ 1000	11.84/ 1000	3.26/ 1000

<b>Warwickshire's children and young people are safe from harm</b>			
Measure	2010/11 Actual	2011/12 Target	Q1 Actual (April – June)
First time entrants to the youth justice system	382	Less than 2010/11 i.e. 381	72
% actions in the Child Poverty Plan achieved	Not applicable	80%	38%

<b>Reduced levels of offending and re-offending</b>			
Measure	2010/11 Actual	2011/12 Target	Q1 Actual (April – June)
Rate of proven re-offending by young offenders	0.72	Less than 2010/11 i.e. 0.71	Available end August

<b>To protect consumers and legitimate businesses from rogue traders</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
Number of formal enforcement actions commenced	80	No targets	9
Total number of interventions with business	4222		538
Total costs of formal actions	N/A		£16075.91
Total number of consumer complaints actioned	1836		483
Total number of samples taken	122		41
% of samples found to be unsatisfactory	47%		57%
Total number of doorstep crime rapid responses	38		19
Total number of urgent animal welfare interventions	12		6
Total number of FSA Food Alerts actioned	0		0
Total number of households in <i>No Rogue Trader Zones</i>	7976	8278	8278
Total money saved for consumers (redress)	£13865	No targets	£16433
Total money saved for consumers (saved)	£5319		£24858

<b>Improve students access to the County's heritage collections</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
Number of interactions with school aged children	15,544	17,000	7120

<b>To improve responsiveness to the needs of communities</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
% satisfaction rate relating to community forums	N/A	80%	The survey is to be carried out at the end of 2011
% actions in locality plans achieved.		80%	
% target outcomes in locality plans achieved		70%	
% County residents volunteering once a month		26.5%	
Increased % people who feel they can influence local decision making		+2% from 2009/10	

## **Sustainable Communities**

<b>The effective establishment of the new Local Enterprise Partnership between Coventry and Warwickshire</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
% of businesses who feel that C&W is a good place to do business – survey	73.8%	74%	The survey is to be carried out Sept/ Oct 2011
The number employed in key target sectors in C&W*	133,105 (2009)	138,000 **	2010 data available September
Businesses reporting skills shortages – survey*	34.9%	35% **	35.5%
Number of individuals undertaking Apprenticeships in the sub-region*	5040	1550 **	Annual – not applicable
Occupancy rates at WCC Business Centres	80%	85%	82%

\*\* These targets are subject to renegotiation as the CWLEP is developed

<b>Providing effective and cost efficient services to support our communities</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
Total of all planning applications processed within target	73.33%	70%	47%
Highway Authority applications responded to within the target of 21 days	87%	80%	89%
Percentage of planning applications where chargeable pre-application advice was given	Not tracked in 2010/11	20%	6%
Minimum occupation of WCC owned Gypsy & Traveller sites	88%	85%	100%

<b>Providing effective and cost efficient Waste Management service</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
Residual household waste per household*	563.4kg	589kg	Available October 2011
Household waste re-used, recycled and composted	49.1%	50%	
Municipal waste landfilled	33.8%	37%	
Household waste that has been used to recover heat, power and other energy sources	18.36%	18.9%	
Percentage recycling and composting of "household waste" at Household Waste Recycling Centres	69.9%	62%	

<b>Developing our green infrastructure in line with customer and partner expectation and industry best practice</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
Country Parks – income	£667,043	£670,000	£290,645
Country Parks - visitor numbers	698,010	720,000	200,338
Forestry - Percentage of dangerous trees (category 1) made safe within 2 days	n/a - previous target was within 5 days	95%	100%
Country Parks – Development of Management Plans	n/a	4	Plans on track

## Transport & Highways

<b>Ensuring that the residents of Warwickshire can access services and facilities across the county</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
Transport Operations - bus service cost per head of population*	£5.50	£3.04	Will be reported on twice yearly at Q 2 and year end
Transport Operations - WCC cost per passenger journey on County Council supported services*	£0.91	£0.95	
Transport Operations - Concessionary Transport – Percentage take up of passes by those eligible by their age	71.5%	73%	72.4%
Transport Operations – Special educational needs transport, cost per passenger journey	£10.19	£10.74	Will be reported on twice yearly at Q 2 and year end
Transport Operations – Mainstream school transport, cost per passenger journey	£1.93	£1.95	
Length of highway network where maintenance is needed*	736 km (March 2011)	Not targeted – condition of road network at year end.	Annual survey – data available March 2012
Length of highway network where surface treatment was achieved*	239 km	223.7kms (subject to change)	131.7kms
Average bridge condition indicator	91.1%	91%	90.4%
Delivery of the annual Transport Capital Programme	100%	100%	100%

<b>Reducing the number of people killed or seriously injured on our roads</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
People killed or seriously injured (KSI) in road traffic accidents - number of casualties* (calendar year)	301	298	54 (January – March 2011)

## Fire & Rescue

<b>Keeping the public safe</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
No. of primary fires	952	952	240
No. of primary fire fatalities	4	4	0
No. of primary fire non-fatalities	22	22	3
No. of accidental dwelling fires	207	207	38
No. of fatalities arising from accidental dwelling fires	2	0	0
No. of non-fatal casualties arising from accidental dwelling fires	14	14	3
No. of fires in non-domestic premises	156	156	31
% fires attended in dwellings where smoke alarm not activated	16	20	16
% fires attended in dwellings where smoke alarm activated	49	52	49
% fires attended in dwellings where no smoke alarm fitted	35	28	35
No. of Home Fire Safety Checks completed	11545	20000	2291
Arson Incidents - primary fires	330	330	84
Arson incidents - secondary fires	749	749	313
False alarms auto detect	595	263	57
No. of those properties with more than one attendance	171	171	41
No. of malicious calls attended	44	44	14
No. of malicious calls not attended	38	38	16

<b>Keeping firefighters safe</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
% satisfaction that the Council is a good employer			
% of all benchmark able staff satisfaction responses at or above top quartile			
Staff survey not being conducted this year			
No. of working days lost to sickness absence per Full Time Equivalents (FTE) uniformed	9.68		8.72
No. of working days lost to sickness absence per FTE non uniformed	8.09		8.95
% of employees retiring on grounds of ill-health	0.22%		0%
% of employees who are disabled uniformed	0.24%		0.25%
% of employees who are disabled non uniformed	0.81%		3.9%
% employees from BME communities uniformed (existing & new entrants)	2.44%		2.47%
% employees from BME communities non uniformed (existing & new entrants)	2.63%		3.9%
% of women firefighters (existing & new entrants)	4.5%		4.11%
% of earners (senior managers) who are women	3.85%		4%
% of earners (senior managers) who are from ethnic minorities communities	0%		0%
% of earners (senior managers) who are disabled	3.85%		4%
No of accidents	46		7
No of injuries	54		12
No. Near misses reported	34		4
No. of dangerous occurrences	5		1
No of acts of violence or aggression	3		2



<b>Doing our best</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
Response from Annual Staff Survey		99	The results are available at the end of May for the previous year
% Satisfaction with Home Fire Risk Assessment	99	99	
% Satisfaction Post Fire Safety Audit	99	99	
% Satisfaction with Quality of Service Survey	99	99	
% Achievement of WCC Customer Care Standards			
Financial Management % Year end variance from budget	-2.68	+ / - 1%	1.29%
Amount of cashable efficiencies released	£203,000	£400,000	£380,000
Cost Per Head of Population	£40.57	£35.97	£36.97

### **Safeguarding**

<b>Warwickshire's children and young people are safe from harm</b>			
<b>Measure</b>	<b>2010/11 Actual</b>	<b>2011/12 Target</b>	<b>Q1 Actual (April – June)</b>
% of core assessments that were completed within 35 working days *	88.8%	92%	74%
% of de-registrations of children who have had Child Protection Plan for more than 2 years (previously NI 64)	8.4%	7%	15.9%
% of children becoming the subject of a Child Protection Plan for a 2 <sup>nd</sup> or subsequent time (previously NI 65)	14.4%	13.5%	14.0%
Percentage of child protection cases which were reviewed within required timescales	99.2%	100%	Data available end of August
Percentage of initial assessments for children's social care carried out within 7 working days of referral	63.7%	71%	55.0%
Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	84.0%	100%	Data available end of August

\* CBP indicator

**Communities Overview and Scrutiny Committee**  
**31<sup>st</sup> August 2011**

**Agenda Item 4 - Quarter 1 (April - June 2011) Performance  
Report for Functions within the remit of the Communities O&S  
Committee – Addendum to Appendix B**

Further to the papers for this meeting being circulated, the following information in Appendix B has been updated:

Page number	Indicator	Previous figure/ comment	Latest figure/ comment	Commentary
Reduced levels of offending and re-offending				
B1 of 6	Rate of proven re-offending by young offenders	Available end August (Q1 Actual)	Available after October (Q1 Actual)	Data will now be provided by PNC (Police National Computer) and we are advised this is when it will be ready
To protect consumers and legitimate businesses from rogue traders				
B2 of 6	Total costs of formal actions	£16,075.91 (Q1 Actual)	Not available (Q1 Actual)	The figure was as accurate as it could be at the time, however, with hindsight it is not possible to provide meaningful figure for any given calendar year
B2 of 6	Total money saved for consumers (saved)	£5,319 (2010/11 Actual)	£34,972 (2010/11 Actual)	The accuracy of recording for this measure has been improved
Ensuring that the residents of Warwickshire can access services and facilities across the county				
B4 of 6	Delivery of the annual Transport Capital Programme	100% (Q1 Actual)	Annual indicator (Q1 Actual)	The figure quoted was a forecast of the year end position
Warwickshire's children and young people are safe from harm				
B6 of 6	Percentage of child protection cases which were reviewed within required timescales	Data available at the end of August (Q1 Actual)	100% (Q1 Actual)	
B6 of 6	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	Data available at the end of August (Q1 Actual)	76.9% (Q1 Actual)	

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Communities Overview and Scrutiny Committee

**Date of Committee** 31st August 2011

**Report Title** Report and Recommendations of the Residual Waste Task & Finish Group

**Summary** This report outlines the findings and recommendations of the Residual Waste Task & Finish Group.

**For further information please contact:** Richard Maybey  
Democratic Services Officer  
Tel: 01926 476876  
richardmaybey@warwickshire.gov.uk

**Would the recommended decision be contrary to the Budget and Policy Framework?** No

**Background papers** None

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)  N/A
- Other Elected Members  Cllr Chattaway, Cllr Whitehouse, Cllr Saint, Cllr Sweet
- Cabinet Member  Cllr Cockburn
- Chief Executive  .....
- Legal  Ian Marriott
- Finance  .....
- Other Strategic Directors  David Carter, Strategic Director for Resources, Monica Fogarty, Strategic Director for Communities
- District Councils  .....
- Health Authority  .....

Police  .....

Other Bodies/Individuals  Louise Wall, Head of Sustainable Communities

**FINAL DECISION NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

Further consideration by this Committee  .....

To Council  .....

To Cabinet  Date to be set

To an O & S Committee  .....

To an Area Committee  .....

Further Consultation  .....

**Communities Overview and Scrutiny Committee  
31st August 2011**

**Report and Recommendations of the Residual Waste Task  
& Finish Group**

**Cllr Chattaway, Chair of the Residual Waste Task & Finish Group**

**Recommendation**

The Committee agrees the findings and recommendations of the Residual Waste Task & Finish Group and forwards the report on to Cabinet for consideration.

**Task & Finish Group Recommendations**

The following recommendations relate to the potential procurement of a new residual waste disposal solution, which would begin operation from 2013. The procurement process for this solution would not start until investigations have identified that no suitable arrangements for waste disposal can be realised in partnership with other Waste Disposal Authorities (see paragraph 1.5).

- 1. Any new residual waste contract(s) should seek to ensure maximum flexibility for the authority – for example, to allow the guaranteed minimum tonnage to be adjusted in line with decreasing waste volumes**
- 2. When assessing bids from potential providers, at least equal weighting should be applied to contract flexibility as the initial cost per tonne**
- 3. In recognition of the uncertainty associated with future residual waste, and in order to take advantage of potential new developments in waste disposal technology, the preference should be for a contract length of no more than 15 years**
- 4. The Communities Overview & Scrutiny Committee should consider reconvening the Task & Finish Group when the preferred spatial option has been published to identify any potential implications it could have on the residual waste contract(s)**
- 5. The preferences expressed within the 2005 Waste Strategy for a thermal treatment system and a centralised energy from waste facility should not be given favour when assessing bids, and the authority should maintain a “technology-neutral” approach**

6. **The authority should continue its existing policy of letting multiple waste disposal contracts, but also ensure a mix of technologies is utilised. This will mitigate the risk of being constrained by technologies that become outdated or unaffordable due to new disposal innovations or future legislative changes**
7. **In order to support recommendations 1, 2, 3, 5 and 6, the authority should not pre-specify its requirements in detail nor prepare a detailed specification before going out to tender**
8. **As a consequence of recommendation 7, and with an understanding that various technical solutions are available to meet the authority's needs, the 'competitive dialogue' procurement procedure should be adopted (subject to final legal advice)**

## **1. Introduction**

- 1.1 Warwickshire County Council currently treats approximately 275,000 tonnes of waste per year via a mix of recycling, composting, landfill and energy from waste.
- 1.2 Between 2013 and 2016, a number of our residual waste contracts are due to expire. This presents an opportunity for the authority to yield savings by procuring more cost-effective arrangements.
- 1.3 Specifically, these expiring contracts account for approximately 70,000 tonnes of residual waste per year and are held with:
  - Landfill site operators
  - Coventry's Energy from Waste (EfW) facility
  - HW Martins' Refuse Derived Fuel (RDF) plant
- 1.4 Cabinet has instructed that any new waste contract(s) for Warwickshire should support the diversion of waste from landfill, thereby avoiding the rising cost of landfill tax and ensuring compliance with Landfill Allowance Targets (LATs).
- 1.5 There are currently two possible options for the authority to pursue:

### **Option 1: Partnership**

Investigate ways to address our disposal needs in partnership with other Waste Disposal Authorities.

### **Option 2: Procure a new residual waste contract**

Approach the market to procure a new residual waste disposal contract. This would seek the best combination of value and flexibility, and not be restricted to any particular waste disposal technology.

This report relates to **Option 2**.

## **2. Market testing**

- 2.1 In order to understand the different technology solutions currently available for waste disposal, an Industry Day was held in June 2011.
- 2.2 An open invitation was made to waste disposal contractors to observe presentations by County Council officers explaining Warwickshire's requirements. Contractors were then given the opportunity to explain their potential offer in a closed session. This was closely controlled with a standardised list of questions and a set time limit to ensure fairness and equal opportunity.

## **3. Next steps**

- 3.1 Based on the information gathered at the Industry Day, along with further market testing and legal discussions, the County Council's waste management team will form recommendations to Cabinet on the most appropriate procurement strategy. The process will then move forward in accordance with the requirements of the Official Journal of the European Union (OJEU).

## **4. Role of the Task & Finish Group**

- 4.1 To ensure the involvement of Elected Members within this process, the Communities Overview & Scrutiny Committee recommended that a Task & Finish (T&F) Group be assembled to oversee the pre-procurement phase and ensure all relevant issues and risks are being considered.
- 4.2 The Overview & Scrutiny Board commissioned this T&F Group, and agreed the membership as follows:
  - Councillor Richard Chattaway (Chair)
  - Councillor Clare Hopkinson
  - Councillor Barry Lobbett
  - Councillor John Whitehouse
- 4.3 The group's activity to date has included:
  - Observing the presentations and closed sessions at the Industry Day
  - Developing a Scrutiny Review Outline, to define the rationale, objectives and parameters of the review (see Appendix A)
  - Holding a Select Committee to consider evidence, understand technical information and receive views of partners, stakeholders and independent bodies (see Appendices B-G)
  - Reviewing relevant documentation, including the County Council's Alternative Residual Waste Treatment Plan and future waste forecasts
- 4.4 Given that the contract length could potentially run to 25 years, and will therefore represent significant cumulative cost to the taxpayer, the principal objective of the T&F Group has been to ensure robust risk-management processes are applied at every stage of the procurement.

- 4.5 In reaching its findings and recommendations, the group has considered a range of issues, including waste forecasting, environmental and community impacts, waste disposal technologies and different contract types. A summary of these findings follows below.

## **5. Forecasting waste volumes**

### **5.1 Background**

The volume of residual waste currently anticipated for this contract is approximately 70,000 tonnes per year. However, given the drive towards waste minimisation and the county's increasing rate of recycling, it is possible that this will reduce significantly in future years.

Therefore, a key requirement of the contract terms and conditions will be the need for flexibility. Warwickshire does not want to commit to paying for waste disposal capacity it does not require.

### **5.2 Evidence provided at Select Committee**

Members received a presentation on the past, present and future of Warwickshire's waste (Appendix C), which provided an overview of the factors considered in projecting future waste volumes.

### **5.3 Findings**

Based on the evidence provided and the ensuing discussion, it was noted that:

- The factors that have been considered in forecasting future waste volumes include:
  - Population growth in the county
  - Population migration (particularly inward migration from Coventry)
  - Assumptions on waste volumes per household
  - Assumptions on recycling/composting rates
- Waste forecasting is not a scientific process, and many factors present a risk to the accuracy of such projections. For example:
  - Future legislative changes, such as changes to packaging and landfill restrictions
  - The success or otherwise of waste minimisation strategies
  - The accuracy of new housing forecasts
  - Changes to the recycling ceiling (i.e., the limit on the proportion of overall waste that can be recycled) as new solutions are developed. For example, the recycling of street sweepings was not possible 5 years ago, but will account for 10,000 tonnes starting in 2012
  - Decreasing waste volumes at Household Waste Recycling Centres as a result of the Government's waste prevention programme for small businesses



- 5.4 While Members were satisfied that Warwickshire's waste forecasting has taken account of all the relevant factors as much as reasonably possible, it was accepted that there are many variables within these and the error bars associated with the projections are potentially very wide. There was a consensual view from Members, officers and invited representatives that in light of this, any future contract(s) should attempt to cater for changes in demand.

### **Recommendations**

- 1. Any new residual waste contract(s) should seek to ensure maximum flexibility for the authority – for example, to allow the guaranteed minimum tonnage to be adjusted in line with decreasing waste volumes**
- 2. When assessing bids from potential providers, at least equal weighting should be applied to contract flexibility as the initial cost per tonne**
- 3. In recognition of the uncertainty associated with future residual waste, and in order to take advantage of potential new developments in waste disposal technology, the preference should be for a contract length of no more than 15 years**

## **6. Environmental and community impacts**

### **6.1 Background**

As community representatives, Elected Members have a role in ensuring that any new developments or services do not adversely impact the environment or living conditions of their local residents.

Consequently, the Task & Finish Group sought to gain an understanding of how the authority will be assessing the environmental and community impact of potential bids.

