

Agenda



AGENDA for a meeting of the COMMUNITY SAFETY AND WASTE MANAGEMENT CABINET PANEL in COMMITTEE ROOM B at County Hall, Hertford on WEDNESDAY 8 NOVEMBER 2017 at 10:00AM

MEMBERS OF THE PANEL (12) (Quorum 3)

S N Bloxham; M Bright; M A Eames-Petersen; S J Featherstone; J S Hale; F R G Hill; T W Hone (*Chairman*); P V Mason; T J Williams; C B Woodward (*Vice Chairman*); J F Wylie; P M Zukowskyj

Meetings of the Cabinet Panel are open to the public (this includes the press) and attendance is welcomed. However, there may be occasions when the public are excluded from the meeting for particular items of business. Any such items are taken at the end of the public part of the meeting and are listed under "Part II ('closed') agenda".

Committee Room B is fitted with an audio system to assist those with hearing impairment. Anyone who wishes to use this should contact main (front) reception.

Members are reminded that all equalities implications and equalities impact assessments undertaken in relation to any matter on this agenda must be rigorously considered prior to any decision being reached on that matter.

Members are reminded that:

- (1) if they consider that they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting they must declare that interest and must not participate in or vote on that matter unless a dispensation has been granted by the Standards Committee;**
- (2) if they consider that they have a Declarable Interest (as defined in paragraph 5.3 of the Code of Conduct for Members) in any matter to be considered at the meeting they must declare the existence and nature of that interest but they can speak and vote on the matter**

PART I (PUBLIC) AGENDA

1. MINUTES

To agree the Minutes of the Community Safety and Waste Management Cabinet Panel meeting held on 13 July 2017.

2. PUBLIC PETITIONS

The opportunity for any member of the public, being resident in Hertfordshire, to present a petition relating to a matter with which the Council is concerned, which is relevant to the remit of this Cabinet Panel and which contains signatories who are either resident in or who work in Hertfordshire.

Members of the public who are considering raising an issue of concern via a petition are advised to contact their [local member of the Council](#). The Council's criterion and arrangements for the receipt of petitions are set out in [Annex 22 - Petitions Scheme](#) of the Constitution.

If you have any queries about the petitions procedure for this meeting please contact Elaine Manzi, by telephone on (01992) 588062 or by e-mail to elaine.manzi@hertfordshire.gov.uk.

At the time of the publication of this agenda no notices of petitions have been received.

3. HERTFORDSHIRE POLICE AND CRIME COMMISSIONER UPDATE REPORT

Report of the Police and Crime Commissioner for Hertfordshire

Members may ask questions of the Police and Crime Commissioner for such period of time as the Panel Chairman may reasonably decide.

4. POLICE AND CRIME PANEL UPDATE

Verbal Report of the Police and Crime Panel Representative

a) The Council's representative on the Police and Crime Panel (PCP) C B Woodward to verbally report on the business of the PCP.

<http://www.hertspcp.org.uk/SitePages/Meetings.aspx>

b) Members of the Panel may ask questions to the PCP Representative thereon for such period of time as the Panel Chairman may reasonably decide.

5. HERTFORDSHIRE DRUGS & ALCOHOL STRATEGY 2016-19

Report of the Director of Community Protection & Chief Fire Officer

**6. LOCAL AUTHORITY COLLECTED WASTE SPATIAL STRATEGY 2016 –
HOUSEHOLD WASTE RECYCLING CENTRE ANNEX**

Report of the Chief Executive & Director of Environment

7. WASTE MANAGEMENT PERFORMANCE MONITOR- QUARTER 2

Report of the Chief Executive & Director of Environment

8. WASTE MANAGEMENT PERFORMANCE INDICATOR REVIEW

Report of the Chief Executive & Director of Environment

9. OTHER PART I BUSINESS

Such Part I (public) business which, if the Chairman agrees, is of sufficient urgency to warrant consideration.

PART II ('CLOSED') AGENDA

EXCLUSION OF PRESS AND PUBLIC

There are no items of Part II business on this agenda. If Part II business is notified the Chairman will move:-

“That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item/s of business on the grounds that it/they involve/s the likely disclosure of exempt information as defined in paragraph/s of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

**If you require further information about this agenda please contact
Elaine Manzi, Democratic Services, on telephone no. (01992) 588062 or email
elaine.manzi@hertfordshire.gov.uk.**

Agenda documents are also available on the internet at:
<https://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings.aspx>

**KATHRYN PETTITT
CHIEF LEGAL OFFICER**

Minutes



To: All Members of the Community Safety & Waste Management Cabinet Panel, Chief Executive, Chief Officers, All officers named for 'actions'

From: Legal, Democratic & Statutory Services
Ask for: Elaine Manzi
Ext: 28062

COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL THURSDAY 13 JULY 2017

ATTENDANCE

MEMBERS OF THE PANEL

M Bright; M A Eames-Peterson; S Gordon (*substituting for S J Featherstone*); F R G Hill; T W Hone (*Chairman*); S K Jarvis (*substituting for J S Hale*); P V Mason; M D M Muir (*substituting for S N Bloxham*); T J Williams; J F Wyllie; C B Woodward (*Vice Chairman*); P M Zukowskyj

OTHER MEMBERS IN ATTENDANCE

N Hollinghurst

Upon consideration of the agenda for the Community Safety & Waste Management meeting on 13 July 2017 as circulated, copy annexed, conclusions were reached and are recorded below:

Note: No conflicts of interest were declared by any member of the Cabinet Panel in relation to the matters on which conclusions were reached at this meeting.

PART I ('OPEN') BUSINESS

ACTION

1. MINUTES

- 1.1 The Minutes of the Cabinet Panel meeting held on 27 June 2017 were confirmed as a correct record and signed by the Chairman subject to a minor amendment at 5.7 which was corrected to read as follows (changed text highlighted in bold):

'The manner in which the Police and Crime Commissioners consultation on the future governance of the fire and rescue service was conveyed to **Online Watch Link (OWL)**.'

2. PUBLIC PETITIONS

- 2.1 There were no public petitions received.

3. THE POTENTIAL TRANSFER OF GOVERNANCE OF HERTFORDSHIRE FIRE AND RESCUE SERVICE FROM HERTFORDSHIRE COUNTY COUNCIL TO THE POLICE AND CRIME COMMISSIONER

Officer Contact: Owen Mapley, Director of Resources (Tel 01992 555601)

- 3.1 The Chairman advised Members that the panel had been specially convened to discuss one substantive item only, which was the business case proposal from the Office of the Police and Crime Commissioner to obtain full responsibility for the governance of Hertfordshire Fire and Rescue Service, currently under the jurisdiction of the County Council.
- 3.2 Members noted that this proposal was a direct result of policy directive contained within the Policing and Crime Act 2017. The details of this can be found here:
<https://www.gov.uk/government/collections/policing-and-crime-bill>
- 3.3 Members were reminded that the business case had been presented as an information item at the Community Safety and Waste Management Panel on the 27 June 2017. The full business case can be found here:
<https://www.hertscommissioner.org/fire>
- 3.4 Members were advised that the outcome of the meeting of the 13 July 2017 would be to agree the motion to be presented before a special meeting of Cabinet and the meeting of the County Council on the 18 July 2017 which would inform the direction of the Council's formal response to the Office of the Police and Crime Commissioner.
- 3.5 The Panel were invited to consider the council's proposed observations arising from the business case, as detailed in the report authored by Owen Mapley, Director of Resources for Hertfordshire County Council.
- 3.6 Members noted that there were three potential governance options detailed within the Policing and Crime Bill 2017; a Representation Model, a Governance Model and a Single Employer Model. The Office of the Police and Crime Commissioner had created a business case based on the Governance Model.
- 3.7 It was summarised that the key elements that the business case for a Governance Model needed to satisfy, as outlined in the Policing and Crime Act 2017, were that the full change of governance would be in the interests of economy, efficiency and effectiveness or in the interests of public safety.
- 3.8 Mr Mapley advised that further to full, careful and detailed consideration by officers at the council, it was felt that on balance the business case

was aspirational, and did not satisfy or provide enough evidence to meet either of these criteria, and it was resolved that a more workable solution would be to strengthen existing collaboration activities by supporting the 'Representation Model' as fully detailed within the report.