### **6.2 Evidence provided at Select Committee**

Members received a presentation about the Warwickshire Waste Core Strategy (Appendix D). This sets out the policy principles that must be applied in any new waste development, including two that relate specifically to environmental and community impact.

- 6.3 The presentation also outlined the process by which Warwickshire's preferred "spatial option" is being selected. Subject to consultation, this is likely to be option 5 (Appendix D, slide 11), which is a settlement hierarchy based on areas of higher population and/or existing waste management capacity. In developing the spatial options, a thorough impact assessment was undertaken, which looked at environmental and community impacts.

### 6.3 Findings

Based on the evidence provided and the ensuing discussion, it was noted that:

- The policy principles related to environmental and community impact could be seen to conflict with each other in terms of protecting the countryside on the one hand, but not impacting residents of built-up areas on the other
- However, it was acknowledged that planning assessments are very dependent on the individual case. All policies within the Waste Core Strategy will be considered when assessing each proposal, and a judgement will be made accordingly
- Proposals will have to comply with the preferred spatial option, which is likely to be option 5 – offering strong infrastructure links and enabling collaboration with Coventry
- Under option 5, any new waste development with capacity over 50,000 tonnes would have to be located in a ‘primary’ area: Nuneaton, Bedworth, Rugby, Kenilworth, Warwick, Leamington Spa or Stratford-upon-Avon
- However, if it can be justified that no suitable site is available in a primary area, it could be located in a ‘secondary’ area: Atherstone, Coleshill or Southam. These were selected based on their proximity to infrastructure links
- In considering the different spatial options, a Sustainability Matrix was used to assess the short-term, medium-term and long-term impacts (Appendix D, slides 9-10)

6.4 Having considered the evidence above, Members were satisfied that sufficient work has been undertaken to robustly assess the environmental and community impacts of potential waste developments.

6.5 The Waste Core Strategy has clear policies relating to these particular impacts, and the preferred spatial option (when published) will restrict new developments to built-up residential areas, rather than open green spaces.

6.6 Members raised concern about a potential conflict between policies DM1 and DM2, but were assured by officers that assessments will be judged on a case-by-case basis.

6.7 Members were assured that the work already undertaken in developing the Waste Core Strategy and the preferred spatial option will underpin the procurement of any new contract(s) – and therefore environmental and community impacts will be properly assessed.

6.8 However, given that final publication and submission of the spatial option has not yet occurred, Members were keen for continued scrutiny and oversight during the procurement process to ensure compliance with its final policies.

#### **Recommendations:**

**4. The Communities Overview & Scrutiny Committee should consider reconvening the Task & Finish Group when the preferred spatial option has been published to identify any potential implications it could have on the residual waste contract(s)**

## 7. Understanding the technologies available

### 7.1 Background

As part of Warwickshire's 2005 Waste Strategy, an analysis was undertaken of the different treatment technologies available that support diversion from landfill. A number of different scenarios for collection and disposal within Warwickshire were also assessed. The conclusion from this analysis was as follows:

- Preferred technology: a **thermal treatment** system generating energy from a non-fossil source
- Preferred scenario: 40% recycling by 2010, **centralised energy from waste facility**, separate collection of kitchen/food waste and in-vessel composting

7.2 The 2005 Waste Strategy was scheduled to be reviewed and refreshed in 2010. However, this was delayed due to governmental changes, national waste reviews and the abandonment of Project Transform.

7.3 Consequently, the preferences expressed in the 2005 strategy could be deemed out of date for a contract that is to be let in 2012 (at the earliest). In recognition of this, Warwickshire is adopting a "technology neutral" approach to procurement, and is considering everything currently available in the market.

7.4 The Industry Day in June 2011 gave opportunity for market providers to present their solutions to the authority. The following technologies were presented:

- Mechanical Biological Treatment (MBT)
- Refuse Derived Fuel (RDF)
- Advanced Thermal Treatment (ATT)
- Energy from Waste (EfW)
- Autoclave

### 7.5 Evidence provided at Select Committee

In order to verify the information received at the Industry Day, Members requested an independent perspective on the technologies available. This was provided at the Select Committee by an independent consultancy firm, SKM Enviro, who delivered an overview and comparison of what it sees as the main viable technologies<sup>1</sup> (Appendix E).

7.6 The consultant confirmed that flexibility should be the main priority for any authority seeking a new residual waste contract, due to the many uncertainties and variables ahead for the waste market – particularly with regard to changing waste volumes, composition and legislation.

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<sup>1</sup> Note: these viable technologies included Mechanical Heat Treatment (MHT), which was not presented at the Industry Day. Conversely, Autoclave was not covered by the presentation, but was presented at the Industry Day

- 7.7 The following points were noted about the different technologies:
- MBT
    - This is a mechanical separation and sorting process that enables recyclables to be extracted from residual waste
    - The remaining residue is subjected to a biological treatment that breaks the waste down into more usable fractions and a more stable state for landfill
    - A bio-drying process can be used prior to MBT to make the sorting/recycling process more effective
    - MBT is only a pre-treatment option – waste requires further treatment or disposal
    - An MBT plant can be partnered with an Aerobic Digestion plant, which generates a low-quality compost-like output, or an Anaerobic Digestion plant, which generates a gas that can be used to generate electricity
    - MBT is a flexible solution that can adapt to increases and decreases in kerbside recycling rates
    - Outputs include: recyclables, compost, compost-like output, biogas for electricity, RDF
  - ATT
    - ATT can be performed in relatively small-sized facilities, offering greater flexibility than other technologies that require a higher minimum tonnage
    - There are two main types of ATT: pyrolysis and gasification
    - Pyrolysis uses the least amount of oxygen and requires a heat source. Waste needs to be pre-treated via MBT. It outputs a pyrolysis oil that can be used as a fuel for generating electricity
    - Gasification uses more oxygen than pyrolysis and does not require a heat source. It outputs a syngas that can be used as a fuel for generating electricity, but also some hazardous residue
    - Outputs include: recyclable metals, fuel for electricity, char/ash/residue for landfilling
  - EfW
    - This requires no pre-treatment of waste
    - Virtually any waste stream can be accepted
    - A large-capacity facility is needed to make it efficient
    - The incineration process creates bottom ash, fly ash and dirty exhaust gases
    - The primary output is heat, which can be used locally (e.g., to heat a swimming pool) or to generate electricity from steam
    - Outputs include: recyclable metals, heat for electricity, ash for landfilling, exhaust gas for cleaning
  - MHT
    - This is a “steam-cleaning”-like treatment, which makes it easier to recycle and process residual waste
    - It requires a heat input
    - It has a limited commercial presence in the UK
    - Outputs include: mixed recyclables, floc or fibres for re-use or RDF, rejected material for landfilling

- 7.8 A representative from Friends of the Earth then delivered a presentation (Appendix F) covering the following points:
- Warwickshire is making very good progress with regard to recycling rates and waste minimisation compared with neighbouring authorities
  - Despite anticipated housing growth and population increases, Warwickshire should be planning for a reduction in residual waste volumes
  - Any new facility should be located in the south of the county and allow for flexible tonnages
  - All options should be explored before letting a new contract, such as utilising spare capacity on the county borders (e.g., Cotesbach in Leicestershire)
  - The preference should be for shorter contracts in smaller local plants to take advantage of new developments
  - Spare landfill capacity should be utilised, but only with stable, non-carbon waste that does not emit methane during decomposition

## 7.9 Findings

Based on the evidence provided and the ensuing discussion, it was noted that:

- Warwickshire is not limited to a certain size of facility. Modular technologies such as MBT and ATT can be sized according to need, while those that require a larger capacity such as EfW can be topped up with commercial waste or residual waste from neighbouring authorities
  - The efficiency of the different technologies in diverting waste from landfill has been independently rated by SKM Enviros (Appendix D, slide 28), with EfW and ATT being the most efficient
  - The overall efficiency of the different technologies is difficult to assess, as it depends on the value and usefulness of the outputs
  - In terms of environmental impact, all technologies produce some degree of emissions. MBT produces mainly Carbon Dioxide (CO<sub>2</sub>), while ATT and EfW produce ash and CO<sub>2</sub>
  - ATT and EfW are required to meet certain emissions standards as part of the Waste Incineration Directive
  - There may be a tax on carbon emissions from EfW plants in future years
  - Any carbon-based residue that is sent to landfill will eventually result in the release of methane
  - It is difficult to evaluate technologies according to their environmental impact, as emissions are released at different stages
- 7.10 With consideration to the advantages and disadvantages of each technology as explained by the independent consultant, and in recognition of the uncertainty over future waste volumes, the T&F Group would make the following recommendations.

### Recommendations

- 5. The preferences expressed within the 2005 Waste Strategy for a thermal treatment system and a centralised energy from waste facility should not be given favour when assessing bids, and the authority should maintain a “technology-neutral” approach**

**6. The authority should continue its existing policy of letting multiple waste disposal contracts, but also ensure a mix of technologies is utilised. This will mitigate the risk of being constrained by technologies that become outdated or unaffordable due to new disposal innovations or future legislative changes**

## **8. Understanding the different types of contract**

### **8.1 Background**

From a legal perspective, if the authority is intending to procure a waste disposal contract likely to exceed the EU threshold of £156,442, it must follow EU Procurement guidelines.

8.2 These state that an advert must be published in the EU Official Journal (OJEU) and the authority must decide which procurement procedure it will use. There are four main procedures to choose from: open, restricted, negotiated or competitive dialogue. Of these, the restricted procedure and the competitive dialogue are the most suited to a residual waste disposal contract.

### **8.3 Evidence provided at Select Committee**

A Senior Solicitor from the County Council circulated a briefing note (Appendix G) that detailed the processes and principles associated with each option, a series of key questions for the authority to consider and some initial legal advice.

### **8.4 Findings**

Members gained a clear understanding of the two contract options. The key points of note were:

- Restricted
  - This contract type would require the authority to clearly pre-specify in detail all the requirements of the contract before inviting tenders
  - Once procurement begins, negotiations with bidders would not be allowed
  - It is a structured procedure that requires bidders to be scored against pre-set award criteria
  - Once underway, it is a faster procedure than competitive dialogue
- Competitive dialogue
  - Competitive dialogue is better suited to complex projects
  - It allows the authority to negotiate with bidders directly on technical, legal and financial matters
  - It is a more flexible procedure, with no set format for the dialogue to follow
  - Less-detailed pre-specification work is required compared to a restricted contract, so the procedure can begin earlier

## Recommendations

- 7. In order to support recommendations 1, 2, 3, 5 and 6, the authority should not pre-specify its requirements in detail nor prepare a detailed specification before going out to tender**
- 8. As a consequence of recommendation 7, and with an understanding that various technical solutions are available to meet the authority's needs, the 'competitive dialogue' procurement procedure should be adopted (subject to final legal advice)**

## 9. Conclusion

- 9.1 The T&F Group believes that there are many uncertainties in relation to future waste volumes in Warwickshire. Therefore, flexibility has to be the essential characteristic of any contract(s). These recommendations have been developed accordingly, and should ensure the authority is able to deliver best-value outcomes for residents over the long-term.
- 9.2 The Chair would like to thank Members of the T&F Group for their active participation; representatives from the Warwickshire Waste Partnership, SKM Enviro and Friends of the Earth who contributed to the Select Committee day; plus County Council officers for their co-operation in this valuable scrutiny review.

Report Author: Richard Maybey, Democratic Services Officer

Head(s) of Service: Greta Needham, Head of Law and Governance

Strategic Director(s): David Carter, Strategic Director for Resources

Portfolio Holder(s): Cllr Cockburn

10 August 2011

<b>Review Topic</b>	<b>Waste Disposal</b>
<b>Panel/Working Group</b>	Cllr Chattaway (Chair), Cllr Whitehouse, Cllr Hopkinson and Cllr Lobbett with Richard Maybey providing support.
<b>Key Officer Contact</b>	Glenn Fleet and Kitran Eastman
<b>Relevant Portfolio Holder(s)</b>	Cllr Alan Cockburn, Portfolio Holder for Sustainable Communities
<b>Relevant Corporate Ambition, Outcome and Measures</b>	<p><u>Ambition</u> Environment and Housing</p> <ul style="list-style-type: none"> <li>▪ Work with Borough and District Councils to improve recycling rates, reduce the amount to waste sent to landfill and keep public spaces clean and well maintained</li> </ul> <p><u>Outcome</u></p> <ul style="list-style-type: none"> <li>▪ Warwickshire's environment is protected for the future</li> </ul>
<b>Timing Issues</b>	<p><u>17 June 2011</u>: Industry Day, to observe market proposals</p> <p><u>22 July 2011</u>: Select Committee, to consider contract procurement, risk management and community/environmental impact</p> <p><u>31 August 2011</u>: Communities OSC, to receive report of the T&amp;F Group (for referral to Cabinet)</p> <p>These timings were originally based on the understanding that the contract would go out to tender in September 2011 (with a view to awarding the contract in February 2012). Therefore, to have some influence over the tender document, the T&amp;F Group would need to report within the above timescales.</p> <p>However, this urgency may now slip, as Cabinet will be considering in the Autumn whether to pursue a partnership arrangement with Coventry for extended use of the current Energy to Waste facility.</p>
<b>Type of Review</b>	Short investigation
<b>Resource Estimate</b>	This is proposed as a short, sharp scrutiny exercise. A provisional estimate of scrutiny officer support is between 6-8 days, or 36-48 hours. This includes a preparation meeting, 2-3 evidence sessions including a select committee, research time, liaison and contact with witnesses, liaising with members to agree recommendations and writing and submitting a report.



**Rationale**  
(Key issues and/or reason for doing the review)

Following the withdrawal of Coventry CC and Solihull MC from Project Transform, Cabinet considered a report on future arrangements for waste disposals at their meeting on 18<sup>th</sup> November 2010. The report explained that with the loss of Project Transform, the Council needs to secure its long-term arrangements for the disposal of waste. A number of Warwickshire's landfill contracts expire in 2013 and it is proposed that these are replaced with contracts that support the diversion of waste from landfill and prevent the authority being fined for failing to achieve Landfill Allowance Targets (LATs). It is therefore proposed that any waste process procured uses technology to support the diversion of waste from landfill. Cabinet authorised the Strategic Director of Environment and Economy to commence a procurement process for a long-term arrangement for the disposal of waste from 2013, on terms acceptable to the Strategic Director of Resources and the Strategic Director of Customers, Workforce and Governance\*.

The purpose of the Task and Finish Group is for members to be assured that the County Council has robust processes in place to procure the most appropriate contract for Warwickshire's needs and to manage the various risks associated with it.

For example, members will want to understand why the type of contract has been chosen, how the contract terms have been decided and how it will be monitored when in operation.

Members will also want to consider how the potential impacts on communities and the environment will be assessed and managed. In addition, they will also want to understand the various waste technologies that providers may bring forward (including those approved within the 2005 Waste Strategy and those presented at the Industry Day in June 2011) with a view to highlighting any significant advantages or disadvantages.

This exercise will ensure that there has been democratic involvement in the pre-procurement phase. It will allow assurances to be put forward to Cabinet that the procurement process being adopted is robust, or for recommendations to be made on how the process could be improved.

\*UPDATE: Following the recent organisational restructure, we assume the commencement of procurement will now be authorised by the Strategic Director for Communities, on terms acceptable to the Strategic Director for Resources.

<p><b>Objectives of Review</b> (Specify exactly what the review should achieve)</p>	<p>The objectives of the Task and Finish Group will be:</p> <ul style="list-style-type: none"> <li>▪ To ensure robust risk-management processes are in place and to understand how they will be applied throughout the procurement phase and contract length</li> <li>▪ To understand how waste volumes and recycling levels are forecasted, and how the risks associated with inaccurate forecasting will be managed</li> <li>▪ To ensure the procurement process will consider potential impacts upon the environment and local communities</li> <li>▪ To understand the waste technologies (approved within the Waste Strategy and those other technologies presented at the Industry Day) that are available to support the diversion of waste away from landfill</li> <li>▪ To consider the efficiency, capacity, sustainability and value for money of these technologies</li> <li>▪ To understand the advantages and disadvantages of having a restricted contract</li> <li>▪ To consider whether opportunities for partnership arrangements are being maximised</li> <li>▪ To receive the views of key stakeholders regarding the procurement principles being suggested</li> </ul>
<p><b>Scope of the Topic</b> (What is specifically to be included/excluded)</p>	<p><u>Include</u> The following is included in the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ WCC procedures for risk management, contract management, waste forecasting and environmental/community impact assessments</li> <li>▪ Waste technologies available to support the diversion of waste from landfill (including those approved within the 2005 Waste Strategy and others presented at the Industry Day)</li> <li>▪ The views of invited representatives from Friends of the Earth, SKM and Warwickshire Waste Partnership.</li> </ul> <p><u>Excluded</u> The following falls outside the scope of the review:</p> <ul style="list-style-type: none"> <li>▪ Alternative strategies following the demise of Project Transform</li> <li>▪ Waste technologies that do not support the diversion of waste from landfill</li> <li>▪ Waste technologies that support the diversion of waste from landfill, but are not approved within the 2005 Waste Strategy and were not presented at the Industry Day</li> </ul>
<p><b>Indicators of Success – Outputs</b> (What factors would tell you what a good review should look like?)</p>	<ul style="list-style-type: none"> <li>▪ A robust tendering document that attracts bidders with a flexible, value-for-money offer</li> <li>▪ Effective development and management of the contract and its associated risks</li> </ul>
<p><b>Indicators of Success – Outcomes</b> (What are the potential outcomes of the review e.g. service improvements, policy change, etc?)</p>	<ul style="list-style-type: none"> <li>▪ Reduced waste going to landfill and achievement of Landfill Allowance Targets (LATs)</li> </ul>

**Other Work Being Undertaken**

(What other work is currently being undertaken in relation to this topic, and any appropriate timescales and deadlines for that work)

Household Waste Recycling Centres will be provided in-house and Nuneaton will be opening a new facility run by the community to recycle goods with proceeds supporting local community projects. Also, there are plans to have an open bag policy at all HWRC sites to ensure items that can be recycled do not end up in landfill. It is intended that the above will be implemented by 2012.

# Residual Waste Task & Finish Group

# Agenda

22<sup>nd</sup> July 2011

The meeting of the Residual Waste Task & Finish Group will take place in  
**Committee Room 2, Shire Hall, Warwick on Friday 22<sup>nd</sup> July, 2011 at 10.00am.**  
The agenda will be:-

## 1. General

### (1) Apologies for Absence

### (2) Members' Declarations of Personal and Prejudicial Interests

Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.

## 2. Present and future waste in Warwickshire

Glenn Fleet to provide information on the present and future of waste disposal in Warwickshire.

## 3. Residual waste technologies and environmental risks

Ali Haycox from SKM Enviro will provide the T&F Group with an overview of the residual waste technologies available and the possible environmental risks associated with them.

**4. Assessing environmental and community impacts**

Tony Lyons to explain how environmental and community impacts will be assessed through the Core Strategy.