- 3.9 It was explained to Members that the 'Representation Model' would mean that the Council would retain the governance rights of the Fire and Rescue Service but the Office of the Police and Crime Commissioner could request a place on the Council's Cabinet with full voting rights for any matter specifically related to the fire and rescue service.
- 3.10 Members broadly agreed with the observations made by officers that the business case presented by the Police and Crime Commissioner for the Governance Model did not fully meet or provide enough evidence to satisfy the criteria detailed in the Policing and Crime Act, and noted that the current efficiency and effectiveness of the fire and rescue service had a strong reputation and regard within the county.
- 3.11 The work that was undertaken within the community with young and elderly people in areas such as fire prevention and safe and well visits were areas particularly highlighted as those of good practice. Members expressed their concern that this good reputation could be put at risk by a change in governance.
- 3.12 Members were assured that the interests of public safety had also been and would continue to be the paramount consideration of the fire and rescue service and the business case presented no clear evidence of how this could be improved upon by the Office of the Police and Crime Commissioner.
- 3.13 It was also observed by Members that the business case provided no clear evidence that there would be any economic improvement to the fire and rescue service, and it was noted that appropriate cost savings had already been undertaken by the Council as part of annual budget analysis.
- 3.14 Members expressed concern to the fact that there would potentially be additional transitional costs incurred by a change of governance.
- 3.15 It was also noted that there was an apparent lack of clarity with regards to the potential impact on Council Tax within the business case, as the figures used by the Police and Crime Commissioner to illustrate costs were based on the budget for the whole of the Community Protection directorate and not just the fire and rescue element contained within this. Members were further notified that the risk of these calculations being inaccurate could have implications for additional services across the council.
- 3.16 Members attention was also drawn to the fact that currently the Council included within its budget a 'discretionary capacity', which meant that

services were resourced and funded to a level higher than routinely needed in order to meet service standards. The business case from the Police and Crime Commissioner indicated that this would be redirected thus potentially putting service standards at risk.

- 3.17 In response to a Member question, reassurance was received that the council were already working closely with colleagues in property to look at opportunities for shared tenancy and occupancy of buildings for the police and fire and rescue service.
- 3.18 Members expressed caution about the subjective language used within the report from officers, and suggested that future considerations and discussions of the business case should have a more objective overview.
- 3.19 In response to a Member question, assurance was received that the Office of the Police and Crime Commissioner had not indicated that they were going to reduce the amount of pensions payable to fire and rescue staff and the costs detailed were in relation to pension administration. Members noted that the Hertfordshire Fire Pension Board would consider any matter directly relating to the pensions.
- 3.20 The Chairman invited Guy Pratt, Deputy Director of Community Protection to share any thoughts or comments that he had on the proposed business case from the Office of the Police and Crime Commissioner.
- 3.21 Mr Pratt stated that he agreed with the conclusions made by officers within the report and by Members at Panel regarding the business case. He continued that the Fire and Rescue service were part of the community protection directorate, which had an extremely wide ranging remit, and it should not be underestimated how integral the fire and rescue service were to that and as such the propositions made in the business case would have direct implications for a number of other services within the directorate and also for the council as a whole.
- 3.22 The Chairman asked Members of the panel to consider the following proposal:
1. The Community Safety & Waste Management Cabinet Panel recommends that Cabinet resolves to oppose Police & Crime Commissioner's proposal to become the Fire & Rescue Authority for Hertfordshire on the following grounds:
 - (a) That the Local Business Case does not make a convincing case for transfer and contains a number of contradictions, overly optimistic assumptions that are not supported by

evidence, and a number of financial inaccuracies and misunderstandings.

- (b) That under the current arrangements, cost-effective 'back office' support for the Service is provided by the County Council, thereby maximising resources available front line service delivery. Establishing a separate 'back office' for the Fire & Rescue Service would undermine the economy and efficiency of the current arrangements.
- (c) That, as an integral part of the County Council's suite of services, the Fire & Rescue Service draws on its strong and trusted reputation to contribute to a number of cross-service agendas, working in close partnership with Public Health, Adult Social Care, Children's Services and Environment and also with Hertfordshire Constabulary. The loss of these joint activities would be to the detriment of public safety in Hertfordshire.
- (d) That the current arrangements for accountability of governance of the Fire & Rescue Service are robust with party-political challenge and scrutiny of performance and policy developments through a comprehensive member process. This accountability and transparency of decision-making will be lost if governance is transferred to the Commissioner as a Corporation Sole.

- 2. Notwithstanding its strong concerns about the Local Business Case, the Cabinet Panel recognises the extensive collaborative work between Fire Service & Rescue Service and the Constabulary which the County Council is committed to maintain and enhance.

It also recognises that the Police and Crime Act 2017 offers a number of options to promote the Government's policy objectives.

Among these is the 'Representative' model which would enhance collaboration and representation, without incurring the disruption, costs and ongoing inefficiency arising from the 'Governance' model and which would still maintain and advance the important collaborative work between the Fire & Rescue Service and the Constabulary.

3. The Panel recommends to Cabinet that it:

(a) Agrees that the County Council should respond to the PCC's consultation, opposing the PCC's proposal to become the Fire & Rescue Authority for Hertfordshire but supporting the 'Representative' model of governance for the Fire & Rescue Authority

(b) Delegates to the Director of Resources, in consultation with the Executive Members for Community Safety & Waste Management and for Resources, Property & the Economy, authority to finalise the response to the consultation.

3.23 Further to Member discussion it was agreed that Point 3a of the motion should be divided into two separate points in order to achieve greater clarity, and in addition, and subject to legal agreement, the term 'corporate sole' should be removed from 1d of the motion.

3.24 These proposed amendments were unanimously agreed by the Panel. Legal clarification sought subsequent to the panel confirmed the agreement to remove the term 'corporate sole'.

3.25 Members also received assurance that in relation to point 3b, the Leaders of both opposition parties would also be kept informed of progress on the final response consultation

Conclusion:

3.26 The Panel unanimously agreed the following motion be presented to Cabinet and County Council:

'1. The Community Safety & Waste Management Cabinet Panel recommends that Cabinet resolves to oppose Police & Crime

Commissioner's proposal to become the Fire & Rescue Authority for Hertfordshire on the following grounds:

- (a) That the Local Business Case does not make a convincing case for transfer and contains a number of contradictions, overly optimistic assumptions that are not supported by evidence, and a number of financial inaccuracies and misunderstandings.*
- (b) That under the current arrangements, cost-effective 'back office' support for the Service is provided by the County Council, thereby maximising resources available front line service delivery. Establishing a separate 'back office' for the Fire & Rescue Service would undermine the economy and efficiency of the current arrangements.*
- (c) That, as an integral part of the County Council's suite of services, the Fire & Rescue Service draws on its strong and trusted reputation to contribute to a number of cross-service agendas, working in close partnership with Public Health, Adult Social Care, Children's Services and Environment and also with Hertfordshire Constabulary. The loss of these joint activities would be to the detriment of public safety in Hertfordshire.*
- (d) That the current arrangements for accountability of governance of the Fire & Rescue Service are robust with party-political challenge and scrutiny of performance and policy developments through a comprehensive member process. This accountability and transparency of decision-making will be lost if governance is transferred to the Commissioner.*

2. Notwithstanding its strong concerns about the Local Business Case, the Cabinet Panel recognises the extensive collaborative work between Fire Service & Rescue Service and the Constabulary which the County

Council is committed to maintain and enhance.