**5. Friends of the Earth**

Keith Kondakor from Friends of the Earth to inform the T&F Group of its view of the technologies being considered, and the environmental issues it believes should be taken into account during procurement.

**6. Warwickshire Waste Partnership**

A roundtable discussion to seek the views of Borough and District representatives of the Warwickshire Waste Partnership.

**7. Restricted contract**

Suzanne Burrell to outline why Warwickshire County Council is pursuing a restricted contract.

**8. Summing up**

The T&F Group to discuss the findings of this meeting, decide what further actions that may be required and any recommendations to be included in the report from information given.

**9. Any other business**

**10. Date of next meeting**

TBA – Please bring your diaries

For further information please contact:

Richard Maybey, Democratic Services Officer, Tel: 01926 476876

E-mail [richardmaybey@warwickshire.gov.uk](mailto:richardmaybey@warwickshire.gov.uk)

Michelle McHugh, Overview and Scrutiny Manager, Tel: 01926 412144

E-mail [michellemchugh@warwickshire.gov.uk](mailto:michellemchugh@warwickshire.gov.uk)

Jim Graham  
Chief Executive

## Attendees

### **Task & Finish Group members**

Cllr Richard Chattaway (Chair)  
Cllr Clare Hopkinson  
Cllr Barry Lobbett  
Cllr John Whitehouse

### **Warwickshire Waste Partnership**

Cllr Hayden Phillips and Olivia Davies (North Warwickshire Borough Council)  
Cllr Bill Sheppard and Brent Davis (Nuneaton & Bedworth Borough Council)  
Sean Lawson and Andy Lawson (Rugby Borough Council)  
Cllr Mike Brain and Olly Scholefield (Stratford District Council)  
Becky Davies (Warwick District Council)

### **Invitees**

Ali Haycox (SKM Enviros)  
Keith Kondakor (Friends of the Earth)

### **County Council officers**

Suzanne Burrell, Senior Solicitor  
Kitran Eastman, Partnership and Strategy Manager  
Glenn Fleet, Waste Management Manager  
Tony Lyons, Principal Planning Officer  
Richard Maybey, Democratic Services Officer  
Louise Wall, Head of Sustainable Communities

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# Warwickshire's Waste Present and Future

Glenn Fleet

Waste Management

Communities Overview and Scrutiny

22 July 2011





Past

Present

Future

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### **Unaudited Figures 2010-11**

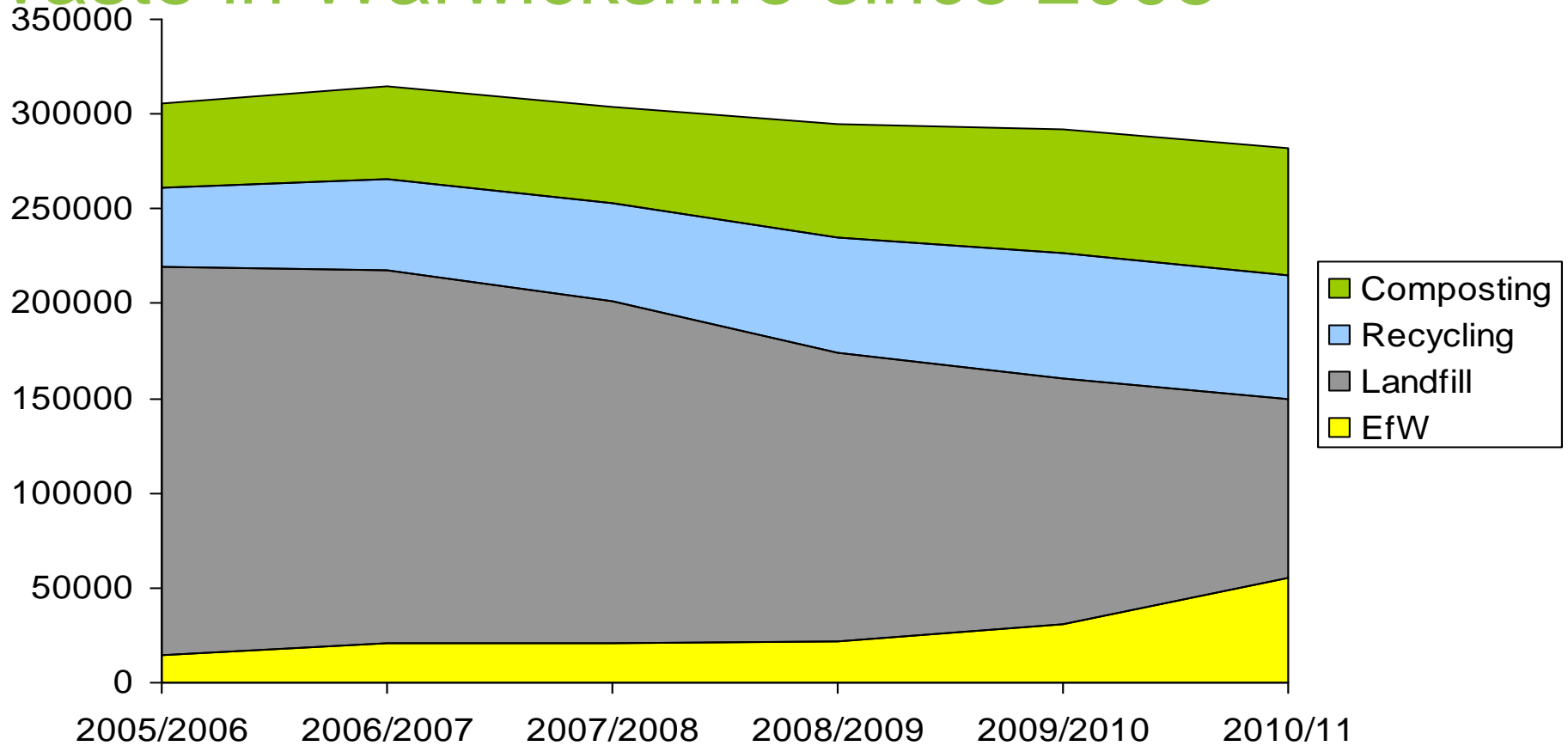
- Total Municipal Waste 282,794 tonnes
- Waste reduction 9,268 tonnes
- Recycling and composting = 49.1%
- Total recycling, composting and reuse increased to 129,603 tonnes
- Waste reduction in 2010/11 by 3.27%
- 90,110 tonnes of waste sent to Landfill
- 49,350 tonnes of waste goes to Cov & Solihull EFW
- 5,000 tonnes used for Refuse Derived Fuel

Past

Present

Future

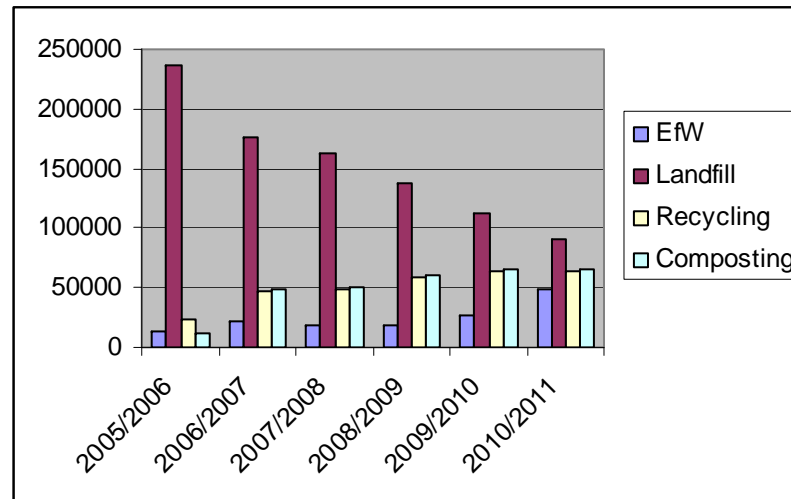
# Waste in Warwickshire since 2005



 recycle for Warwickshire

# Waste in Warwickshire since 2005

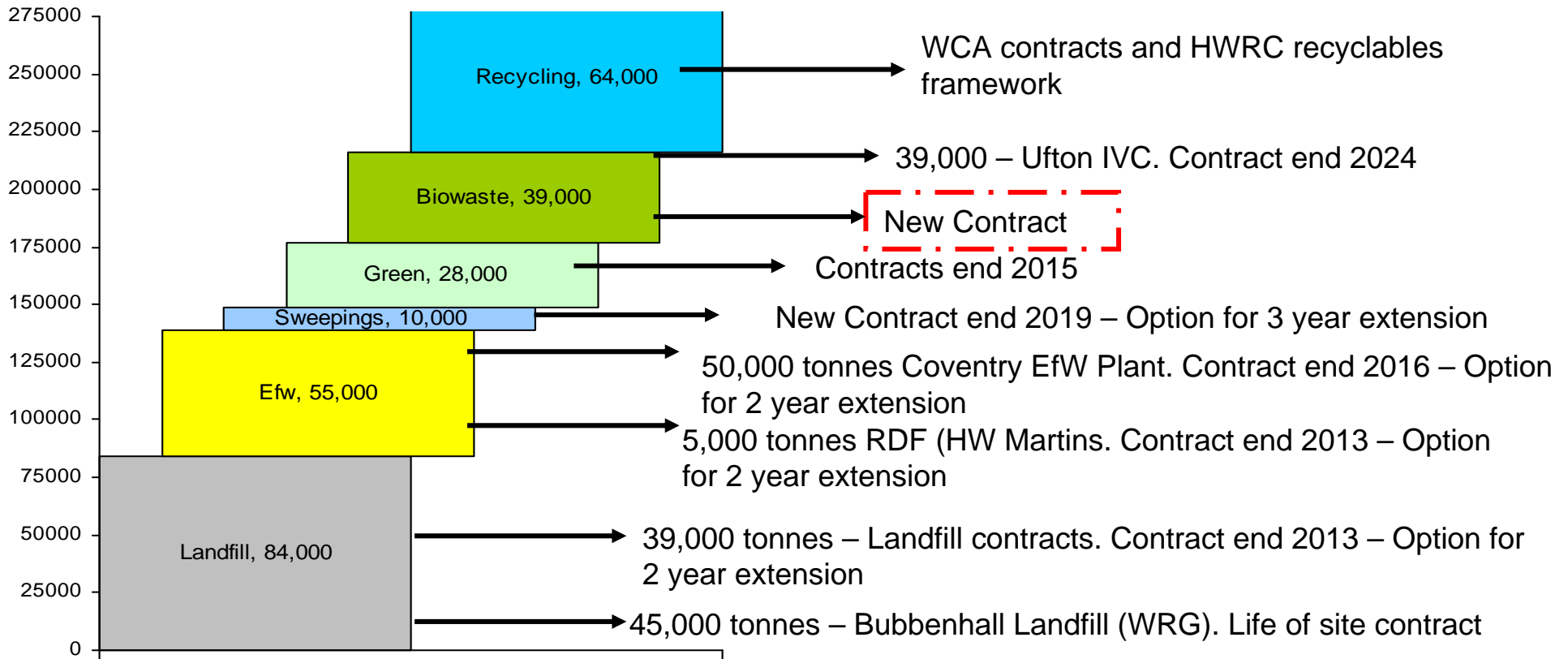
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# Past

# Present

# Future



**WCC Waste Destinations in 2012**



Past

Present

Future

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## Current contracts in place for residential waste ?

- ↻ 50,000 tonnes of residual waste sent to current EfW facility at Coventry until 2015/16, or 2017/18 including the two year extension;
- ↻ 5,000 tonnes of residual waste sent to Refuse Derived Fuel (RDF) facility until 2014/15
- ↻ 35,000 sent to W2R from 2014/5
- ↻ Capacity at Bubbenhall landfill until possibly 2025
- ↻ End of other current landfill contracts from 2012/13 (possible two year contract extension option available)

## Housing Table - changes to housing projections

'Option 1' RSS Ph 2 Review – Consultation				RSS Panel Sept 2009	Household Projections
Jan – Mar 2007					2006-based (Using House-Group Model)
Area	2001-26	Built 2001-6	Balance 2006-26	2006-26	2006-21 (+/- net.mig.) (inc. 3% vacancies)
Coventry	19,000	2,289	16,711	33,500	25,235 (-16,560)
Solihull	11,000	2,861	8,139	10,500	16150 (+1680)
NWBC	3,100	601	2,499	3,000	5097 (+1,962)
NBBC	10,000	2,886	7,114	11,000	10,194 (+2,110)
RBC	7,100	2,013	5,087	11,000	9,137 (+4,623)
SDC	7,200	2,963	4,237	7,500 (06-21)	14,278 (+11,393)
WDC	11,600	3,934	7,666	11,000	20,397 (+14,604)
Warwickshire	39,000	12,397	26,603	43,500	59,665 (+34,692)
CSW Total	69,000	17,547	51,453	87,500	100,940 (+19,812)

# Waste Projections

Year	Housing Figures*	Recycling Rate for Municipal Waste (%)	Contractual Disposal					Remaining Residual			
			Inerts Landfilled (tonnes)	Total Waste sent to W2R (tonnes)	Waste sent to (old) Coventry EfW (Tonnes) under 2010 -16 contract	Total Waste sent Refuse Derived Fuel Plant (Tonnes)	Contract to Bubbenhall (contracted tonnage)	Other Contracted Landfill (tonnage)	0.5% growth in municipal	0.92% growth in municipal in line with ONS housing growth	Project transform predicted growth
2011/12	268,383	49	7,651		50,000	5,000	50,000	30,000	504	504	21,188
2015/16	249,423	56	7,805	35,000			32,805		49,260	50,734	70,158
2020/1	261,110	60	8,002	35,000			19,371		54,054	57,732	74,943
2025/6	273,344	60	8,205	35,000			11,438		64,724	70,917	88,130
2030/1	286,151	67	0	35,000			6,754		50,884	58,106	72,203
2035/6	299,434	67	0	35,000			3,988		55,989	65,551	79,795
2039/40	310,607	67	0	35,000			2,617		59,275	70,823	85,218

# Past

# Present

# Future

All waste estimated on 0.5% growth per year	2012/13	2015/16	2019/20	2027/8
Total Municipal Waste	278,566	282,766	288,464	300,206
Recycling, Composting and Reuse	139,283	158,349	173,078	201,138
Inerts Recycled and Reused	8,678	8,789	8,940	9,250
Recycling rate	50%	56%	60%	67%
Remaining Municipal Waste for disposal	<b>130,605</b>	<b>115,628</b>	<b>106,446</b>	<b>89,818</b>
Coventry EfW	50,000	49,823	0	0
W2R	0	35,000	35,000	35,000
Other market technology	5,000	0	49,923	44,553
Bubbenhall Landfill	45,000	30,805	21,523	9,265
Other Landfill	30,605	0	0	0



# Past

# Present

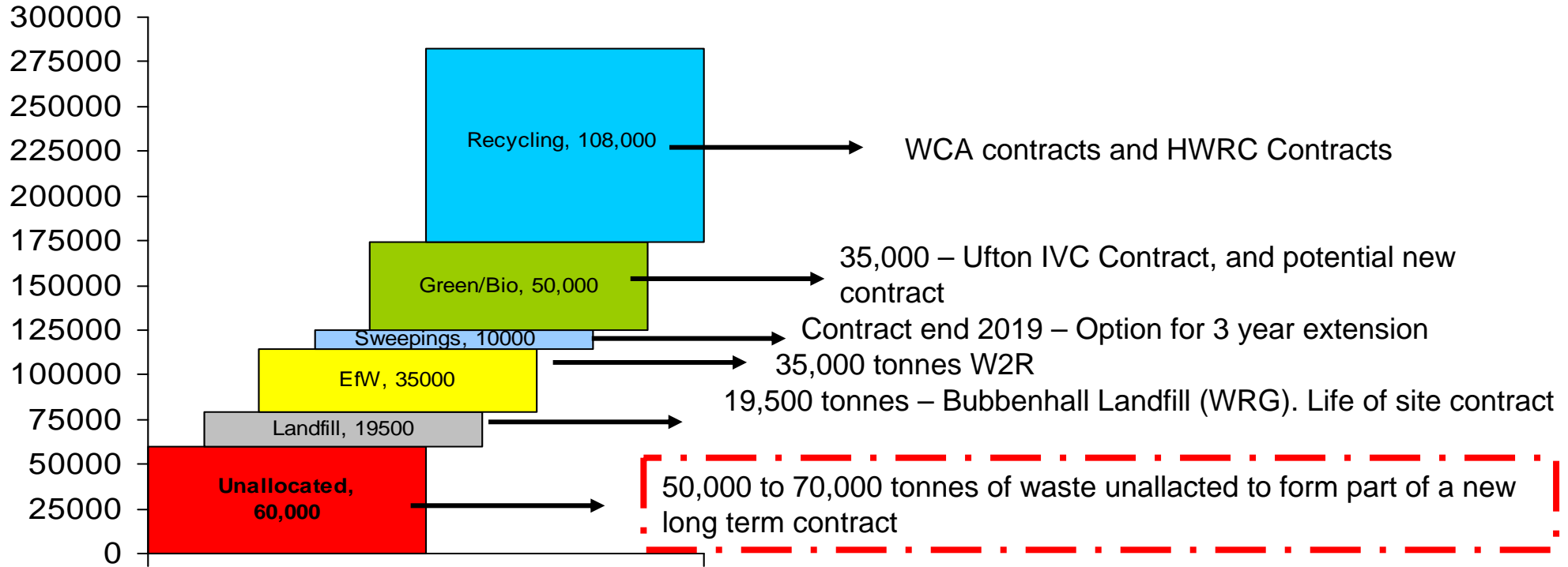
# Future

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What do we know already?

- ↻ Recycling rate of 60% by 2015/16
- ↻ Recycling rate of 67% by 2027/8
- ↻ Street sweeping recycling 10,000 tonnes from 2012
- ↻ 35,000 tonnes sent to W2R from 2014/5
- ↻ 30,805 tonnes into Bubbenhall landfill 2015/6
- ↻ 47,442 tonnes remaining to treat by other means other than landfill by 2016/17

# Past Present Future



WCC Waste Destinations in 2020

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Any Questions  
Thanks

# WARWICKSHIRE WASTE CORE STRATEGY

## PREFERRED OPTIONS AND POLICIES

Tony Lyons  
Principal Planning Officer  
Planning and Development Group

# BACKGROUND

- Previous Consultations in 2006 and 2007
- Comments considered and guided the development of the 2008 Document
- 2008 document delayed due to spatial implications of Project Transform
- Taken the 2008 Document and refined and re-assessed options
- Regional Spatial Strategy – provides the most up to date evidence base
- EU Waste Framework Directive

# Core Strategy Timetable

- **Emerging Spatial Options: March – May 2011**
- **Preferred Option and Policies: Sept – Oct 2011**
- **Publication: January 2012**
- **Submission: Summer 2012**

# Waste Management Principles

- Waste Hierarchy
- Principle of Proximity
- Self Sufficiency
- Treat waste as a resource
  
- Waste should be treated as close as possible to where it is produced.
- Most waste is produced in urban areas.
- Reduce waste to landfill
- Encourage Reduction, Re-use and Recycling

# Key Issues → Policy Principles

- Principles of waste management
- Locational Strategy
- Strategic sites
- Treatment Gap
- Municipal Waste
- Commercial and Industrial Waste
- Construction and Demolition Waste
- Hazardous Waste
- Other Wastes
- Safeguarding
- Landfilling
- Impact on the Environment
- Implementation and Monitoring



# Environmental Impacts

## Policy DM1 - protection of the natural and built environment

New waste development must protect ,and where possible enhance, the natural and built environment by ensuring that there are no unacceptable adverse impacts upon:

- **natural resources (including water, air and soil);**
- **biodiversity;**
- **geodiversity;**
- **archaeology;**
- **the quality and character of the landscape;**
- **residential amenity; and**
- **the distinctive character and setting of the County's settlements.**

Waste management proposals must demonstrate through an objective assessment that features, species and sites (and their settings) of international and national importance will be preserved or protected, and where possible, enhanced. Such sites will include (but may not be exclusively):

- **European designated sites that form part of the Natura 2000 network (e.g. Ensor's Pool Special Area of Conservation)**
- **Areas of Outstanding Natural Beauty (e.g. the Cotswolds AONB)**
- **Sites of Special Scientific Interest (SSSI)**
- **Scheduled Ancient Monuments**
- **Registered Battlefields**
- **Conservation Areas**
- **Registered Parks and Gardens**
- **Listed buildings**

# Environmental Impacts

Proposals must also seek to maintain and/or enhance recognised sites, features species and habitats of sub-regional or local importance. Such sites will include (but may not be exclusively)

- **Local Geological Sites (LGSs) /potential Local Geological Sites (pLGSs)**
- **Local Wildlife Sites (LWSs) / potential Local Wildlife Sites (pLWSs)**
- **Local Nature Reserves**
- **Species and habitats identified in the Warwickshire, Coventry and Solihull Local Biodiversity Action Plan**
- **Features of local archaeological importance**
- **Open space, sports and recreational facilities/land (particularly those identified in District Local Plans/Development Frameworks as of local importance)**
- **The County's Footpath network**

Proposals will only be permitted where adverse impacts will be

- i) avoided; or
- ii) satisfactorily mitigated where an adverse impact cannot be avoided; or
- iii) (as a last resort) adequately compensated to bring wider social, economic or environmental benefits where the adverse impacts of the development cannot be avoided or satisfactorily mitigated.

# Health and Amenity Impacts

## **Policy DM2 - Managing health and amenity impacts of waste development**

Waste management proposals will be permitted where it can be demonstrated that the development will have no significant adverse impacts on the local environment or communities through any of the following:

- Human Health
- Noise
- Lighting/illumination
- Visual intrusion
- Vibration
- Odour
- Dust
- Emissions
- Contamination
- Water quality impacts
- Transport impacts

# Sustainability Appraisal

No.	Warwickshire SA Objective	Spatial Option 1	Spatial Option 2	Spatial Option 3	Spatial Option 4	Spatial Option 5										
		Develop new facilities County wide on industrial estates, brownfield industrial land and existing waste management facilities.	Develop new facilities County wide on existing waste management facilities.	Develop new facilities on industrial estates, brownfield industrial land and existing the main settlements of over 6,000 population within Warwickshire: Alcester, Atherstone, Bedworth, Bulkington, Coleshill, Kenilworth, Leamington Spa, Nuneaton, Polesworth and Dordon, Rugby, Southam, Stratford, Warwick and Willesbourne.	Develop new facilities on industrial estates, brownfield industrial land and existing waste management facilities within, or in close proximity (i.e. approx. 5km) to the main settlements of over 6,000 population i.e. Alcester, Atherstone, Bedworth, Bulkington, Coleshill, Kenilworth, Leamington Spa, Nuneaton, Polesworth and Dordon, Rugby, Southam, Stratford upon Avon, Warwick and Willesbourne.	A settlement hierarchy option based on areas of higher population and/or existing waste management capacity										
		Effect(+#, +, 0, -, -/+, ?)			Effect(+#, +, 0, -, -/+, ?)			Effect(+#, +, 0, -, -/+, ?)			Effect(+#, +, 0, -, -/+, ?)					
		ST	MT	LT	ST	MT	LT	ST	MT	LT	ST	MT	LT	ST	MT	LT
1	Conserve and enhance biodiversity	-	0	+	-	+	++	-	+	++	-	+	+	-	+	++
2	Protect and improve water resources	0	+	++	0	+	++	0	0	+	0	0	+	0	+	++
3	Avoid, reduce and manage flood risk	+	++	++	+	+	+	0	0	0	0	+	+	0	+	+
4	Safeguard environmental quality.	-	-	-	0	+	+	-	0	+	-	+	+	-	+	++
5	To minimise potential impacts on community health	0	0	0	+	+	+	-	-	-	0	0	-	-	-	-
6	To conserve and enhance the character and quality of the County's landscape and townscape	-	-	0	+	++	++	-	0	+	-	0	+	0	0	+
7	Preserve and enhance sites, features and areas of historic, archaeological or architectural importance, and their settings	0	0	0	+	+	+	-	0	+	-	0	+	0	0	+

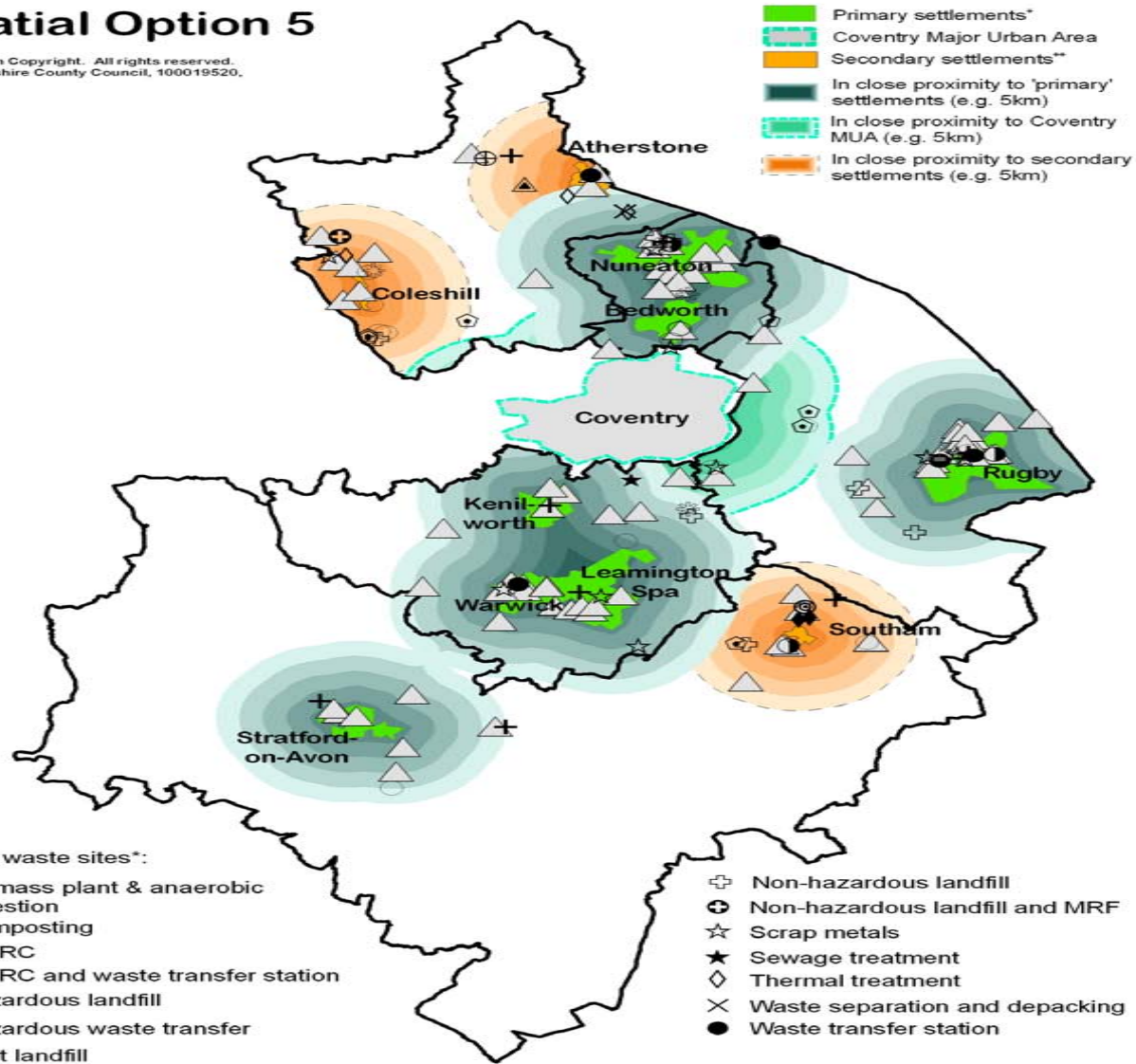
# Sustainability Appraisal

## Spatial Option 5 - A 'settlement hierarchy' option based on areas of higher population and/or existing waste management capacity

SA Objective	Predicted Nature of Effect  Positive	Predicted Nature of Effect  Negative	Spatial Option			Commentary/ Explanation <i>Note predicted nature of effect, how, who and where it will impact and enhancement opportunities</i>	Enhancement and mitigation
			Net Effect (+/-, +, 0, -/-)				
			ST	MT	LT		
1	Option helps to conserve the wildlife populations and habitats in remote rural areas. Relatively large choice of sites will enable greater scope for conservation of important ecological sites and/or the enhancement of <u>less biodiverse</u> sites.	Likely to be negative impacts on wildlife populations and habitats in the short term such as through noise, vibration, pollution etc. during the initial construction phase. Potentially a limited opportunity for significantly enhancing wildlife populations and habitats through waste development.	-	+	++	The benefits of the option over the long term are likely to outweigh the short term negative effects from new development (noise, vibration, pollution etc.)	Options provides a wider choice of sites for consideration. Care should be taken to preserve the areas of local/regional/national/European ecological importance. Local, short term negative impacts could be minimised/eliminated through appropriate design and site management. Furthermore, there is potential for effective design to help enhance biodiversity for certain sites.
2	Scope of the option allows potentially more locations to be considered, enabling the protection (and potential improvement) of certain water resources.		0	+	++	Generally cleaner technologies should be adopted in new waste management facilities and should protect and improve local water resources in the long term.	Diligent site selection will be required to protect water resources. Less reliance on landfill over the plan period should prevent any additional impacts. Continued monitoring will be required to ensure water resources are not compromised, in particular the Avon and Tame catchments. Scope to minimise any negative impact on water resources (and potentially provide enhancement) through appropriate site design.
3	The Strategic Flood Risk Assessment will help in reducing flood risk as far as possible. New development would have to comply with building control requirements (SUDs, recycling rainwater etc.) Scope of option means that there are more sites available for consideration.	Existing waste sites may be located in flood risk zones.	0	+	+	The SFRAs Sequential Test will site development in low flood risk areas to mitigate against the negative effects of flooding.	Sites would be diligently chosen with respect to their potential impacts on the environment including flood risk, population and economy. The region is particularly prone to flooding, so diligent site selection is key to minimising the risk.

# Spatial Option 5

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Warwickshire County Council, 100019520,  
2010.



**Key**

Existing waste sites\*:

- ▲ Biomass plant & anaerobic digestion
- ⊙ Composting
- + HWRC
- ⊕ HWRC and waste transfer station
- ◆ Hazardous landfill
- ⊗ Hazardous waste transfer
- ⊛ Inert landfill
- ⌚ Mechanical Biological Treatment (MBT) plant
- Materials Recovery Facility (MRF)
- MRF and waste transfer station

- ⊕ Non-hazardous landfill
- ⊕● Non-hazardous landfill and MRF
- ☆ Scrap metals
- ★ Sewage treatment
- ◇ Thermal treatment
- × Waste separation and depacking
- Waste transfer station

- ▲ Industrial areas (predominantly B1/B2/B8 uses)\*
- ▭ Warwickshire district boundaries

# Consultation

- 6 Week timescale – Avoiding holidays /elections
- Districts / Boroughs / Parishes Statutory Consultees / Other adjoining Authorities/ Local Groups/ Previous Consultees/ Industry/ Quangos
- Waste Forum with industry / Library Drop-Ins / Locality and Area Forums when requested where resources available.
- Different formats: Hard copies / CD's / Online
- Respond through the Consultation Database on web site, email, letter, questionnaire.

# Overview of Treatment Processes

22<sup>nd</sup> July 2011

Ali Haycox



- Drivers for change
- Core objectives for Warwickshire
- Waste treatment technologies
  - Mechanical Biological Treatment (MBT)
  - Mechanical Heat Treatment (MHT)
  - Advanced Thermal Treatment (ATT)
  - Incineration
- Summary

# Drivers for change

- Legislation, policy & targets
  - Landfill Directive
  - Waste Strategy 2007
  
- Fiscal
  - Landfill Tax
  - LATS fines
  
- Waste Hierarchy
- Sustainable Waste Management Agenda
- Climate Change
- Social acceptability & local opposition
- Limited suitable void space



# Core objectives for Warwickshire

- Achieve local & national aims
- Meet the targets set
- Reliable
- Proven
- Offer value for money
- Flexible
- Promote sustainability
- Deliverable in planning arena
- Deliverable against the timescales
- Secure markets for outputs
- Able to secure funding

# Role of New Technologies



5

**Mixed**  
(Municipal Solid Waste)

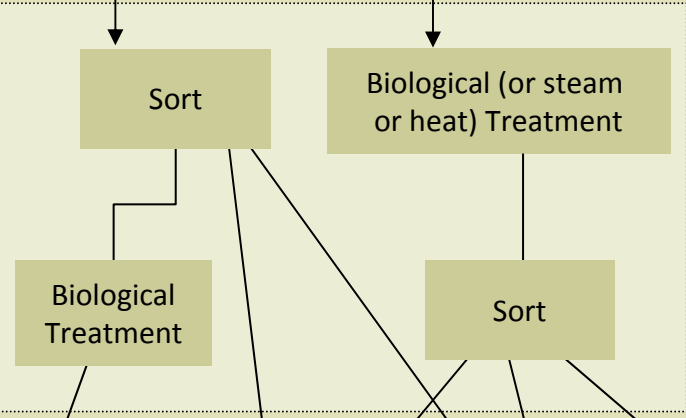
**Segregated**

**Organic**  
(e.g. garden/kitchen)

**Dry**  
(recyclables)

Landfill

Sort



Biological (or steam or heat) Treatment

Biological Treatment

Sort/bulk

Energy from Waste / ATT

Advanced Thermal Treatment / EfW

Biological Treatment

Sort

[Market Failure]

Recyclables

Soil Conditioners

Recyclables

Refuse Derived Fuel

Compost/Soil Conditioners

Recyclables

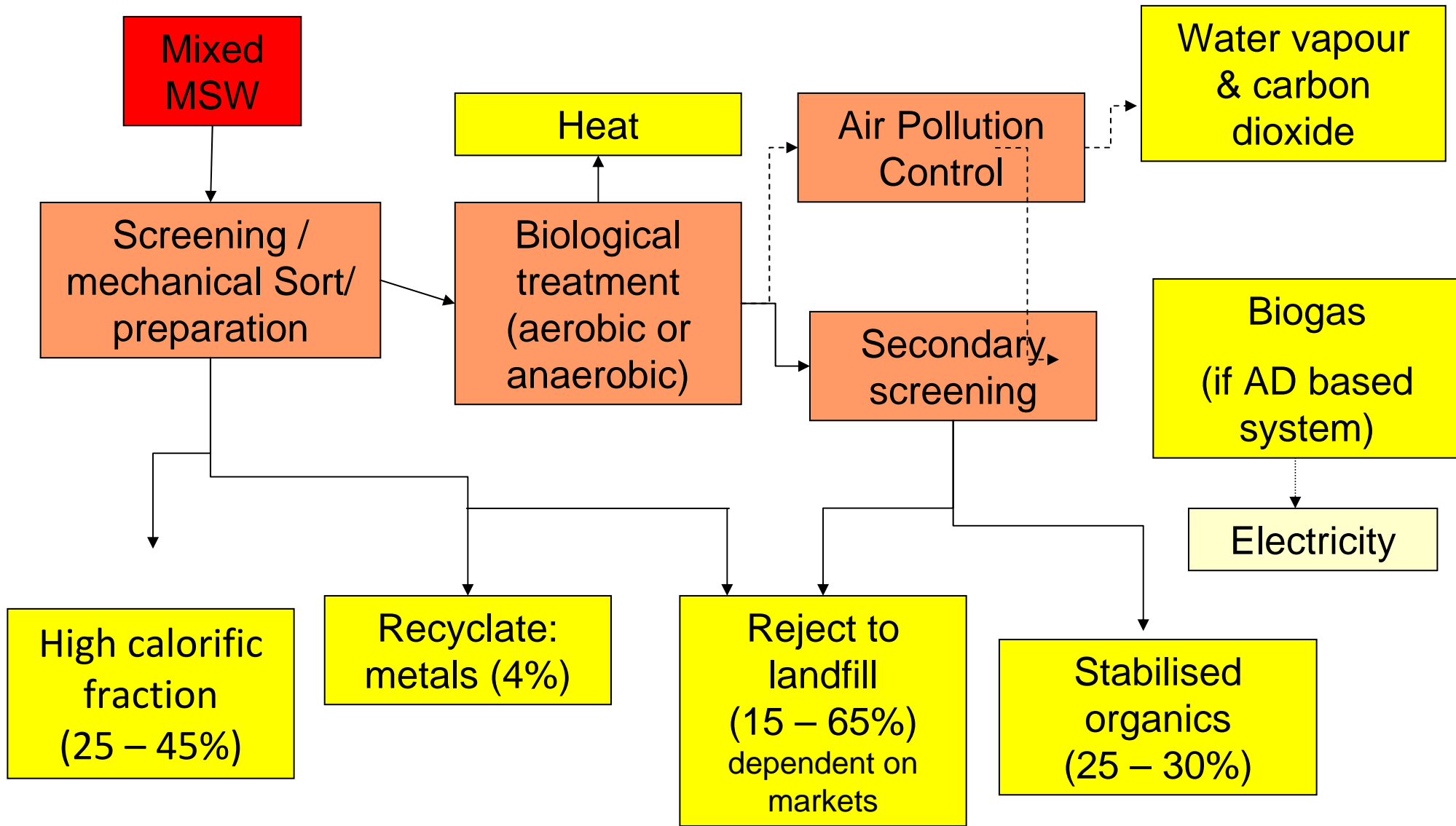
SUBJECT TO MARKET CONDITIONS

Appendix E

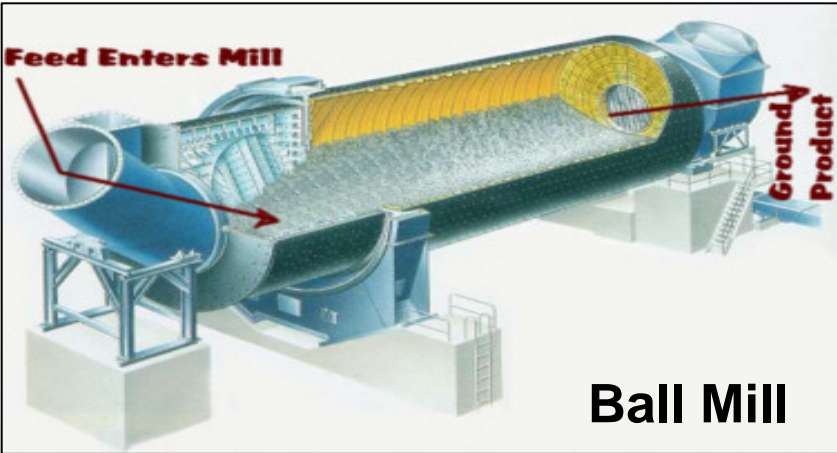
5

# Mechanical Biological Treatment (MBT)

- Process
  - mechanical preparation and separation
  - biological treatment
  - mixed waste in to usable fractions & / or render it more “stable” for deposit into landfill.
- Only a “pre-treatment” option
- Requires markets for outputs
- Range of capacities 50 – 300ktpa
- Energy demand unless including AD
- Relatively good track record
- Flexible
- Cost effective, depending on value of outputs