It also recognises that the Police and Crime Act 2017 offers a number of options to promote the Government's policy objectives. Among these is the 'Representative' model which would enhance collaboration and representation, without incurring the disruption, costs and ongoing inefficiency arising from the 'Governance' model and which would still maintain and advance the important collaborative work between the Fire & Rescue Service and the Constabulary.

3. *The Panel recommends to Cabinet that it:*

- a. *Agrees that the County Council should respond to the Police and Crime Commissioner's consultation, opposing the Police and Crime Commissioner's proposal to become the Fire & Rescue Authority for Hertfordshire;*
- b. *Supports the 'Representative' model of governance for the Fire & Rescue Authority;*
- c. *Delegates to the Director of Resources, in consultation with the Executive Members for Community Safety & Waste Management and for Resources, Property & the Economy, authority to finalise the response to the consultation.*

OTHER PART I BUSINESS

No other Part One business was recorded.

**KATHRYN PETTITT
CHIEF LEGAL OFFICER**

CHAIRMAN _____

**CHAIRMAN'S
INITIALS**

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HERTFORDSHIRE COUNTY COUNCIL

**COMMUNITY SAFETY & WASTE MANAGEMENT
CABINET PANEL**

WEDNESDAY 8 NOVEMBER 2017 AT 10.00AM

Agenda Item No.

3

HERTFORDSHIRE POLICE AND CRIME COMMISSIONER UPDATE REPORT

Report of the Police & Crime Commissioner for Hertfordshire

Author: Debbie Barker, Senior Partnerships & Commissioning Manager,
OPCC (Tel: 01707 806157)

Executive Member:- Terry Hone, Community Safety & Waste
Management

1. Purpose of report

- 1.1 To provide a brief update to the Panel about the current work of the Office of the Police and Crime Commissioner (OPCC).

2. Summary

- 2.1 Updates have been provided in relation to the following items:

- Employer Supported Policing
- Human Trafficking & Modern Slavery
- Hate Crime
- Community Safety Grants
- Criminal Justice
- Violence Against Women and Girls (VAWG) – Service Transformation Fund
- Stop & Search Panel
- Supporting Victims of ‘Honour’ Based Abuse (HBA)
- Fire Service Governance

3. Recommendation

- 3.1 For Panel to note the content of the report.

4. Background

- 4.1 Information for Panel Members on the work of the Office of the Police & Crime Commissioner since the last meeting of the Community Safety & Waste Management Panel is detailed below:

4.1.1 **Employer Supported Policing**

Local businesses and other employers in Hertfordshire are being asked to support Special Constables by signing up to Employer Supported Policing (ESP); and to help bring vital skills in to the policing and community safety arena. There are currently 25 organisations signed up to the ESP scheme in Hertfordshire including but not limited to Tesco, Which?, McMullen Brewery and Sons and District and Borough Councils.

Special Constables have full police powers, uniform and protective equipment and work alongside the regular force. They play a vital role in helping keep communities safe and can get involved in a range of policing activities. Currently, there are opportunities for Special Constables to work in diverse duties which range from working in the Child Sexual Exploitation Unit, the Domestic Abuse Investigation Unit and Prisoner Handling Teams. Officers with ICT skills can also work alongside Cyber Crime teams to deliver online safeguarding and crime prevention advice.

The PCC asks the Board to share the following information and encourage participation in this initiative. More information on joining the Employer Supported Policing Scheme (ESP) or becoming a Special Constable can be found at www.hertspolicespecials.co.uk. You can also get in touch with the Office of the Police and Crime Commissioner - ESP@herts.pcc.pnn.gov.uk or call 01707 806150.

4.1.2 **Human Trafficking & Modern Slavery**

The OPCC and Herts Constabulary are leading on partnership work in regards to modern slavery. Further to a very successful conference in March, three well attended meetings have since taken place involving a range of partners. The aim of these meetings has been to develop a partnership response which builds on the National Policing Plan and the Anti-Slavery Commissioner's strategy.

A steering group has been set up which includes the OPCC, Hertfordshire County Council (Adult and Children's Services), NHS, Herts Constabulary, Shiva Foundation, borough council representation and various Non-Governmental Organisations (NGO's).

We are developing a unique operational and governance model, with the Shiva Foundation (<http://www.shivafoundation.org.uk/>) taking responsibility for administrative co-ordination of the partnership. This is being held up as a model of best practice and has generated interest from organisations across the eastern region and beyond.

The OPCC is currently drafting an action plan for the partnership, which will be delivered by a number of multi-agency sub groups. The action plan is organised around 4Ps (Prevent, Prepare, Protect and Pursue) and will provide enhanced partnership support to the Constabulary's own plan for detection and disruption of organised crime groups, as well as identification of and support for victims. Governance of the steering group and sub groups will be undertaken through the OPCC's Community Safety Board, with direct links to the National Anti-Trafficking & Modern Slavery Network.

As well as organising several multi-agency and cross border operations, the Constabulary's modern slavery team, Operation Tropic, has been delivering awareness training to partners with front line roles across the county. So far around 1500 staff have been provided with training on spotting the signs, referral, reporting and providing support for victims.

A modern slavery partnership strategy will be drafted by the OPCC in consultation with partners. We are aiming to launch this during Summer 2018; and are planning a second conference to showcase our learning and further engage with business partners across the county.

For more information about the modern slavery partnership, please contact Debbie Barker – deborah.barker@herts.pcc.pnn.gov.uk

For more information about training, please contact Detective Sergeant Duncan Montague (Op Tropic) – duncan.montague@herts.pnn.police.uk

4.1.3 **Hate Crime**

A hate crime strategy for Hertfordshire was launched at an event on 20 October 2017. The OPCC is driving this work forward by developing and chairing a multi-agency partnership; and drafting a shared action plan. More information can be found here: <http://www.hertscommissioner.org/2017-10-new-hate-crime-strategy-set-for-hertfordshire>

4.1.4 Community Safety Grants 2018/19

Bids for the Community Safety Grant 2018/19 are invited for submission until 22 December 2017. Priority will be given to partnership projects offering solutions to complex problems focussing on changing lives rather than just managing risk; and specific projects targeting people and places rather than 'business as usual.' Please contact deborah.barker@herts.pcc.pnn.gov.uk for further information and guidance documents.

4.1.5 Criminal Justice

Crest Advisory (<http://crestadvisory.com/>) has been commissioned to undertake some work to help the OPCC better understand the Criminal Justice System (CJS) demand in Hertfordshire. Their report, due in November, will set out where the costs are in the system, how Hertfordshire compares nationally, and will help us to understand where there is greatest duplication and waste. In doing so, it will help the police and partners to understand the opportunities for managing demand more efficiently.

Over the coming months, the OPCC will be developing a Community Engagement Strategy to look at how Criminal Justice agencies can best engage and support the whole community, and particularly those from Black and Minority Ethnic (BAME) backgrounds, throughout the CJS.

The GPS Tagging pilot is showing some successful results with 17 Hertfordshire offenders, who are on a home detention curfew, out on licence or considered for re-release following recall to prison, been successfully tagged and showing compliance with their conditions. The Commissioner will be writing to the Minister, Sam Gyimah to express the Criminal Justice Board's enthusiasm for the GPS Tagging pilot to continue beyond the life of the pilot on 31st March 2018, and to make the case for the tags to be mandatory.

4.1.6 **Violence Against Women and Girls (VAWG) - Service Transformation Fund**

The OPCC was successful in a bid for domestic abuse funding. £436,000 is being awarded by the Home Office, through the Violence Against Women and Girls (VAWG) Service Transformation Fund, to transform support services for all victims of domestic abuse in Hertfordshire. The funding will lead to the creation of a 'Sunflower Hub', providing a single point-of-access allowing victims to receive expert advice or practical support. The bid recognised a gap in supporting standard/medium risk victims, especially at district level. This fund will enable us to provide double district case workers, who will be aligned to the 'Sunflower Hub'.