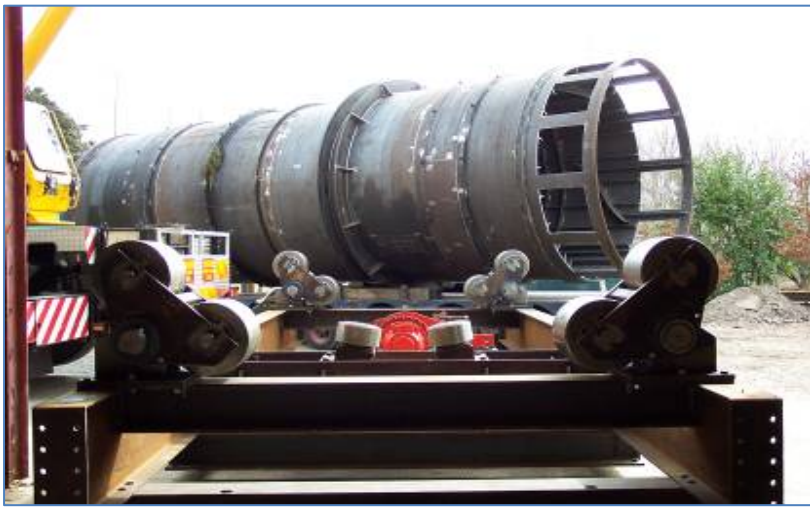
# Mechanical Treatment



# Aerobic Digestion – In-vessel Composting

- Long term composting operation
- Inputs
  - source segregated organics
  - separated organic rich fraction of mixed waste
- Outputs
  - compost-like output (CLO)
- Dependent on quality & characteristics of outputs, regulations & markets
- Windrow is not applicable to MBT due to ABPR





→ Bioganix,  
Herefordshire



→ Envar, Cambridgeshire

→ Premier Waste,  
County Durham



# Anaerobic Digestion

- Degradation in the absence of oxygen by bacteria
- Needs water, heat, carbon & nitrogen
- Enclosed system
- Commonly used for sewage sludge & farm slurries
- Inputs
  - source segregated organics
  - separated organic rich fraction of mixed waste
- Outputs
  - biogas – electricity – CHP
  - digestate (solid & liquor)
  - some rejects to landfill

→ Biocycle AD,  
Shropshire



→ Lubeck MBT AD,  
Germany



→ Munster MBT AD,  
Germany

# Bio-Drying

- Can use short term forced aeration at front end
- Initial rapid composting provides the heat needed to bio-dry the remaining solids
- In enclosed building with odour control system
- Inputs
  - mixed MSW
- Outputs
  - recyclables
  - partially stabilised material
- In order for it to be 'bio-stable' it would need longer residence times through full composting



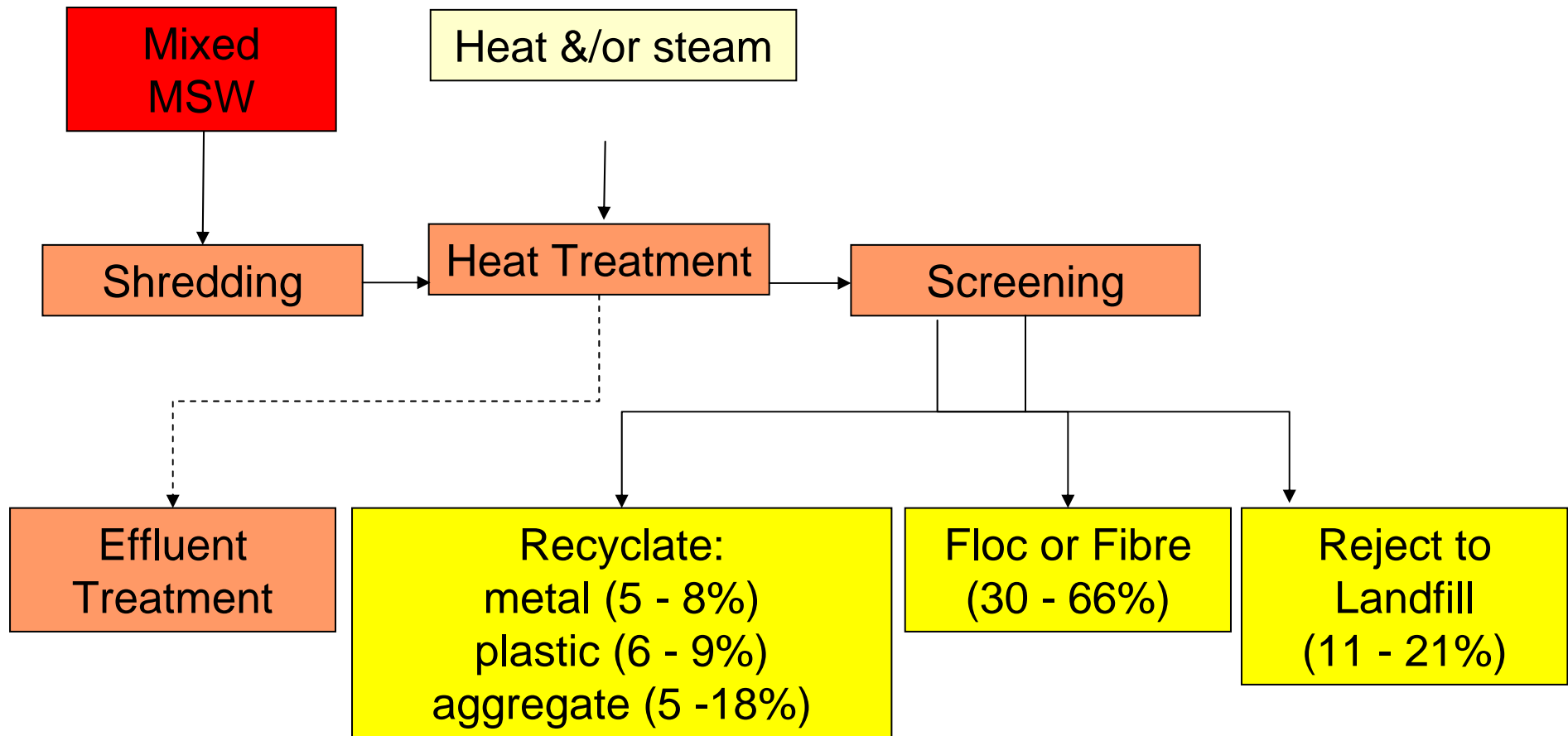
# MBT Outputs

- Recyclables
  - metals
  - stones & glass
  - plastics
  - textiles
- Compost
- Compost Like Output (CLO)
  - brownfield site remediation
  - unsuitable for agricultural or grazing land
  - demonstrate not harmful to human health or environment
  - requires exemption to avoid counting as landfilled
- Renewable energy
  - biogas from AD
  - RDF



# Mechanical Heat Treatment (MHT)

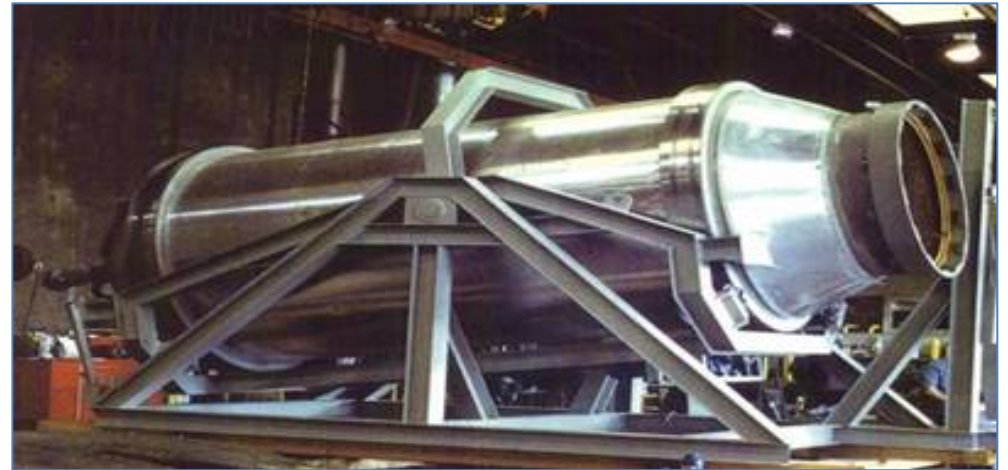
- Process
  - mechanical & thermal processes to separate or prepare mixed waste into usable fractions
  - waste heated, possibly under pressure, typically 130 - 180°C
  - batch or continuous process
  - sanitises the waste
- Easier to handle & sort waste following MHT
- Limited commercial track record in UK on MSW
- Requires some energy input
- Relatively low capital cost
- Often modular – 100 – 150 ktpa



# MHT Outputs

## → Recyclables

- metals
- plastics
- glass



## → Fibre

- organics, paper, fines, grits
- used as a raw material, RDF or biologically processed to CLO



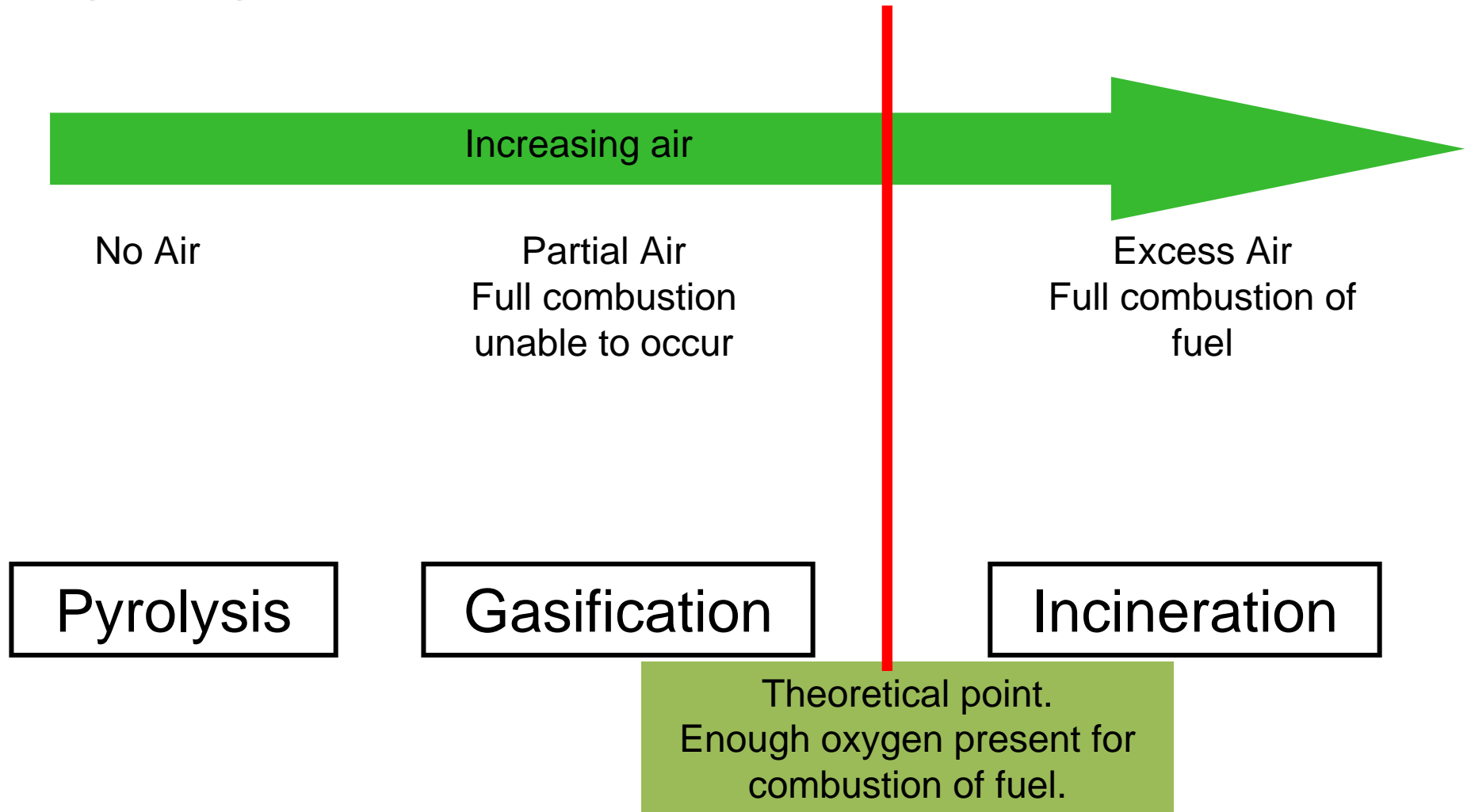


# Advanced Thermal Treatment (ATT)

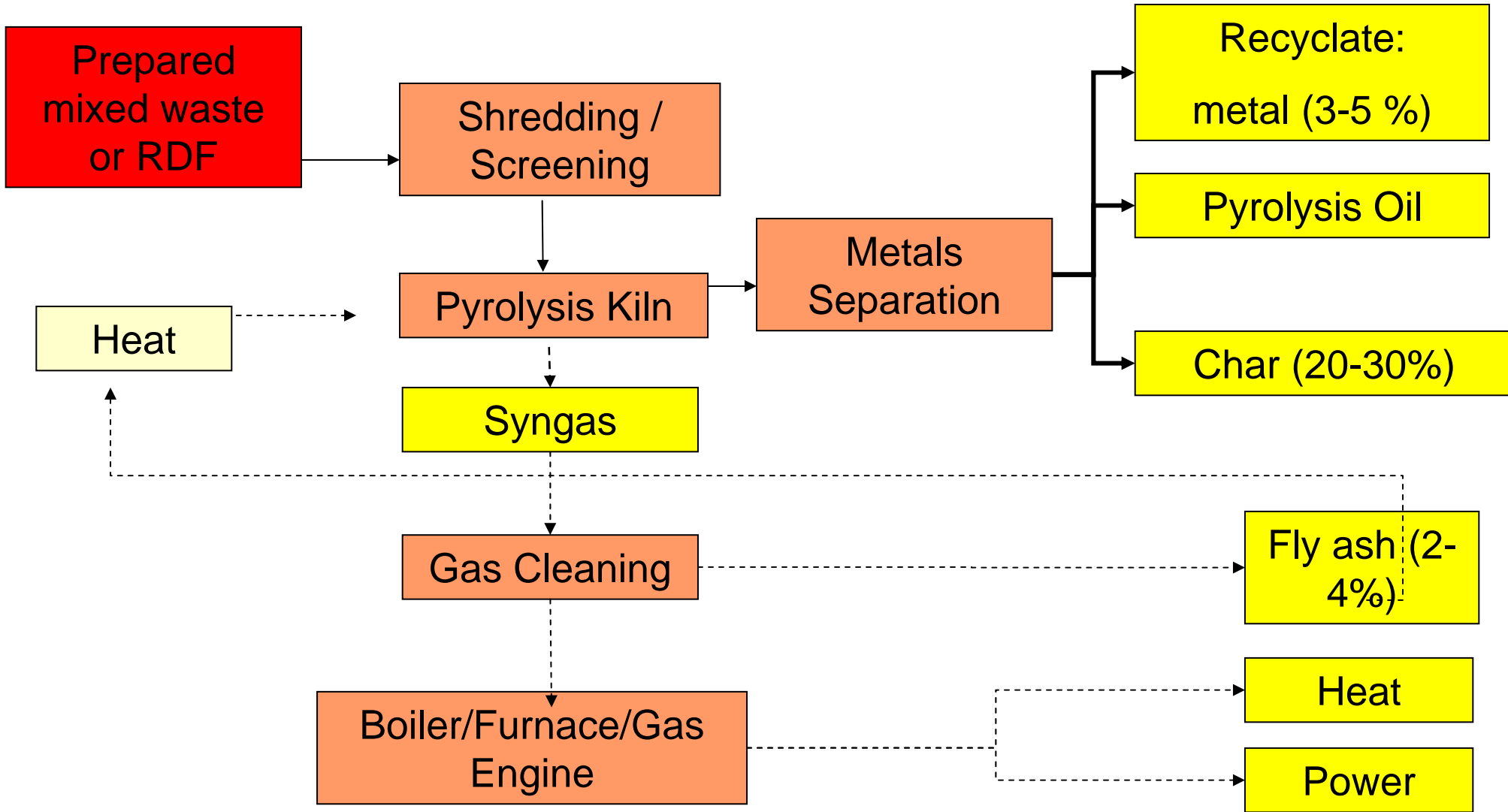
- Wide range of ATT technologies
  - pyrolysis
  - gasification
  - plasma arc/vitrification
- High capital costs
- Often modular – 15 – 100 ktpa
- Breaks down all organic based material
- Potential renewable energy production
- Limited commercial track record in UK