The OPCC is working with Hertfordshire County Council, who will be leading on a formal procurement process – a requirement of the Home Office funding. A service specification is currently being drafted; and interested partner agencies were invited by Hertfordshire County Council to a market engagement event on 11 October to consult on the services required.

The OPCC will be speaking to local authorities and other organisations to seek support for the service, to ensure that case workers are able to operate at local level and in the communities to which they are assigned; we will be seeking office space and private meeting rooms to enable caseworker interaction with local victims referred to the service.

For further information, please contact Debbie Barker - deborah.barker@herts.pcc.pnn.gov.uk or Kevin McGetrick - kevin.mcgetrick@herts.pcc.pnn.gov.uk

For information about the procurement process, please contact helen.gledhill@hertfordshire.gov.uk

4.1.7 **Stop and Search panel**

In 2014, the Home Secretary introduced the Best Use of Stop and Search Scheme in response to concerns about police compliance with the Police and Criminal Evidence Act (PACE) 1984 Code of Practice A. <https://www.gov.uk/government/publications/pace-code-a-2015>
It was intended that the reforms should contribute to a significant reduction in use of stop search; more intelligence led stop search; and improved stop to arrest ratios.

The reforms included measures to allow stop and search records to be scrutinised by community representatives through independent external scrutiny. Hertfordshire Constabulary signed up to the Best Use of Stop Search Scheme in 2015 and the PCC set up the Countywide Stop and Search Community Scrutiny Panel which is run and led by volunteers. The panel 'dip' samples random stop and search records and assesses them for legal compliance.

Further recruitment is now underway to ensure consistent levels of trained volunteers; and consideration of ways to widen the demographics of panel members, continuing to seek diverse representation i.e. targeted recruitment of BAME groups and young people.

People interested in volunteering for the panel should visit the PCC's website for details on how to apply:

<http://www.hertscommissioner.org/stopsearch>

4.1.8 Supporting Victims of 'Honour' Based Abuse (HBA)

The OPCC has announced that HBA will be included in future victims' services plans delivered through Hertfordshire's victim care centre - Beacon.

This specialist support, which will address the specific needs of victims of HBA, Forced Marriage (FM) and Female Genital Mutilation (FGM) will be brought in during 2018. This decision follows pioneering research carried out by the University of Roehampton and University of Essex which was commissioned by the PCC into so called 'honour' based abuse in Hertfordshire.

HBA is an umbrella term for a collection of crimes which may have been committed in the belief of protecting or defending a family or community's honour. It is however to be recognised that there is no honour in these crimes and offences. The study has highlighted areas where additional support and resources are required to assist those affected.

Actions recommended in the report will be carried out through the HBA subgroup, which sits under the Hertfordshire Domestic Abuse Partnership. These crimes are under-reported and victims are hard to reach because they are isolated or vulnerable, or the perpetrator is in a position of trust. Further work needs to be done to improve the coordinated approach; ensuring victims' needs are being addressed

effectively locally, nationally and internationally. Better communication with community leaders is also essential for increasing victims' confidence to report incidents and to enhance knowledge of safe reporting practices.

The report, *Honour Based Violence and Abuse, Female Genital Mutilation and Forced Marriage: Shaping Services for Priority Victims in Hertfordshire* was based on research conducted by Professor Aisha K. Gill from the University of Roehampton, Professor Pamela Cox and Ruth Weir from University of Essex with consultant input from Professor Sandra Walklate, University of Liverpool. It can be found here: http://www.hertscommissioner.org/fluidcms/files/files/pdf/Victims-Commissioning/HBV_A_FM_FGM_Herts_Report_Gill_Cox_Weir_Walklate_submitted-8-May-2017.pdf

4.1.9 **Fire Service Governance**

The business case for changing the governance of Hertfordshire's Fire and Rescue Service has been submitted to the Home Office. Following a full public consultation, the PCC took the decision to proceed with his proposal to become Police, Fire and Crime Commissioner. In a letter to the Home Office, the PCC said he wanted to see the two services working even more closely together, and to protect the fire service's budget. It will now be considered by the Home Secretary, Amber Rudd, who will ultimately decide on the final outcome.

5. Financial Implications

- 5.1 There are no current direct financial implications arising from this report as its purpose is to provide an information update only.

6. Equalities Implications

- 6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

- 6.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 6.4 No EqlA was undertaken in relation to this report as it only provides a brief summary of wider work undertaken by the OPCC which in isolation has no direct equalities implications. The commitment of the OPCC to equalities throughout its work streams can be found here: <http://www.hertscommissioner.org/holding-me-to-account-overview#commitmenttoequality>

HERTFORDSHIRE COUNTY COUNCIL**COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL****WEDNESDAY 8 NOVEMBER 2017 AT 10:00AM****HERTFORDSHIRE DRUGS & ALCOHOL STRATEGY 2016-19***Report of the Director of Community Protection & Chief Fire Officer*

Author:- Gary Ray, Community Protection Manager (Tel: 01438 843608)

Executive Member: - Terry Hone, Community Safety & Waste Management

1. Purpose of report

- 1.1 To inform the Panel of the Community Protection Directorate's (CPD) involvement in the development and delivery of the first combined Hertfordshire Drugs & Alcohol Strategy and Delivery Plan 2016 -19. Drugs and alcohol had previously been separated into standalone strategies. The Hertfordshire Drugs and Alcohol Strategy and Delivery Plan 2016-19 is attached at **Appendix 1**.

2. Summary

- 2.1 The aim of the Drugs & Alcohol Strategy and Delivery Plan is to reduce the harm caused by drugs and alcohol misuse in Hertfordshire. It brings together a range of strands which contribute to this complex topic, in the context of national guidance and local need identified in the Hertfordshire Drugs & Alcohol Needs Assessment 2015.
- 2.2 The County Community Safety Unit (CCSU), on behalf of the CPD, and Public Health led on the development of the needs assessment and published the final document in 2015. Under the direction of the Drugs & Alcohol Strategic Board the methodology for the development of the assessment was to apply a whole system approach including all ages in terms of prevention, enforcement and control, and treatment. Using a wide range of data from internal and external sources, including crime and health and treatment, the assessment highlighted key findings and recommendations which provided the evidence base for the strategy. The executive summary and key findings of the Drugs & Alcohol Needs Assessment are attached in **Appendix 2**. The link below contains the full report.
<https://www.hertfordshire.gov.uk/media-library/documents/public-health/jsna-documents/drug-and-alcohol-needs-assessment.pdf>

2.3 The strategy was co-produced by a cross directorate team from CPD (CCSU), Public Health and Children's Services. It was designed to achieve the following four priority outcomes:

- People choosing not to misuse drugs and/or alcohol.
- More people get the right help with their drugs and/or alcohol misuse.
- Fewer children, young people and families are affected by drugs and/or alcohol misuse.
- Fewer people experience crime and disorder related to the misuse of drugs and/or alcohol.

The Delivery Plan attached at **Appendix 1**, describes actions by a range of commissioners and services to achieve those outcomes. Each action is accompanied by action outcomes or outputs and lead responsibility for delivery. Following stakeholder consultation the strategy was published in 2016.

2.4 The CPD are supporting the delivery of all four priority outcomes, for example; the Fire & Rescue Service are providing informal healthy living advice to young people on LIFE courses, Trading Standards undertake operations to identify the sale of non-duty paid or counterfeit alcohol products and the CCSU are managing criminal justice interventions for drug misusing offenders including the countywide Drugs Test on Arrest scheme.

3. Recommendation

3.1 Panel are invited to note and comment upon the development of the Hertfordshire Drugs & Alcohol Strategy and the ongoing role of the CPD in the delivery of the accompanying action plan.

4. Background

4.1 The Drugs & Alcohol Strategic Board was established in 2014 by the Director of Public Health and the former Chief Constable with the primary aim of reducing individual and community harm caused by substance misuse. Individual harms include poor health, criminality, breakdown of social relationships, poverty, unemployment, homelessness and substance-related death. Harms to the wider community include drug-related crimes, increased demand for emergency and planned health services, increased need for social support and interventions, public disorder, provision of treatment for dependency, road traffic collisions, assaults (including domestic abuse), discarded paraphernalia, fires, reduced educational achievement and reduced occupational productivity.

4.2 The Board agreed to produce the first combined Drugs & Alcohol Strategy for Hertfordshire underpinned by an evidence based needs assessment using a whole system approach focussing on all ages under three strands; prevention, control and enforcement, and treatment and support. Drugs and alcohol had previously been separated into standalone strategies and, other than drugs and alcohol treatment, had separate governance arrangements. At national level, drugs and alcohol are still addressed in separate strategies. Previous assessments had only covered the treatment strand.

- 4.3 The CCSU, on behalf of the CPD, working with colleagues in Public Health produced the first Hertfordshire Drugs & Alcohol Needs Assessment in 2015. The CCSU are currently refreshing the needs assessment with the Public Health Intelligence Team. The first combined Hertfordshire Drugs & Alcohol Strategy 2016-19 was co-produced by a cross directorate team from CPD (CCSU), Public Health and Children's Services as detailed at point 2.3 of this report.
- 4.4 Delivery of the Drugs and Alcohol Strategy is managed by the multi-agency Hertfordshire Drugs and Alcohol Management Group (co-chaired by senior managers representing Community Protection, Public Health and Children's Services), which is accountable to the Hertfordshire Drugs and Alcohol Strategic Board. Representation on the Management Group includes Trading Standards and Fire Prevention. The CCSU have established a Control & Community Safety Group with representation from Community Safety Partnerships, providing the link into substance misuse issues and interventions at district level. This Group reports to the Hertfordshire Drugs and Alcohol Management Group.
- 4.5 The CPD are supporting the delivery of all four priority outcomes in the strategy some examples of which are set out below;
- 4.5.1 ***People choose not to misuse drugs and/or alcohol***
 Young people attending Fire & Rescue LIFE courses or the Prince's Trust 12 week programmes receive formal and informal healthy living education including information on the negative effects of drugs and alcohol and driving under the influence of either. The Fire & Rescue Service ran 10 LIFE courses in 2016/17 for over 100 attendees whilst over 150 young people attended the Prince's Trust programmes.
- 4.5.2 At the start of 2016 the CCSU supported Dry January by producing drink diaries and 'mocktail' recipe cards to use at information stalls across the county. In spring the Unit ran the 'Talking to Your Child about Drugs and Alcohol' campaign using social media advertising to raise awareness and support parents. .
- 4.5.3 ***More people get the right help with their drugs and/or alcohol misuse***
 The contract for our current Drugs & Alcohol treatment provider, Change, Grow, Live (CGL) expires in March 2019. A cross-directorate team (CCSU, Children's Services and Public Health) are currently developing the specification to recommission a service that will go live in April 2019. The CCSU are responsible for the criminal justice elements of the specification, ensuring offenders receive a premium, fast track service into treatment. This includes direct referrals for Hertfordshire drug misusing offenders on release from prison and co-location of drugs workers in custody suites and probation offices to identify substance misuse issues.
- 4.5.4 ***Fewer children, young people and families are affected by drugs and/or alcohol misuse.***
 In 2016/17, Fire & Rescue crews and Home Safety technicians from Joint Protective Services referred 13 people to Herts Help for identified drugs and alcohol issues during Safe & Well visits.

4.5.5 Fewer people experience crime and disorder related to the misuse of drugs and/or alcohol

The Hertfordshire Test on Arrest scheme, managed by the CCSU, began in April 2016 at both Hatfield and Stevenage custody suites. Offenders arrested for a second trigger offence (acquisitive crimes e.g. shoplifting, burglary or possession of Class A drugs) are tested for cocaine or opiate use using an oral swab. Those that test positive are required by law to attend an assessment with a drugs worker with the aim of providing treatment or support when required. The Home Office estimate that between 30% and 50% of acquisitive crime is committed by Class A drug using offenders to fund their addictions. In the first year of operating 1098 offenders were tested of which 78% (864) tested positive. Reoffending rates of a cohort of these offenders are measured as a key indicator within the strategy. The most recent data on a cohort of 140 offenders show a 17% reduction in offending in the first year since first being tested and attending an assessment (962 offences in the baseline year against 796 in the first year following assessment)

4.5.6 Trading Standards are collaborating with the Food Standards Agency and HMRC on food fraud including the authenticity of wine and spirits which may be counterfeit or illicit. Cheap counterfeit alcohol products have been known to be adulterated with substances such as Methanol which can be very harmful to consumers.

5 Financial Implications

5.1 There are no financial implications attached to this report. The delivery of the actions is primarily commissioned from allocated Public Health funds and is delivered within budget.

6. Equalities Implications

6.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.

6.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.

6.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

- 6.5 An Equalities Impact Assessment (EqIA) was undertaken on the strategy in 2016. This will be reviewed once the refresh of the needs assessment is complete. The full EqIA is attached at **Appendix 3**.
- 6.6 The detail of the protected characteristics and proposed mitigation responses are detailed below:

Protected characteristic	<u>Potential for negative impact</u>	What reasonable mitigations can you propose?
Age	<p>Younger people may be more vulnerable to the risks associated with drugs and alcohol misuse, but less likely to access support services.</p> <p>Older people are increasingly at risk from health harms due to higher levels of regular drinking, often caused by loneliness.</p>	<p>Prioritise prevention of drugs and alcohol misuse.</p> <p>Ensure a range of support services are accessible to young people.</p> <p>Link with existing services for older people, including falls services, to assess risk and offer suitable support services.</p>
Disability Including Learning Disability	<p>People with learning disabilities/difficulties may need additional assistance to take part.</p> <p>People with learning disabilities/difficulties may find that support services are not suitable for their needs.</p>	<p>Information given will be appropriately targeted and tailored, based on advice to be obtained from the HCC Learning Disability team.</p> <p>We will work with contracted support services to ensure they achieve 'purple star' standards.</p>
Race	There is no evidence of higher risks in BME communities	Universal services will be available to all races and will be sensitive to the racial differences of their service users.
Gender reassignment	Community may not be aware of services and may use drugs or alcohol as a 'coping' strategy	Promote availability of services via local LGBT networks.
Pregnancy and maternity	Higher risk to pregnant women and their unborn babies from alcohol and some drugs than to other adult women	Targeted messages and support will be provided through maternity services.
Religion or belief	There is no evidence of higher risks in faith communities	Universal services will be available to all, and will be sensitive to the religious beliefs of their service users.
Sex	Safe levels for alcohol consumption have been reviewed, with risks now similar for males and females.	We will ensure that the latest recommendations on safe drinking limits are included in verbal and printed advice from Hertfordshire

		drugs and alcohol education and support services.
Sexual orientation	There are indications of higher using of psychoactive drug use in some LGBT individuals (Chem-sex)	We will work with sexual health services to provide consistent messages about Chem-sex. We will promote availability of drugs and alcohol services via local LGBT networks.
Marriage & civil partnership	There is no evidence of increased risks associated with marriage or civil partnership status.	Universal support services will be available to all, regardless of marriage or civil partnership status.
Carers (by association with any of the above)	There is evidence of higher levels of stigma associated with carers of people with drugs and alcohol problems.	We will ensure that support structures are in place for carers of people with drugs and/or alcohol dependency.
Opportunity to advance equality of opportunity and/or foster good relations		
Involvement of 3 rd sector and service user representatives in designing and undertaking research of the specific needs of older people and LGBT individuals.		