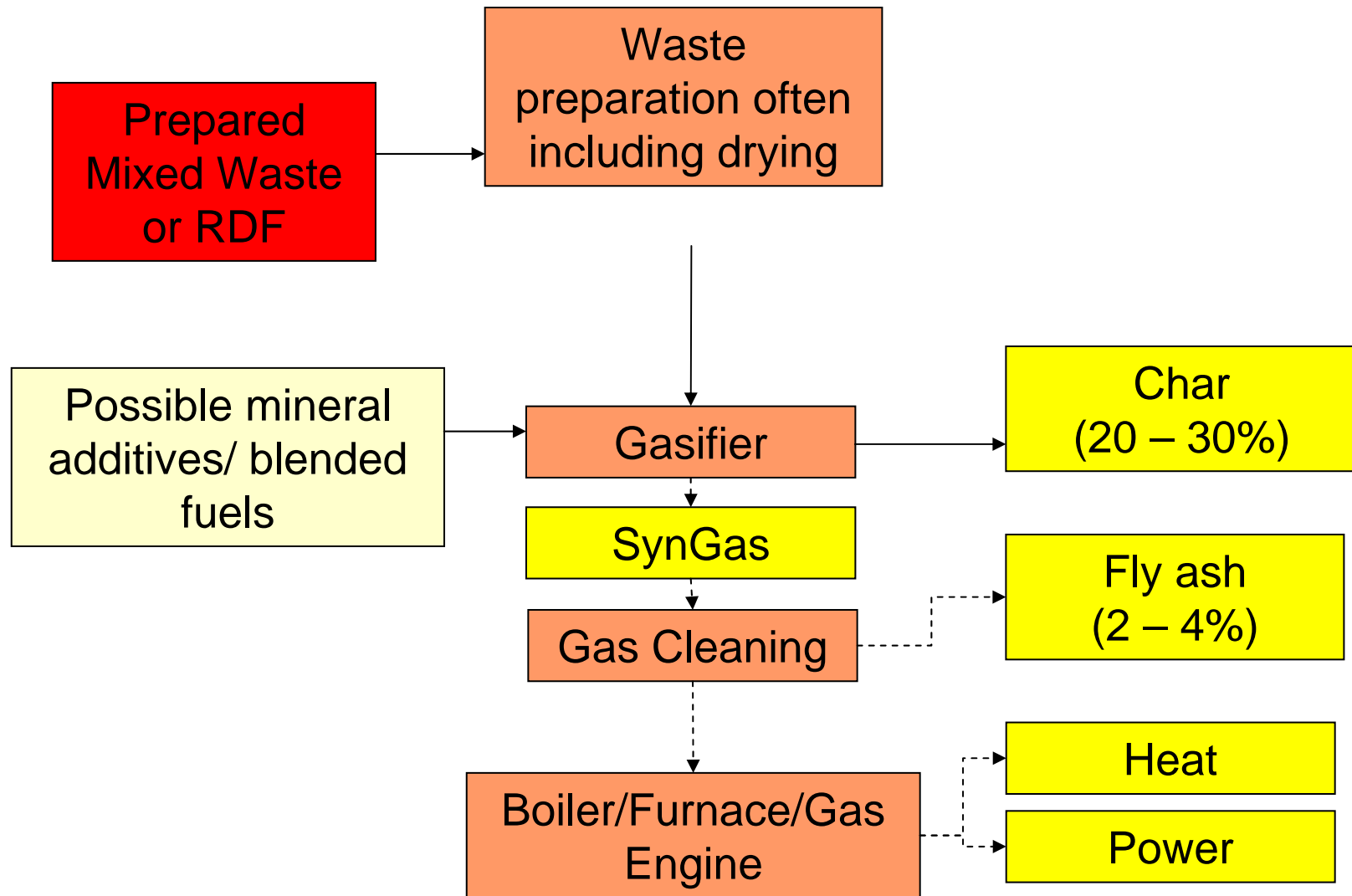
# Pyrolysis to Incineration Continuum



# Pyrolysis



# Gasification



# Pyrolysis & Gasification Outputs

- Syngas / pyrolysis oil used as fuel for electricity / heat generation
- Char which may be recycled or landfilled
- Fly ash / APC residues to landfill
- Metals for recycling



→ Tech Trade,  
Germany



→ Scarborough Power, N  
Yorkshire

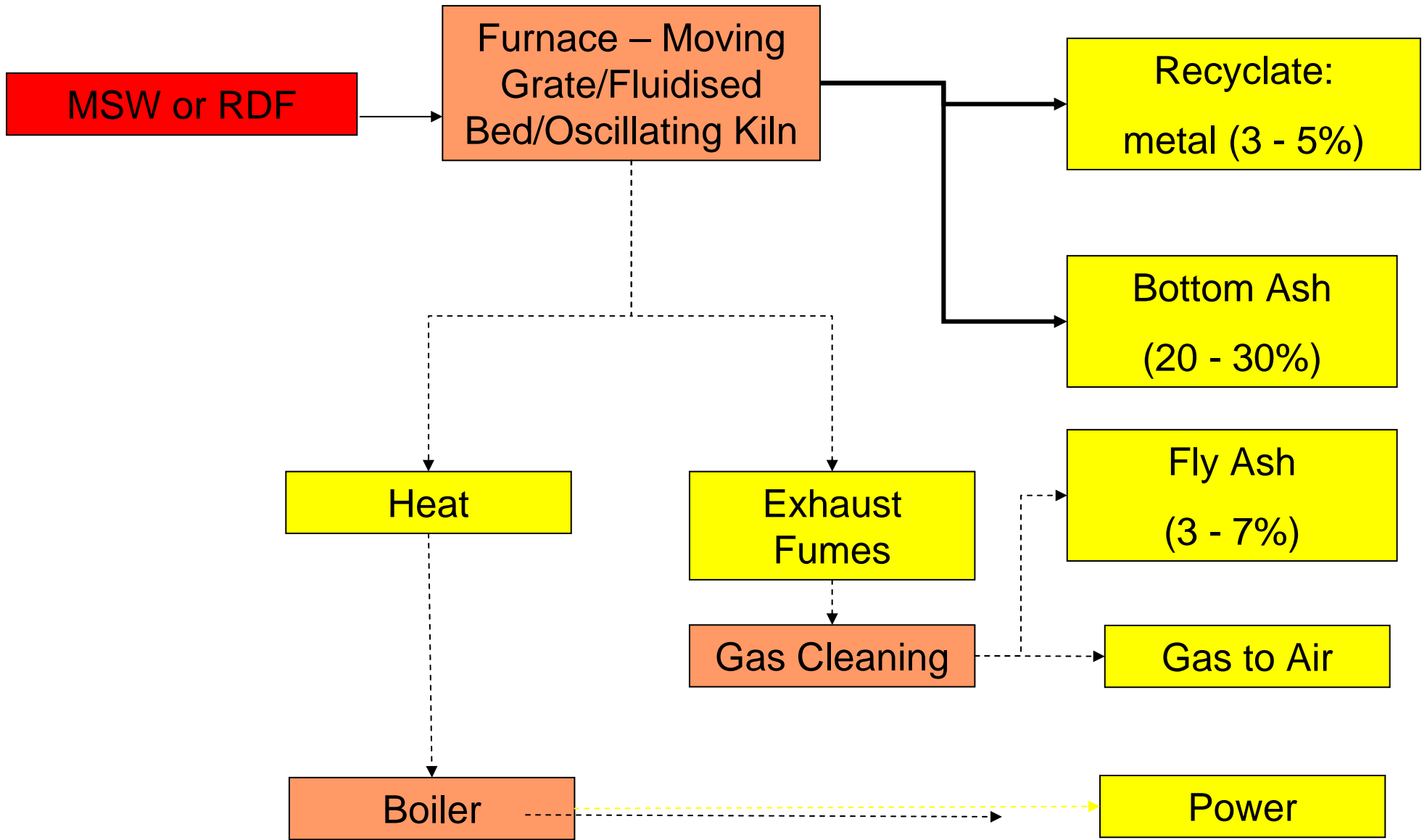


→ Waste Gas Technology, IoW

# Incineration

- Process
  - combusts waste under controlled conditions
  - waste through furnace on moving grate or fluidised bed of sand
  - >850°C
  
- Renewable energy generation
- Significant measures to control emissions
- Capacity 90 – 500+ tpa
- Cost effective at larger scales 100ktpa+
- Capital intensive
- Proven on MSW







# Incineration Outputs

- Energy
  - steam used to generate electricity
  - waste heat can be used by local heat user – CHP
  
- APC residues
  - hazardous waste treatment
  - hazardous landfill
  
- Bottom ash can be recycled
- Metals extracted for recycling





→ Isle of Man

→ Vienna, Austria



→ Marchwood,  
Hampshire

	<b>MBT</b>	<b>MHT</b>	<b>ATT</b>	<b>Incineration</b>
<b>Capacity (ktpa)</b>	50 - 300	100-150	15-100	90 – 500+
<b>Proven on MSW in UK (max ✓✓✓)</b>	✓✓	✓✓	✓	✓✓✓
<b>Inputs</b>	Mixed waste	Mixed waste	Prepared mixed waste RDF	Mixed waste RDF
<b>Outputs</b>	Energy Recyclables CLO RDF	Recyclables Fibre	Energy Recyclables Pyrolysis oil/syngas Char Fly ash	Energy Bottom ash Metals Fly ash
<b>Environmental Performance</b>	Increased recycling Potential for energy generation Need markets for outputs	Increased recycling Energy demand Need market for outputs	Prefers pre-treated input Energy production potential Hazardous output Increase BMW diversion	Flexible to input Energy production Increase BMW diversion Some recycling potential
<b>Diversion Performance (max ✓✓✓)</b>	✓✓	✓✓	✓✓✓	✓✓✓



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# **Residual Waste Task & Finish Group**

## **Views on Treatment Options**

**Keith Kondakor**

West Midlands Friends of the Earth



**Friends of  
the Earth**

# Overview

- Drivers for change
- Key aims for waste treatment
- Problems
- Warwickshire's waste
- Conclusion



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the Earth**

# The landfill problem

- Methane
- Landfill availability
- Wasted resources
- CO<sub>2</sub> emissions
- Cost ~ £100/tonne



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# The incinerator problem

- Wasted resources
- CO2 emissions
- Cost ~ £100/tonne
- Totally Inflexible
- Planning (1 in 7 success rate)
- Taxation overdue
- Liability



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# The Zero waste solution

- Eliminate most residual waste
- Don't waste resources
- Recycle the carbon
- Plan for shrinking waste disposal
- One planet living





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the Earth**

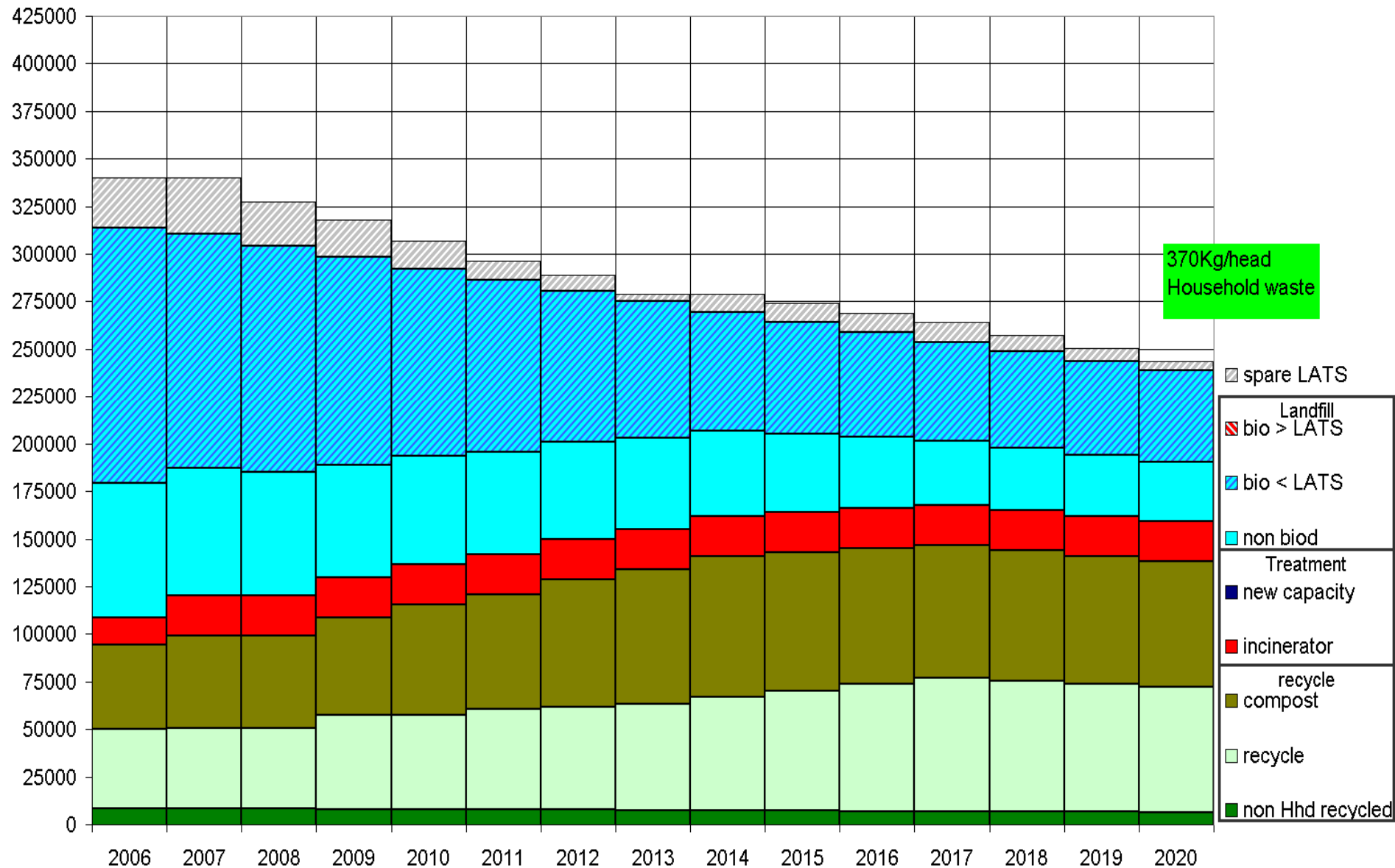
# Key Aims for treatment

- Allow us to go for zero waste
  - Flexible tonnage
  - Short contracts 5-10 years
- Maximise value of Recycling
  - Kerbside 1<sup>st</sup>
  - Front end 2<sup>nd</sup>
  - Don't count dross

## 2% reduction each year + 60% recycling



Friend the Earth





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# 2010-11

	North Warwickshire		Nuneaton and Bedworth		Rugby		Stratford		Warwick		Warwickshire (HWRC etc)	
	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11
Number of households	26,741	26,860	53,822	54,140	42,751	43,020	53,899	54,090	59,884	60,160	237,097	238,260
Recycling Rate	2,994 tonnes 10%	3,325 tonnes 12%	8,924 tonnes 17%	8,598 tonnes 16.6%	10,575 tonnes 27%	10,621 tonnes 26%	14,272 tonnes 27%	14,686 tonnes 27%	10,963 tonnes 22%	10,946 tonnes 22%	16,143 tonnes 35.5%	13,672 tonnes 33.6%
Composting Rate	5,116 tonnes 17%	5,131 tonnes 19%	8,738 tonnes 17%	8,330 tonnes 16%	9,711 tonnes 24%	9,973 tonnes 25%	16,487 tonnes 31%	17,380 tonnes 32%	13,432 tonnes 27%	13,613 tonnes 27%	11,632 tonnes 25.6%	13,408 tonnes 33%
Recycling, Composting and Reuse Rate	8,110 tonnes 27%	8,456 tonnes 31%	17,663 tonnes 34%	16,927 tonnes 32.7%	20,319 tonnes 51%	20,598 tonnes 51%	30,758 tonnes 59%	32,076 tonnes 59%	24,400 tonnes 49%	24,559 tonnes 49%	28,086 tonnes 61.8%	27,115 tonnes 66.6%
Residual	21,945 tonnes	18,556 tonnes	33,896 tonnes	34,868 tonnes	19,529 tonnes	19,743 tonnes	21,711 tonnes	22,005 tonnes	25,092 tonnes	25,486 tonnes	17,393 tonnes	13,573 tonnes
	821kg/hh	691kg/hh	630kg/hh	644kg/hh	457kg/hh	459kg/hh	403kg/hh	407kg/hh	419kg/hh	424kg/hh		
Total	30,056 tonnes	27,012 tonnes	51,558 tonnes	51,795 tonnes	39,814 tonnes	40,336 tonnes	52,468 tonnes	54,081 tonnes	49,492 tonnes	50,046 tonnes	45,479 tonnes	40,688 tonnes
	1,124kg/hh	1,006kg/hh	958kg/hh	957kg/hh	931kg/hh	938kg/hh	973kg/hh	1,000kg/hh	826kg/hh	832kg/hh		



# 2010 & 2011x@60%

**Friends of the Earth**

## 4. Comparison of 2009-10 and 2010-11 Performance

	2009/2010 Household	2010/2011 Household
Recycling Rate	63,871 tonnes 23.8%	61,848 tonnes 23.4%
Composting Rate	65,116 tonnes 24.3%	67,835 tonnes 25.7%
Recycling, Composting and Reuse Rate	129,336 tonnes 48.1%	129,731 tonnes 49.1%
Landfill Rate	112,174 tonnes 41.8%	85,631 tonnes 32.5%
Energy from Waste and RDF	27,247 tonnes 10.2%	48,447 tonnes 18.4%
<b>Total Municipal Waste*</b>	<b>292,062 tonnes</b>	<b>282,794 tonnes</b>

@60% R+C

79182 (28%)

90494 (32%)

169676 (60%)

5656 (2%)

50K + 35K

282,794

+ 22,462



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# Thirds

- 30,000-45,000 committed to Four Ashes incinerator >2040? @£95/tonne
- 50,000 to Coventry @ £60-£70/tonne? 2-6 yrs
- Remaining 1/3<sup>rd</sup> is 0 – 60,000 tonnes
  - Must be very flexible.
  - South of County
  - Look at spare capacity at edge - Cotesbach.
  - Avoid putting more eggs in thermal treatment
  - Look at 7-10 year contract.



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# Conclusion

- Small flexible and local treatment plants
- Interim use MBT with stabilized residual landfilled.
- Big plants are high risk – capital – political - technical – legal - **DO NOT DO IT.**
- Reduce waste early
- We have time to look at the best technology being tested now
- Allow for a change to Zero Waste
- Compost – recycle – educate & educate again



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# Thanks

[www.foe.co.uk/waste](http://www.foe.co.uk/waste)

Keith Kondakor

024 76344079

keith@greennuneaton.org.uk

Talking half as much rubbish



Appendix F

**Residual Waste – Task & Finish Group**  
**Briefing Note**  
**22 July 2011**

**Procurement Process**

- Disposal of Waste – is classed as a Part A Service under EU Procurement Regulations (cross boarder interest).
- Total Contract Value likely to exceed EU threshold (£156,442)

**= EU Procurement (Advert published in the EU Official Journal (OJEU))**

**Procurement Procedures**

When a contract must be advertised in the OJEU in accordance with the EU Procurement Regulations, the Council must decide which procedure it will use when carrying out the procurement process. Under the Regulations the four main options are the open, restricted, negotiated or competitive dialogue procedures.

This briefing note will discuss the two options which may be best suited for the residual waste procurement. They are the restricted procedure and the competitive dialogue procedure.