Background Information

Appendix 1: Hertfordshire's Drugs and Alcohol Strategy

Appendix 2: Drugs & Alcohol Needs Assessment Executive Summary and Key Findings

Appendix 3: Equality Impact Assessment

Are included as part of this report.

Appendix 1: Hertfordshire Drugs & Alcohol Strategy

Hertfordshire's Drugs and Alcohol Strategy and Delivery Plan 2016-2019

This strategy outlines our plans for reducing the harms caused by drugs and alcohol misuse to individuals, families and communities in Hertfordshire. It has been informed by the Drugs and Alcohol Needs Assessment¹, which was completed in 2015 and provided a comprehensive overview of issues relating to the misuse of drugs and alcohol in Hertfordshire. The strategy will be supported by a delivery plan to be overseen by the Drugs and Alcohol Strategic Board and delivered through additional topic groups. It addresses the misuse of both drugs and alcohol and considers the needs of all ages.

What are the issues?

The misuse of drugs and alcohol impact harmfully on individuals, children, families and communities throughout the county.

Individual harms include poor physical and mental health, criminality, breakdown of social relationships, poverty, unemployment, homelessness and substance-related death. Harms and impact to the wider community include drugs related crimes, increased demand for emergency and planned health services, increased need for social care support and interventions, public disorder, provision of treatment for dependency, road traffic collisions, assaults (including sexual and domestic abuse), fires, reduced educational achievement and reduced occupational productivity.

The impact of substance misuse is experienced by individuals and communities and is associated with increased need for a range of statutory and voluntary sector services. Hertfordshire's Drugs and Alcohol Strategy 2016 is central to reducing these harms;

- Since 2008/09 alcohol related hospital admissions have increased for all ages in Hertfordshire.
- Half of those arrested on the 'Test on Arrest' pilot in Hertfordshire, tested positive for Class A drugs.
- Two thirds of people successfully completing treatment in Hertfordshire do not have employment: a key component of recovery.
- Nationally, deaths involving opiates have risen by 64% in two years, the highest on record.

The general principles of the strategy and delivery plan will be as follows:

- Plain language will be used throughout the strategy and plan.
- All interventions will be based upon evidence of effectiveness from national or local research, national guidance or local policy.
- Successful outcomes are dependent on successful joint working.

¹ Drugs and Alcohol Needs Assessment, <http://www.hertsdirect.org/services/healthsoc/healthherts/hihprof/> accessed 19th April 2016.

- Our drugs and alcohol system will meet the needs of the whole population, including young people, families and adults, emerging high-risk groups and those with protected characteristics.²
- Substance misuse issues affect every district and borough in Hertfordshire in terms of hospital admissions and substance-related crime and disorder.
- The Delivery Plan will be reviewed annually.

What are we going to do?

In Hertfordshire, we aim to reduce the harms related to the misuse of drugs and alcohol by prioritising evidence based, cost effective interventions in drugs and alcohol prevention, control and treatment for all people of all ages within Hertfordshire. This strategy addresses prevention and education; treatment, care and support; and enforcement and control.

In Hertfordshire, we have decided that the following 4 priority outcomes can best describe what we want to achieve.

1. People choose not to misuse drugs and/or alcohol.
2. More people get the right help with their drugs and/or alcohol misuse.
3. Fewer children, young people and families are affected by drugs and/or alcohol misuse.
4. Fewer crimes are committed by those who misuse drugs and/or alcohol.

How will we make this happen?

Accountability at the highest level in Hertfordshire lies with the Herts Leaders Group. The quality and delivery of individual priorities will be the responsibility of designated topic groups accountable to the Drugs and Alcohol Strategic Board. This Board has equal status to other county Boards such as the Health and Wellbeing Board and the Criminal Justice Board.

We aspire to move resources towards prevention activity to reduce demand on services. Commissioners of these services will be encouraged to participate.

² As defined by the Equalities Act, 2010, as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, https://www.google.co.uk/?gws_rd=ssl#q=protected%20characteristics%20definition accessed 5th May 2016.

Our Vision and Priority outcomes
We will work together to reduce the harms caused by drugs and alcohol misuse in Hertfordshire

Outcomes	How will we measure the successes
1. People choose not to misuse drugs and/or alcohol	<p>The rate of Hertfordshire adults whose alcohol consumption is defined as ‘high or increasing risk’. (Data source: Public Health England; Local Alcohol Profile England)</p> <p>The percentage of year 8 and 10 pupils who have taken some form of illegal drug. (Data source: Health Related Behaviour Survey)</p>
2. More people get the right help with their drugs and/or alcohol misuse	<p>The percentage of people who successfully complete a treatment programme, but return to services with drugs and/or alcohol problems within 12 months. (Data source: National Drugs Treatment Monitoring System)</p>
3. Fewer children, young people and families are affected by drugs and/or alcohol misuse.	<p>The percentage of children, young people and parents we are working with where sustained and significant progress has been made with an identified substance misuse issue (Data source: Families First)</p>
4. Fewer crimes are committed by those who misuse drugs and/or alcohol	<p>The reoffending rate of those who complete a required assessment and receive treatment. (Data source: Hertfordshire Test on Arrest Scheme)</p>

Hertfordshire's Drugs and Alcohol Delivery Plan 2016-2019

Outcome 1 People choose not to misuse drugs or alcohol

Priority 1.1 We will give consistent information and advice to people and services about drugs and alcohol.			
Action	Action Owner	Indicator	Update
We will implement minimum standards of training for those commissioned to provide information and advice to children, young people and adults.	Drugs and Alcohol Training and Education Group	Launch of minimum standards programme Number of providers signing up to the minimum standards	
We will work together to deliver clear and consistent messages and campaigns.	Drugs and Alcohol Communications Group	Delivery of targeted communications and campaigns	

Priority 1.2 We will work with children, young people and adults to encourage them to choose not to misuse drugs and alcohol.			
Action	Action Owner	Indicator	Update
We will offer life skills and resilience programmes to young people, to help them manage situations and their emotional wellbeing.	Joint Commissioning Group	Number of schools delivering centrally funded/supported resilience programmes	
We will offer parental awareness workshops in schools.	Joint Commissioning Group	Number of parents attending workshops Self-reported confidence levels of parents in talking about drugs and alcohol, following workshops Number of downloads of parental awareness workshop toolkit	

Those who work with young people, families and adults will have the knowledge and skills to talk confidently about drugs and alcohol, deliver low level interventions and signpost people to the right help.	Drugs and Alcohol Training and Education Group	Number of training courses delivered and numbers attending Self-reported confidence levels of attendees in talking about drugs and alcohol, following training courses	

Priority 1.3 Our drugs and alcohol campaigns will be targeted to specific risks and groups, using an appropriate range of media.			
Action	Action Owner	Indicator	Update
We will target our communications to high risk and vulnerable groups as identified in the Drugs and Alcohol Needs Assessment	Drugs and Alcohol Communication Group	Equalities Impact Assessment reviews of communications planning and delivery	
We will work together to respond to emerging trends and issues.	Drugs and Alcohol Communication Group	Quarterly review of plan in light of drugs and alcohol intelligence	

Outcome 2 More people get the right help with their drugs and/or alcohol use

Priority 2.1 We will work to deliver high quality drugs and alcohol treatment and aftercare which will enable children, young people and adults to get the right help.			
Action	Action Owner	Indicator	Update
We will commission quality assured services for young people and adults that are based on evidence of need.	The Commissioning Network/Joint Commissioning Group	All contracts include needs based quality metrics	
We will ensure professionals working with young people, families and adults are skilled and confident in delivering intervention and brief advice where emerging drugs and alcohol problems and safeguarding issues are identified.	The Commissioning Network/ Joint Commissioning Group	Self-reported confidence levels of attendees in delivering brief advice, following training courses	

		Numbers of those reducing their drinking, following Intervention and Brief Advice at Accident and Emergency	
We will ensure employment, training and education remains a priority for agencies	The Commissioning Network/Joint Commissioning Group	Provision for employment, training and education support within care and treatment pathways	

Priority 2.2 A range of services will be accessible across Hertfordshire that are appropriate to the needs of children, families and adults at all levels of harm, risk and complexity.			
Action	Action Owner	Indicator	Update
We will ensure that agencies respond to emerging issues including New Psychoactive Substances, Club Drugs and Chem-Sex.	All Topic Groups	Response to emerging issues	
All service providers will respond to the changing characteristics of harmful drinkers.	All Topic Groups	Annual review using Local Alcohol Profile England indicators and the Cardiff data	
We will make sure those receiving help with substance abuse issues will also receive co-ordinated help with any other issues that they or their families have including domestic abuse and mental health	The Commissioning Network/Joint Commissioning Group	Proportion of service users with identified domestic abuse, mental health and other issues that receive co-ordinated help	
We will research the nature of alcohol consumption by older people.	Data and Intelligence Group	Research project defined by October 2016	

Priority 2.3 We will reduce drugs related deaths.			
Action	Action Owner	Indicator	Update
We will increase the availability and use of Naloxone.	The Commissioning Network/Joint Commissioning Group	Proportion of injecting opiate users offered Naloxone (Naloxone prescriptions/dispensed)	

We will gain a better understanding of drugs related deaths in Hertfordshire to inform local action.	Data and Intelligence group	Research project defined by October 2016	
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Outcome 3 Fewer children, young people and families are affected by drugs and/or alcohol misuse

Priority 3.1 We will work to ensure that vulnerable children and families are identified and provided with appropriate support, adopting a whole-family approach.

Action	Action Owner	Indicator	Update
We will provide bespoke early interventions to support young people, families and vulnerable children including children looked after, who have emerging substance misuse issues.	Joint Commissioning Group	Numbers of young people and families receiving interventions, broken down by demographics and vulnerability factors	
Trained workers will identify and work with young people and families who have substance misuse issues, as part of their role.	Joint Commissioning Group	Numbers of young people and families identified as having substance misuse issues on Children's Services Case Management Systems	

Priority 3.2 We will make sure the young people aged 18-25 get the right help from the right services.

Action	Action Owner	Indicator	Update
We will gain a better understanding of young people's journey to adult services to inform commissioning decisions.	Data and Intelligence group	Production of report and recommendations by December 2017	

Outcome 4 Fewer crimes are committed by those who misuse drugs and/or alcohol

Priority 4.1 Individuals who commit crime to support their substance misuse will continue to gain priority access into treatment.

Action	Action Owner	Indicator	Update
We will test on arrest for Class A drugs in custody suites.	Control and Community Safety	The percentage of people who attend a required assessment and go on to receive treatment	

Offender managers will identify and work with those offenders considered most at risk of reoffending and subject to Integrated Offender Management processes, due to their misuse of drugs or alcohol, to assess their individual needs and develop personalised plans.	Control and Community Safety	<p>Number of offenders identified as committing crime to support substance misuse</p> <p>The number of offenders subject to Integrated Offender Management processes identified and engaged in treatment</p> <p>The reoffending rate of offenders subject to Integrated Offender Management processes</p>	

Priority 4.2 We will take appropriate enforcement action around drugs and alcohol related crime and anti-social behaviour.			
Action	Action Owner	Indicator	Update
Enforcement agencies will work together to ensure effective use of licensing legislation.	Control and Community Safety	<p>Numbers of intelligence led test purchase operations</p> <p>Numbers of licensing related closure notices</p> <p>Numbers of licensing related closure orders</p>	
We will work together to manage the risks associated with the night-time economy.	Control and Community Safety	<p>Recorded trend for alcohol related crime</p> <p>Recorded trend for alcohol related anti-social behaviour</p>	
We will work together to further reduce driving under the influence of alcohol and drugs, including prescription and 'over-the counter' medications.	Control and Community Safety	<p>Number of roadside tests for drugs and/or alcohol</p> <p>Type of drugs found in roadside test – cannabis/cocaine/other</p> <p>Positive outcome data for</p>	

		alcohol/ drugs roadside tests e.g. arrest, disqualification period, custodial sentence etc.	
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Priority 4.3 We will work together to disrupt the supply of illegal drugs and illicit alcohol.			
Action	Action Owner	Indicator	Update
We will share intelligence to support the National Drugs Strategic Action Plan to help develop an enhanced understanding of the illicit drugs wholesale and retail market in Hertfordshire and assist tactical decision making around disruption activity.	Control and Community Safety	Hertfordshire level information updates	
We will work with Regional and Local Crime networks to support development of local media strategies and wrap around procedures in response to Drugs Operations.	Control and Community Safety	Hertfordshire level information updates	
We will implement the New Psychoactive Substances Act 2016 to disrupt the supply of these substances.	Control and Community Safety	Number of New Psychoactive Substances recorded crimes	
We will support crime prevention activity to educate and discourage people from criminalising themselves by becoming involved in illegal drugs.	Control and Community Safety	Out of Court disposal data	
We will engage with businesses and undertake intelligence led market surveillance to identify illicit alcohol, both counterfeit and non-duty paid.	Control and Community Safety	Number of businesses offered advice Volume of seizures Number of enforcement sanctions	

Appendix 2: Drugs & Alcohol Needs Assessment Executive Summary and Key Findings

1. Executive Summary

2.1 General Principles

- All interventions (prevention, control and treatment) will be based upon evidence of effectiveness from national or local research, national guidance or local policy.
- Interventions will use a project management model, that includes business planning & expected return on investment (harm reduction, quality of life & financial)
- Successful outcomes depend on involvement of all key providers and stakeholders to ensure effective care pathways, without gaps.
- Our drugs and alcohol systems need to meet the needs of the whole population, including families, emerging high-risk groups and those with protected characteristics.
- Substance Misuse issues affect every district and borough in Hertfordshire in terms of hospital admissions and substance-related crime and disorder
- Drug and alcohol misuse prevention and treatment can be cost-effective in reducing drug and alcohol harms.

2.2 Findings

The table below lists the key findings from this assessment which, are grouped into five priority areas as follows:

- Alcohol
- Criminal Justice
- Drugs Treatment
- Recovery Support (e.g. housing and employment)
- Physical & Mental Health
- Education and Training

The findings also identify 'gaps in knowledge' which responsible groups may wish to consider.

Within each key finding you will find a link to the section of the document where this is discussed.

2. Table of Key Findings

Findings	Recommendations
<p>1. ALCOHOL</p> <ul style="list-style-type: none"> Alcohol, although legal, is the most harmful drug in terms of harm to the user and wider society. Harmful drinking³ is decreasing in young people but increasing in adults over 40. Alcohol was flagged as an aggravating factor in 27.4% of domestic abuse incidents in Hertfordshire (2014/15) Since 2008/09 alcohol-related hospital admissions have increased for all ages in Hertfordshire. 	<ul style="list-style-type: none"> A greater emphasis on prevention of alcohol-related harms. More information is required about older people's harmful drinking Services should reflect the changing characteristics of harmful drinkers
<p>2. CRIMINAL JUSTICE</p> <ul style="list-style-type: none"> The manufacture and distribution of drugs both in Hertfordshire and nationally is changing and supply is becoming increasingly internet & technology based. Half of those arrested on the 'Testing on Arrest' pilot in Hertfordshire, tested positive for Class A drugs. In Hertfordshire 60% of all stop and searches were conducted on suspicion of drug possession. Drug-related 'trigger offences' (theft, robbery, burglary and aggravated burglary) are linked with heroin and crack cocaine use. 	<ul style="list-style-type: none"> Drug and alcohol using offenders remain a priority for identification and interventions. Interventions for substance misusing offenders, including testing on arrest, should be further developed.
<p>3. DRUGS TREATMENT</p> <ul style="list-style-type: none"> Numbers of 40-55 year olds in drug treatment has doubled in Hertfordshire since 2005/06 Numbers in treatment for cocaine in Hertfordshire has doubled since 2005/06 Numbers in treatment for opiate use has increased with (i) a move to poly-use (ii) older people accessing treatment and (iii) a cohort who have been 	<ul style="list-style-type: none"> There should be systems of care that extend shared-care arrangements, e.g. substance misuse and sexual health. A range of services should be available across Hertfordshire that are accessible and appropriate to people at all levels of harm and potential