**(i) Restricted Procedure**

- This procedure is a two stage process.

**First Stage**

- The Council will publish a contract notice in the OJEU. Interested parties can submit an expression of interest in response to the OJEU Notice.
- The Council will then carry out a short-listing exercise using a pre-qualification questionnaire and only those meeting the Council's selection criteria will be invited to tender.
- EU procurement rules clearly state what criteria can be used at the pre-qualification stage of a procurement process for short-listing suppliers to be invited to tender i.e. economic and financial standing and technical and professional ability.
- Selection criteria should be used to assess whether a tenderer satisfies minimum levels of economic and financial standing, and its technical or professional ability. Selection criteria should focus on the tenderer (as an entity) and not the proposal or tender it submits.

**Second Stage**

- Following an assessment of those providers who have expressed an interest against the Council's selection criteria, the Council must draw up a shortlist of those providers. A minimum of five providers must be invited to tender (unless fewer suitable candidates have met the selection criteria and these are sufficient to ensure genuine competition).



- These short listed providers then submit a tender detailing how they meet our requirements. The Council will evaluate all tenders received against pre-set award criteria. The award criteria will typically involve quality and price; these criteria will be weighted according to their importance to the Council.

### **Key principles**

1. The chief feature associated with use of the restricted procedure is that no negotiation is allowed and therefore the Council must be able to pre-specify in detail all of its requirements before inviting tenders.
2. In practical terms, this requires that the Council has certainty as to the precise scope of the contract and it will need to prepare the detailed specification and contract in advance of inviting tenders.
3. It is possible to address some of the constraints of not being able to engage in dialogue with tenderers under the restricted procedure by requesting variant bids.
4. The restricted procedure is a quicker procedure compared to the Competitive Dialogue Procedure.

### **(ii) The Competitive Dialogue Procedure**

This procedure is designed for the award of particularly complex contracts where the Council needs to discuss all or some of the aspects of the proposed contracts with the providers.

### **Process**

1. Interested parties can submit an expression of interest in response to the OJEU Notice.
2. The Council may then carry out a short-listing exercise (using a PQQ) and only those meeting the Council's selection criteria will be invited to dialogue.
3. A minimum of three suppliers must be invited to dialogue (unless fewer candidates have met the selection criteria and these are sufficient to ensure genuine competition, that is, at least two).
4. The Council enters into a dialogue with bidders to develop one or more suitable solutions to meet its needs. There is no set format that the dialogue must follow, it will usually consist of a series of meetings with each tenderer with each meeting focusing on different aspects of the procurement, for example:
  - financial;
  - technical; and
  - legal.
5. When an appropriate solution(s) has been identified, the Council will conclude the dialogue phase and invite final tenders.

## **Key Principles**

1. This procedure is only available for particularly complex contracts where:
  - the Council is not objectively able to define the technical means to satisfy its needs;
  - it is not objectively able to identify in advance the legal and/or financial make-up of a project; or
  - the Council does not consider that the contract can be awarded under the open or restricted procedures.
  
2. The European Commission has clearly stated that “if the authority is in a position to define the technical resources necessary or establish the legal and financial framework, the use of the Competitive Dialogue is not possible”. Therefore the competitive dialogue is available where the Council is not able to produce a single specification or legal/financial documents at the outset which would enable it to identify the best solution to meet its needs.
  
3. Examples of where this process is the most appropriate procurement procedure:
  - The technical means necessary to deliver the needs and requirements of the authority cannot be determined without bidder input (technical justification);
  - There may be a number of technical solutions available which means that the Council cannot define its needs at the outset, thus justifying use of the competitive dialogue procedure (technical justification).
  - The project requires the development of an innovative solution, which must be explored with the bidders (technical justification);
  - There are several delivery models suitable for the project (e.g. joint venture company, joint committee etc), the legal framework of which must be discussed with bidders (legal justification);
  - Payment and performance mechanisms cannot be adequately specified before engagement with bidders (financial justification);
  - The financial and legal make-up cannot be defined in advance, because issues such as risk allocation, how the project is going to be carried out and financed (legal and finance justification).
  
4. Using the Competitive Dialogue Procedure allows bidders to discuss technical, legal and/or financial complexities with bidders and find a solution (in some cases an innovative solution) that meets the Councils needs.

## Key Questions

- (i) Can WCC pre-specify its requirements in detail before going out to tender?
- (ii) Does WCC have certainty to the precise scope of the contract and can it prepare a detailed specification before going out to tender?
- (iii) Is it possible to address any 'grey' area in relation to the contract by requesting tenders submit variant bids?

**If the answers to the above are YES then the restricted procedure is most suited.**

However if WCC are of the view that:

- (i) There may be a number of technical solutions available which means it cannot define its requirements in detail at the outset; and/or
- (ii) WCC believes that the project requires the development of an innovative solution which must be explored with the bidders; and/or
- (iii) The financial (e.g. payment and performance mechanism) and legal make-up cannot be specified before engagement with bidders?

**If the answers to any of the above questions are YES then the Competitive Dialogue Procedure may be best suited.**

## Initial Legal Advice

If WCC is able to clearly pre-specify in detail all the requirements of the residual waste contract before inviting tenders, I advise that the restricted procedure is used. Note this may mean engaging the market further (more market testing) before inviting tenders, this is because once the procurement is commenced using the restricted procedure, negotiations are prohibited i.e. we are bound by the documentation we release.

If WCC is experiencing difficulty pre-specifying all requirements of the contract, it is important to note the Competitive Dialogue process allows a unique opportunity to discuss and fully understand different bids and to develop solutions that will genuinely meet your needs. However, it needs to be managed and focused in order to avoid becoming a high level discussion which simply wastes time and money (both the Council's and bidders').

There is no set process for how the Council undertakes the Competitive Dialogue process. In order to have an effective and efficient process most Councils are adopting a 'short form' Competitive Dialogue process. This is where the Council identifies areas which it wants to dialogue and those it does not, this means that the non negotiable areas are taken 'off the table' and meaningful dialogue can take place in relation to those issues that need solutions. If there are only a few issues, the dialogue process can be completed in a short time.

.....  
**Suzanne Burrell**  
**21 July 2011**

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Communities Overview and Scrutiny Committee

**Date of Committee** 31st August 2011

**Report Title** Review of Support for the Local Economy - Final Report

**Summary** Prompted by the current recession and the reduction in resources available to the County Council a group of six councillors has recently completed a review into the support that is available for the local economy. This is their report.

**For further information please contact:** Councillor June Tandy Tel: 02476 329472 cllmrstandy@warwickshire.gov.uk Paul Williams Democratic Services Team Leader Tel: 01926 418196 paulwilliamscl@warwickshire.gov.uk

**Would the recommended decision be contrary to the Budget and Policy Framework?** No

**Background papers** None

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)  N/A
- Other Elected Members  .....
- Cabinet Member  Councillor Alan Cockburn
- Chief Executive  .....
- Legal  Ian Marriott
- Finance  .....
- Other Strategic Directors  Monica Fogarty - Strategic Director – Communities (Comments received and incorporated)

- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  Louise Wall - Head of Sustainable Communities

**FINAL DECISION NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  TBC
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

**Communities Overview and Scrutiny Committee  
31st August 2011**

**Review of Support for the Local Economy - Final Report**

**Recommendation**

That the Communities Overview and Scrutiny Committee approves the recommendations contained in the report and forwards them on to Cabinet.

**1.0 Introduction**

- 1.1 At its meeting of 5<sup>th</sup> October 2010 the Overview and Scrutiny Board commissioned a scrutiny review into the support that was available for the local economy. Councillors Tandy, Chattaway, Fowler, Johnston, May and Williams comprised the resulting task and finish group which then met on a number of occasions to gather evidence on national, regional and sub-regional economic matters and to discuss ways in which the council can directly and indirectly support the local economy. Officer support was provided from the Resources Group and Communities Group. As well as receiving reports the task and finish group visited the Centenary Business Centre in Nuneaton and met with managers and small business owners to discuss the challenges currently being faced.
- 1.2 The committee should note that subsequent to the production of the task and finish group's report the government announced that the recent bid for the establishment of an Enterprise Zone around Baginton had not been successful.
- 1.3 The task and finish group's final report is attached to this document however for the sake of convenience its recommendations are reproduced below.

**Recommendation 1**

Acknowledging the value of economic development and support to the LEP whilst taking account of the financial challenges currently being faced by the County Council the Leader of the Council is asked to, at a minimum, seek to sustain the level of support required for an effective economic development and inward investment function.

## **Recommendation 2**

That in December 2011 and at six month intervals thereafter the Strategic Director of Communities should produce a short report to Council on progress with the LEP. The report should focus on positive benefits and outcomes for the people of Warwickshire through investment and job creation.

## **Recommendation 3**

That a standing group of up to six elected members be set up to work closely with officers so that they have a better understanding of the Local Enterprise Partnership (LEP) and will assist in debates around emerging policies and initiatives whilst at the same time monitoring progress. The group should meet at least quarterly. It will assess performance of the LEP with regards outputs and outcomes and will assist in debates around emerging policies and initiatives.

## **Recommendation 4**

That the Leader of Warwickshire County Council along with the relevant portfolio holder be strongly encouraged to represent the interests of small businesses and continue with initiatives aimed at securing inward investment.

## **Recommendation 5**

The Strategic Director, Communities Group facilitate discussions between town planners across Warwickshire to deliver ways in which planning related barriers to economic growth can be reduced.

## **Recommendation 6**

The Strategic Director, Communities Group be requested to organise a seminar for members on Section 106 monies and how they are used.

## **Recommendation 7**

Following the demise of the Education Business Partnership the Portfolio Holder for Child Safeguarding, Early Intervention and Schools now establish new methods to prepare school pupils for employment.

## **Recommendation 8**

The relevant Portfolio Holder explore how the One Front Door initiative can be used to fill any gaps left by the closure of any Jobcentres.

## Recommendation 9

That the County Council renew its commitment to its business centres with a view to their future expansion when levels of demand and other economic determinants indicate that this would be appropriate.

- 1.4 Members of the Communities Overview and Scrutiny Committee are requested to comment on these recommendations and pass them to Cabinet for final adoption.

Report Authors: Councillor June Tandy & Paul Williams, Democratic Services Team Leader

Head of Service: Greta Needham, Head of Law and Governance

Strategic Director: David Carter, Strategic Director - Resources

Portfolio Holder: Councillor Alan Cockburn

28 July 2011





**Warwickshire County Council  
Review of Support for the Local  
Economy**

**August 2011**

## Foreword by Councillor June Tandy, Chair of the Task and Finish Group



A healthy buoyant economy is fundamental to our welfare. Without money in our pockets and the sense of purpose that employment brings personal health and well-being, the environment and community will inevitably suffer. Warwickshire's economy has, like that of the rest of the nation, spent the last three years being buffeted by recession and uncertainty. Productivity has declined, companies have failed and unemployment has risen. The effect of this has been significant and whilst there is some evidence that we are coming to the end of the downturn, its effects will stay with us for some time.

However, despite these difficult times, evidence exists that many of the people of this county have a flair for business and a desire to succeed that will see them making the best of new opportunities as they arise.

This review is very timely. It has been undertaken just as we are turning the corner from recession to (slow) growth. Its purpose is to explore the support that the local economy already receives and the support it will require in the future. We have looked at data to see what is happening. We have considered the government's stance on economic growth and support and we have reviewed what the council has to offer our partners.

From what we have learned and concluded, we have developed a series of recommendations that we feel can help the local economy to thrive in the second decade of the twenty-first century.

No in-depth scrutiny review can be completed without the commitment and support of a range of officers, councillors and experts. I should like to take this opportunity to thank all those who have engaged in this process.

## 1.0 Introduction

- 1.1 This report marks the end of a project undertaken over a number of months by a body of elected councillors from Warwickshire County Council. The need for an in-depth scrutiny review of support for the local economy was identified by members and officers in the late summer of 2010. Concerns over the current economic downturn allied to an interest in those measures that are in place to mitigate against it prompted a request to the council's Overview and Scrutiny Board for the review.
- 1.2 The stated objectives of the review were to
- scrutinise how WCC is working to minimise the impact of the current economic climate on local businesses
  - scrutinise how WCC is working to stimulate the local economy
  - establish how WCC is marketing the county as an attractive location for businesses
  - examine how the Council responds to market failures
  - examine whether existing policies, strategies and procedures provide sufficient flexibility for the Council to undertake its role as a strategic enabler of economic development
  - identify best practice from other local authorities taking the lead to support economic development
  - engage with representatives from local businesses, to establish the needs of local businesses
  - identify the support required by local businesses and consider how this support can be provided within the changing context surrounding economic development and the challenges surrounding public finance.
  - ensure that the skills agenda is meeting the needs of Warwickshire residents and local businesses
  - ensure that the skills agenda is joined up across the Council and partners
  - consider the barriers and challenges individuals face in access learning and skills course
  - contribute to the development of the LEP to ensure effective support to the local economy
- 1.3 The review has been undertaken by six councillors with the support of officers from the Environment and Economy Directorate and the Overview and Scrutiny Team. During the course of the review a number of different experts have been quizzed on what they are doing or planning to do to assist the economy on its climb out of recession. In addition those same people have been asked about the barriers they see as being in the way of that recovery.
- 1.4 Experience has shown that most people who read a report such as this seek primarily the recommendations that have been made and to understand the reasoning behind them. For this reason this report has been limited in scale.

## **2.0 The Process Followed**

- 2.1 Having agreed that the review was to be undertaken, six elected members were selected to form the task and finish group. These were,

Councillor Richard Chattaway  
Councillor Peter Fowler  
Councillor David Johnston  
Councillor Tilly May  
Councillor June Tandy (Chair)  
Councillor Chris Williams

- 2.2 The task and finish group met on a number of occasions to hear evidence from a range of expert witnesses. The group's inaugural meeting was spent learning about the state of the global, national and local economies as well as considering the emergence of the new Coventry and Warwickshire Local Enterprise Partnership. Subsequent meetings included a review of the impact of the demise of the Education Business Partnership, regeneration initiatives in Warwickshire and the health of the County Council's own business centres. A visit was made to the Centenary Business Centre in Nuneaton when members of the task and finish group were able to meet business owners to discuss the opportunities and challenges facing them.

- 2.3 It is fair to say that the emergence of the Coventry and Warwickshire Local Enterprise Partnership has occupied a significant amount of the task and finish group's time. This was not anticipated when the review was commissioned. However as is reflected in the recommendations the review has raised a number of questions around support for the LEP and the extent of accountability it is subject to.

- 2.4 It is not intended to repeat here all the evidence that was considered by the task and finish group. Information on the economy can be obtained from the Warwickshire Observatory on the following web page:

<http://www.warwickshireobservatory.org/observatory/observatorywcc.nsf/RefDocs/EBSH-72LHT3?OpenDocument>

## **3.0 Task and Finish Group's Findings, Conclusions and Recommendations.**

- 3.1 This section sets out to summarise the rationale behind each of the group's recommendations.

### **3.2 Findings and Conclusions 1 - General**

- 3.3 One of the first things the task and finish group sought to develop its understanding of was the role of Warwickshire County Council in terms of inward investment and economic development. The group heard how reductions in funding and staffing levels were impacting on the services provided by the council and was interested to learn that whilst on the one hand staffing levels were being reduced expectations around support for the evolving Coventry and Warwickshire Local Enterprise Partnership were

increasing. Over the last fifteen years the nature and purpose of economic development support has changed. The rapid demise of the coal industry in northern Warwickshire and a reduction in manufacturing generally presented challenges around unemployment, the need for inward investment and retraining. Considerable sums of money were sourced from within the UK and Europe and these were used with considerable success. However, the expansion of the EU allied to the current economic situation and a change in priorities has led to a decline in the funding available in Warwickshire. This in turn has led to fewer projects being pursued and less opportunity to attract investment from outside the area. Whilst to some extent they continue to support economic growth the five district and borough councils across the county have disbanded their dedicated economic development teams. As is evidenced further in this report the county council, despite the cuts it has made continues to fund officers in an economic development and inward investment role.

- 3.4 The task and finish group recognises the financial challenges facing the local authority and the need to prioritise services. Having undertaken this review the group is of the opinion that the County Council still has a clear role in terms of economic development and regeneration. As such the group feels that funding should not be reduced further.

### **Recommendation 1**

Acknowledging the value of economic development and support to the LEP whilst taking account of the financial challenges currently being faced by the County Council the Leader of the Council is asked to, at a minimum, seek to sustain the level of support required for an effective economic development and inward investment function.

## **3.5 Findings and Conclusions 2 – The Coventry and Warwickshire Local Enterprise Partnership (i)**

- 3.6 This review has coincided with the coalition government's development of Local Enterprise Partnerships (LEPs) and the emergence of a LEP for Coventry and Warwickshire. When the review was commissioned the LEP did not exist but as it, the review, has progressed so members of the group have followed the LEP with growing interest. The Coventry and Warwickshire LEP comprises representatives from private industry, the public sector and universities. Warwickshire County Council is represented by Councillors Alan Farnell and Alan Cockburn. District councils collectively have a single representative and Coventry City Council has a single representative. Administrative support for the LEP came initially from the Coventry and Warwickshire Partnership. It is expected however that this role will be taken over by local authorities with Warwickshire County Council shouldering much of this burden.
- 3.7 Underlying the work of the LEP is its strategy that states as its vision, "By 2016, through strong private-public sector collaboration, Coventry and Warwickshire will be regarded as one of the best and easiest places in the

country to establish, run and grow strong and successful businesses; generating significant new employment and skills opportunities in the area.”

3.8 The LEP expects to achieve its vision by:

1) Developing new ways of working through a strong private-public sector Partnership

2) Focussing on a limited set of priorities that can make a real difference to local economic growth over the next five years.

3) Playing a national influencing role with central Government to promote and support the growth of the low carbon mobility sector

3.9 As well as the LEP Board a number of focus groups have been established covering areas such as farming and rural business matters, transport, IT and tourism.

3.10 The task and finish group is grateful to officers from the Communities Group for the regular updates it has received on the development of the LEP. However it does have some concerns around how progress with the LEP will be monitored. Much has been made of the fact that no government funding has been made available for the development of LEPs. Where resources have been required these have come on a voluntary basis from the companies represented on the LEP and by the public bodies. Although two elected members of the county council sit on the LEP Board the task and finish group is concerned that more should be done to ensure that more members are given a chance to scrutinise the LEP's work. In order to do this the group considers that council should receive updates on progress with the LEP.

## **Recommendation 2**

That in December 2011 and at six month intervals thereafter the Strategic Director of Communities should produce a short report to Council on progress with the LEP. The report should focus on positive benefits and outcomes for the people of Warwickshire through investment and job creation.

### **3.11 Findings and Conclusions 3 – The Coventry and Warwickshire Local Enterprise Partnership (ii)**

3.12 As is mentioned above the task and finish group has been keen to develop its understanding of the emerging LEP. In addition, however, it feels that members with an interest in economic development can assist in its development. Members appreciate the role of the Leader of the Council and the Portfolio Holder on the Board and would not wish to undermine their work. However the group feels that they and other members of the council may well have knowledge and experience to offer to Councillors Farnell and Cockburn. As a result of this the group is calling for the establishment of a small standing group of members to meet quarterly to assess performance and offer advice on emerging policies and initiatives.

### **Recommendation 3**

That a standing group of up to six elected members be set up to work closely with officers so that they have a better understanding of the Local Enterprise Partnership (LEP) and will assist in debates around emerging policies and initiatives whilst at the same time monitoring progress. The group should meet at least quarterly. It will assess performance of the LEP with regards outputs and outcomes and will assist in debates around emerging policies and initiatives.

### **3.13 Findings and Conclusions 4 – Small Businesses and Inward Investment**

3.14 During its discussions around the development of the LEP the group was made increasingly aware that it (the LEP) was being driven by the owners and operators of very large companies some of which were of international standing. The group acknowledges the role and contribution of these companies but at the same time feels it is essential to ensure that the needs and aspirations of small companies should not be overlooked. As well as being mindful of the needs of small companies the group is aware of the need to continue work to attract and manage inward investment. The Leader of the Council and Portfolio Holder are members of the LEP Board and the task and finish group expects that they will champion the needs of small businesses and inward investment.

### **Recommendation 4**

That the Leader of Warwickshire County Council along with the relevant portfolio holder be strongly encouraged to represent the interests of small businesses and continue with initiatives aimed at securing inward investment.

### **3.15 Findings and Conclusions 5 – Planning**

3.16 The planning system and economic development are inextricably linked. The task and finish group was interested to learn how the planning system can assist economic development in some instances and appear to hold it back in others. Coincidentally as the review was being undertaken the coalition government announced the creation of a number of Enterprise Zones. The initial round of Enterprise Zones was announced earlier this year and at the time of writing this report a further 27 bids are being considered for the establishment of new Enterprise Zones. A major bid has been submitted for an Enterprise Zone on land around Coventry Airport where it is anticipated that over time 15000 jobs will be created. One benefit of the Enterprise Zones is that within them planning regulations are streamlined. This means that whilst account is taken of the environmental and social needs of an area a development can be completed quickly thus creating new jobs and assisting in the growth of the wider economy.

- 3.17 The group has applauded the efforts to secure an Enterprise Zone for Warwickshire and Coventry but wonders whether more could be done to remove any of the barriers to development elsewhere. There is no suggestion that the planning system should be bypassed or ignored but the group feels that the various planning authorities should work more closely together to reduce barriers and thus encourage inward investment.

### **Recommendation 5**

The Strategic Director, Communities Group facilitate discussions between town planners across Warwickshire to deliver ways in which planning related barriers to economic growth can be reduced.

### **3.18 Findings and Conclusions 6 – Section 106**

- 3.19 From the evidence it has received it is apparent to the task and finish group that Section 106 money obtained from developers to offset the impact of their work has over time been used in different ways. The downturn in development has led to a reduction in the amount of Section 106 money available to local authorities. This in turn has reduced the opportunity to prepare land and infrastructure to attract inward investment and development. Members did not feel before they met to discuss economic development through this review that they knew enough about Section 106 and its proposed successor the Community Infrastructure Levy. On the basis that the task and finish group's experience is reflected by the rest of the council there is an argument for some form of briefing on the matter.

### **Recommendation 6**

The Strategic Director, Communities Group be requested to organise a seminar for members on Section 106 monies and how they are used.

### **3.20 Findings and Conclusions 7 – Preparing Young People for Employment**

- 3.21 The Warwickshire Education Business Partnership ceased operation at the end of March 2011. This followed a decision by the County Council that the service was no longer viable given the current pressure on resources brought about by a reduction in funding. The task and finish group was informed that since the announcement of the closure of the service many positive comments had been received from schools and partners. For some time the service was able to offer support for schools seeking alternative provision and whilst some schools sought to make provision in-house they too were facing challenges in terms of curriculum development and finances.
- 3.22 When the announcement concerning the closure of the EBP was made only a few businesses sought to question how they would link to schools in the future. The view from the EBP manager was that the impact would be felt in the medium to long term as employers saw a decline in the quality of young



candidates coming to them for work. The Warwickshire EBP is not alone in closing down. As funding becomes more restricted so nationally the number of EBPs is declining.

- 3.23 This task and finish group has not sought to question the decision to close the EBP. It does however feel that more could be done to consider new approaches to the preparation of school pupils for employment. With secondary schools moving towards academy status and potentially becoming more remote from the local authority it is important that any advice should be provided as soon as possible.

### **Recommendation 7**

Following the demise of the Education Business Partnership the Portfolio Holder for Child Safeguarding, Early Intervention and Schools now establish new methods to prepare school pupils for employment.

### **3.24 Findings and Conclusions 8 – Jobcentres**

- 3.25 Since November 2009 10000 jobs have been cut at job centres across the country. In May 2011 the government announced the closure of a further 22 job centres and whilst none of this latest batch is within Warwickshire it is likely that in time the future of those jobcentres in the county will be reviewed. One of the reasons given for the closure of job centres is the cost of maintaining buildings for a contracting service. At the same time that it was learning of these changes to job centre provision the group was being informed of the evolving One Front Door policy being pursued by the County Council. This project has involved a review of public buildings belonging or run by the county council and other partner agencies across Warwickshire. One aim is to identify the needs of communities in terms of access to services recognising how people choose to seek information and advice and providing the best channels for them. For example in areas of high deprivation research has shown that some form of service hub is desirable whereby people do not have to travel far to gain access to the services they need.

- 3.26 The task and finish group is of the view that the One Front Door initiative ought to consider whether advice for job seekers could not be provided via these small community service hubs. It may be that some consideration is being given to this idea. If that is the case the task and finish group would wish to lend its support to it.

### **Recommendation 8**

The relevant Portfolio Holder explore how the One Front Door initiative can be used to fill any gaps left by the closure of any Jobcentres.

### 3.27 Findings and Conclusions 9 – Business Centres

3.28 Warwickshire County Council has over the last two decades invested significantly in the establishment and operation of a number of business centres. Their main purpose is to provide a range of diverse premises and business support services to facilitate and enhance business growth in Warwickshire. The specific focus is to nurture the local economy, employment and business retention rates in our most deprived areas. Thus all of the key sites are in or adjacent to the most deprived communities in Nuneaton and Rugby Districts. All the main centres have been recipients of AWM’s single pot, ERDF, the Coalfield Regeneration Trust, English Partnerships and British Coal Board which were targeted to specific areas of the county where market failure was evident and where the private sector was not interested in investing.

3.29 The County Council is an ethical landlord with ‘easy access’ terms for business support as a primary objective. The units are disposed off either on a 28 day license agreement, or via a business friendly 6 year lease agreement with a 3 month break clause. This type of business orientated agreement allows the Council to fulfill both its obligations of robust financial management and its policy objective to support and nurture businesses.

3.30 In managing the estate portfolio, the council seeks,

- To deliver quality front line services to its customers
- To safeguard the income generation to the County Council through robust financial management.
- To encourage and support the development of businesses
- To provide a range of accommodation to meet the needs of businesses throughout Warwickshire
- To manage the properties within current financial constraints

3.31 The property portfolio currently consists of 224 managed business units across 8 sites:

Location	Centre	No of units	Comments
Nuneaton	Centenary Business Centre	62	part funded by British Coal Board and AWM
	Hammond Business Centre	24	
	Eliot Park Innovation Centre	55	part funded by AWM and ERDF
	Pool Road Business Centre	13	part funded by English Partnerships
	Bermuda Innovation Centre	10	part funded by British Coal Board
Rugby	Sir Frank Whittle Business Centre	42	part funded by English Partnerships
	Church Lawford Business Centre	4	
Bidford on Avon	Smallbrook Business Centre	14	

3.32 Income is also derived from a further 4 sites in which WCC has an investment interest. These are:

- Great Central Industrial Units – comprising 2 units on long leasehold
- University of Warwick Science Park – WCC has a minority percentage shareholding and elected member and officer representations on the Management and Officers Support Boards. Please note consideration is currently being given to divest ourselves of this investment and realise a cash payment on our debenture holding and shares. An offer has been made by University of Warwick to acquire 100% holding.
- Slingsby Close – Ground rent receipt
- Warwick Technology Park – Ground rent receipt and oversee landscape management




3.33 The task and finish group has been impressed by the work undertaken at the business centres. Members were fortunate to meet the owners/operators of small businesses at the Centenary Business Centre and left with the feeling that whilst by their nature these enterprises are not currently large employers they and the business centres that support them make a valuable contribution to the local economy.

3.34 Clearly the pressure on spending impacts on all aspects of the County Council. The task and finish group however considers that given the cuts that have been made elsewhere in terms of economic development the business centres should if anything be subject to greater investment.

### **Recommendation 9**

That the County Council renew its commitment to its business centres with a view to their future expansion when levels of demand and other economic determinants indicate that this would be appropriate.

## Action Plan

<b>Key</b>		Exceeding target		Meeting target		Missing target
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	Recommendation	Resp. officer	Delivery objectives/actions	Resource implications	Progress to date	Status
1	Acknowledging the value of economic development and support to the LEP whilst taking account of the financial challenges currently being faced by the County Council the Leader of the Council is asked to, at a minimum, seek to sustain the level of support required for an effective economic development and inward investment function.	Leader of the Council	To ensure continuing support for the growth of the local economy	No additional funding required over that already allocated.		
2	That in December 2011 and at six month intervals thereafter the Strategic Director of Communities should produce a short report to Council on progress with the LEP. The report should focus on positive benefits and outcomes for the people of Warwickshire through investment and job creation.	Strategic Director of Communities	To ensure that all elected members of the council are informed of progress with the LEP and able to assess the value the LEP offers the council and the people of Warwickshire	Officer time		
3	That a standing group of up to six elected members be set up to work closely with officers so that they have a	Head of Sustainable Communities	Short of establishing a sub-committee of the council to provide a small group of	Officer and member time		

	Recommendation	Resp. officer	Delivery objectives/actions	Resource implications	Progress to date	Status
	better understanding of the Local Enterprise Partnership (LEP) and will assist in debates around emerging policies and initiatives whilst at the same time monitoring progress. The group should meet at least quarterly. It will assess performance of the LEP with regards outputs and outcomes and will assist in debates around emerging policies and initiatives.		members with the opportunity to understand the LEP and contribute to its development			
4	That the Leader of Warwickshire County Council along with the relevant portfolio holder be strongly encouraged to represent the interests of small businesses and continue with initiatives aimed at securing inward investment.	Leader of the Council and Portfolio Holder	To ensure that the interests of small businesses in Warwickshire are represented on the LEP.	None		
5	The Strategic Director, Communities Group facilitate discussions between town planners across Warwickshire to deliver ways in which planning related barriers to economic growth can be reduced.	Strategic Director Communities	Helping planners to work to remove barriers to development	Officer time		
6	The Strategic Director, Communities Group be requested to organise a seminar for members on Section 106 monies and how they are used.	Strategic Director Communities	To ensure greater awareness of S106	Officer and member time		

	Recommendation	Resp. officer	Delivery objectives/actions	Resource implications	Progress to date	Status
7	Following the demise of the Education Business Partnership the Portfolio Holder for Child Safeguarding, Early Intervention and Schools now establish new methods to prepare school pupils for employment.	Portfolio Holder for Child Safeguarding, Early Intervention and Schools	Succession planning to help ensure a supply of work-ready young people in the future.	Not known at this stage		
8	The relevant Portfolio Holder explore how the One Front Door initiative can be used to fill any gaps left by the closure of any Jobcentres.	Portfolio Holder – Sustainable Communities	Maximising the benefits of WCC initiatives for the public.	Officer and member time		
9	That the County Council renew its commitment to its business centres with a view to their future expansion when levels of demand and other economic determinants indicate that this would be appropriate.	County Council/Leader/Portfolio Holder – Sustainable Communities	Helping to secure a future for the WCC business centres	Officer time		

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Communities Overview and Scrutiny Committee

**Date of Committee** 31 August 2011

**Report Title** Work Programme 2011-12

**Summary** This report outlines the draft work programme for the Committee

**For further information please contact:** Dave Abbott  
Democratic Services Officer  
Tel: 01926 412323  
daveabbott@warwickshire.gov.uk

**Would the recommended decision be contrary to the Budget and Policy Framework?** No

**Background papers** None

**CONSULTATION ALREADY UNDERTAKEN:** Details to be specified

- Other Committees  .....
- Local Member(s)  N/A
- Other Elected Members
- Cabinet Member  .....
- Chief Executive  .....
- Legal  .....
- Finance  .....
- Other Strategic Directors
- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals

**FINAL DECISION:**

No

**SUGGESTED NEXT STEPS:**

Details to be specified

Further consideration by  
this Committee

.....

To Council

.....

To Cabinet

.....

To an O & S Committee

To an Area Committee

.....

Further Consultation

.....



**Communities Overview and Scrutiny Committee  
31 August 2011**

**Work Programme 2011-12**

**Report of the Chair of the Communities Overview and  
Scrutiny Committee**

**Recommendation**

The Committee is recommended to agree the work programme, to be reviewed and reprioritised as appropriate throughout the year

**1. Summary**

The Committee's Work Programme is attached as Appendix A. The Work Programme will be reviewed and reprioritised throughout the year so that the Committee can adopt a flexible approach and respond to issues as they emerge.

CLLR WHITEHOUSE  
Chair of the Communities Overview and Scrutiny Committee  
Shire Hall  
Warwick

31 August 2011

Communities O&S Work Programme 2011-12

MEETING DATE	ITEM AND RESPONSIBLE OFFICER High priority Medium priority Low priority	OBJECTIVE OF SCRUTINY	Type of review				Link to corporate priorities				
			Performance Management	Holding Executive to Account	Policy Review / Development	Overview	Ambition 1 Community and Customers	Ambition 2 Safety and Protection	Ambition 4 Enterprise, Transport and Tourism	Ambition 5 Environment and Housing	Ambition 7 Organisation
31 August 2011	Residual Waste Task & Finish Group (Cllr Richard Chattaway)	To consider the final report and recommendations from the Residual Waste Task & Finish Group.			✓					Reduce the amount of waste sent to landfill.	Work with other public sector organisations to integrate services.
	Q1 Performance of outcomes within the Corporate Business Plan (Tricia Morrison)	To scrutinise performance against measures in the CBP - requested at meeting on 1 <sup>st</sup> March.	✓	✓			This item relates to all service ambitions.	This item relates to all service ambitions.	This item relates to all service ambitions.	This item relates to all service ambitions.	
	Supporting the Local Economy Task & Finish Group Report (Cllr June Tandy)	To consider the final report and recommendations - and agree next steps.			✓	✓			Support economic growth – working closely with partners in the sub-region.		
10 October 2011	Service Impact of Staffing Reductions (Mark Ryder, Louise Wall, Graeme Fitton, Kushal Birla)	To consider the impact of staff reductions across all service areas and submit its views to the O&S Board.	✓	✓			This item potentially relates to all service ambitions.	This item potentially relates to all service ambitions.	This item potentially relates to all service ambitions.	This item potentially relates to all service ambitions.	Slim down the organisation and encourage innovation.
	Libraries Report (Kushal Birla)	To consider the changes to the Library service.		✓	✓		Reconfigure the Library Service.				Focus and rationalise local council services.
06 December 2011	Major Infrastructure (Adrian Hart / Roger Newham)	To scrutinise how WCC secures transport infrastructure to support major development, using the LEP as a case study.				✓			Improve accessibility and transport options within Warwickshire.		
09 February 2012	Fire and Rescue Service Improvement Plan (Gary Phillips)	To scrutinise implementation of the improvement plan and assess the impact of fire station closures.	✓	✓				Reduced number and severity of fires, and fire related injuries and deaths.			Slim down the organisation and encourage innovation.
	Community Fire Safety (Gary Phillips)	To scrutinise the effectiveness of Community Fire Safety.	✓		✓			Reduced number and severity of fires, and fire related injuries and deaths.			
	Community Policing (Martin McNevin)	To assess the impact of the changes to Community Policing.	✓		✓			Reduced levels of crime and anti-social behaviour.			
April 2012	HS2 – WCC Strategy (Mandy Walker)	(If HS2 goes ahead) To scrutinise the strategy for mitigation of negative impacts and assess how to make the most of the benefits for Warwickshire.			✓					Maintain our natural environment for future generations.	
	Fire Control (Gary Phillips)	To consider proposals for Fire Control.			✓			Reduced number and severity of fires, and fire related injuries and deaths.			
May / June 2012	Road Safety (Estyn Williams)	To assess the impact of the changes to safety camera operation.		✓	✓			Warwickshire residents are safe on our roads.			
June 2012	Anti-Social Behavior (Mark Ryder)	To assess strategies in place to reduce ASB and the impact of changes to public service provision on ASB (e.g. changes to the Youth Service).		✓	✓			Reduced levels of harm caused by anti-social behaviour.			

Communities O&S Work Programme 2011-12

MEETING DATE	ITEM AND RESPONSIBLE OFFICER High priority Medium priority Low priority	OBJECTIVE OF SCRUTINY	Type of review				Link to corporate priorities				
			Performance Management	Holding Executive to Account	Policy Review / Development	Overview	Ambition 1 Community and Customers	Ambition 2 Safety and Protection	Ambition 4 Enterprise, Transport and Tourism	Ambition 5 Environment and Housing	Ambition 7 Organisation
Spring 2012 (or later)	Highways Contract (Andrew Savage)	To scrutinise the effectiveness of the new highways contract with Belfour Beatty.	✓	✓				Proactively maintain the highways network to a safe standard, working with partners to do so.		Work with other public sector organisations to integrate services.	
Autumn 2012	Rural Bus Service Reductions and Concessionary Travel (Kevin McGovern)	To scrutinise the impact of the changes to transport provision for service users.		✓	✓		Customers are able to access services more effectively.		Improve accessibility and transport options within Warwickshire.		
Items to be timetabled											
	Climate Change	To scrutinise the effectiveness of the Climate Change Partnership.  To review the outcomes achieved by the Climate Change Partnership.	✓	✓					Reduce CO2 emissions in the public sector. Support community to tackle climate change. Explore sustainability.		
	Waste Contract – New Technologies	To scrutinise the impact of the new waste technologies.			✓				Reduce the amount of waste sent to landfill.	Work with other public sector organisations to integrate services.	
Briefing notes											
	S106 Agreements (Jasbir Kaur)	To outline the extent to which local authorities adopt a consistent approach to S106 agreements.  To provide an update on S106 outlined in report presented to Environment OSC on 19/02/09.				✓					
	Review of Domestic Support Services in Warwickshire Kate Nash/Sue Ingram	Proposals following the outcomes of the Consultation on Review of Domestic Support Services in Warwickshire				✓		Work with the Police to reduce levels of domestic violence.			