³ [Full definition provided by NICE](#)

<p>in treatment for many years.</p> <ul style="list-style-type: none"> • Many with substance misuse issues also have mental health problems • A survey of treatment service users reported that SPICE (synthetic cannabinoid) is the most prevalent of new drugs in Herts. • 33% gay and bisexual men reported using illicit drugs in England & Wales in 2013/14 • There are national recommendations on the need to introduce targeted strategies for a changing substance misuse population, for example, high risk groups such as older people with complex drug & alcohol issues and men who have sex with men. • Black and Minority Ethnic groups have increased in the general population but this is not reflected in Hertfordshire's treatment population. • The UK is now the largest user of cocaine in Europe, and in Hertfordshire the number of people in treatment for cocaine use has doubled since 2005/6 • An alternative, abstinence-based model in Hertfordshire is achieving significantly higher rates of female clients retained in treatment than both the Hertfordshire and national averages. 	<p>harm. Services should reflect the changing characteristics of our drug and alcohol-using population e.g. age, ethnicity, indices of deprivation.</p> <ul style="list-style-type: none"> • Explore relevance to Hertfordshire of national recommendations for targeted strategies for e.g. older people with complex drugs & alcohol use, men who have sex with men and BME groups. • Consider local compliance with national recommendations • A greater understanding of the young people's treatment service is required pending the 2015 system review.
<p>4. RECOVERY SUPPORT</p> <ul style="list-style-type: none"> • Combinations of interventions, delivered consistently, are more effective than single interventions in supporting recovery. • Two thirds of people successfully completing treatment in Hertfordshire do not have employment; a key component of recovery. • Problematic substance misuse can affect whole families: in Hertfordshire 50% of those in treatment for drugs and 46% in treatment for alcohol are parents. • Stable accommodation is a key factor in sustaining recovery; emergency housing need is however, low in Hertfordshire within our treatment population. 	<ul style="list-style-type: none"> • Employment, training and education are a priority for service users. • A whole-family approach is needed to achieve and sustain recovery. • There should be formalised, reciprocal arrangements for direct referrals between specialist services, e.g. substance misuse and domestic abuse.

<p>5. PHYSICAL & MENTAL HEALTH</p> <ul style="list-style-type: none"> • NICE recommends offering testing and treatment for hepatitis B & C and HIV and hepatitis B vaccination. • In a national study, 75% of drugs clients and 85% of alcohol clients had mental health problems. Records of formal referrals from mental health services are low. • Injecting is a high risk means of administration of opiates, stimulants, and steroids and is reportedly being used by a small group involved in ‘Chem-sex’ nationally. • Nationally, deaths involving opiates have risen by 64% in two years and drug deaths are the highest on record. • The provision of naloxone reduces accidental opiate poisoning and death. Take-up in Hertfordshire has been relatively low compared to the numbers in treatment for opiate use and those leaving prison. • Attendances at A&E departments due to alcohol-related assaults and accidental injuries typically occur between midnight and 4am over weekends. 	<ul style="list-style-type: none"> • Systems of care should extend shared care and direct referral arrangements • There should be an increased focus on provision of naloxone to opiate users in Hertfordshire • Ensure hours worked by alcohol liaison nurses are designed to effectively reach those attending A&E departments due to alcohol-related assaults and injuries.
<p>6. EDUCATION AND TRAINING</p> <ul style="list-style-type: none"> • In schools, a focus on resilience and ‘life skills’ is more effective than direct interventions around drugs and alcohol • There is currently no minimum standard of training or approach for those providing drugs and alcohol education, information and advice directly to children, young people and adults. 	<ul style="list-style-type: none"> • Information, education and advice should be consistent across all domains and services • Findings and recommendations from the Herts Young People’s Substance Review (2015) should be considered and agreed actions taken forward.
<p>7. GAPS IN KNOWLEDGE</p> <ul style="list-style-type: none"> • There are gaps in knowledge about the outcomes of some current interventions. <p>Other gaps in knowledge –</p> <ul style="list-style-type: none"> • The scale and nature of older peoples’ harmful drinking in Hertfordshire. 	<ul style="list-style-type: none"> • Outcomes data collection should be robust and also specified in substance misuse service contracts (including quality and safeguarding requirements)

<ul style="list-style-type: none"> • Prevalence and use of new psychoactive substances and nitrous oxide in Hertfordshire. • 999 calls and interventions made by paramedics for overdose, which do not result in a hospital admission. • Trends in overall injecting behaviour and changing profile of needle exchange users, for example relating to IPEDs⁴ and also stimulant injection amongst some groups of MSM. • Activities and outcome data relating to community treatment orders (DRRs and ATRs)⁵ from the probation caseload; now called Community Rehabilitation Companies (CRC). • Findings and recommendations from the Young People's Substance Misuse Review 2015 • Prevalence of problematic use of prescription and over-the-counter drugs. • The numbers of drug-related deaths according to substance type. 	<ul style="list-style-type: none"> • A co-ordinated approach is required to understand the usefulness of missing data and to prioritise obtaining data that will make a meaningful contribution to service re-design or quality standards in commissioning.
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⁴ Image and Performance Enhancing Drugs

⁵ Drug Rehabilitation Requirement and Alcohol Treatment Requirements - orders imposed by the courts.

Appendix 3: Equality Impact Assessment

Hertfordshire Drugs & Alcohol Strategy and Delivery Plan 2016

Equality Impact Assessment (EqIA)

STEP 1: Responsibility and involvement

Title of proposal/ project/strategy/ procurement/policy	Drugs & Alcohol Strategy & Delivery Plan	Accountable Officer	Jim McManus Director of Public Health
Names of those involved in completing the EqIA:	Gary Ray Lindsay Edwards Gill Goodlad	Lead officer contact details:	Gill Goodlad Gill.goodlad@hertfordshire.gov.uk
Date completed:	May 2016	Review date:	May 2018 or before if needed

STEP 2: Objectives of proposal and scope of assessment – what do you want to achieve?

<p>Proposal objectives:</p> <ul style="list-style-type: none"> –what you want to achieve –intended outcomes –purpose and need 	<p>The aim of the Drugs & Alcohol Strategy is to reduce the harms caused by drugs and alcohol misuse in Hertfordshire. It brings together a range of strands which contribute to this complex topic, in the context of national guidance and local need identified in the Hertfordshire Drugs and Alcohol Needs Assessment 2015.</p> <p>The strategy is designed to achieve the following four priority outcomes:</p> <ul style="list-style-type: none"> • People choose not to misuse drugs and/or alcohol. • More people get the right help with their drugs and/or alcohol misuse. • Fewer children, young people and families are affected by drugs and/or alcohol misuse. • Fewer people experience crime and disorder related to the misuse of drugs and/or alcohol. <p>The attached Delivery Plan describes actions by a range of commissioners and services to achieve those outcomes. Each action is accompanied by action outcomes or outputs and lead responsibility for delivery.</p> <p>Delivery of the Drugs and Alcohol Strategy will be managed by the Hertfordshire Drugs and Alcohol Management Group (co-chaired by senior managers representing Public Health, Community Protection and Children’s Services), which is accountable to the Hertfordshire Drugs and Alcohol Strategic</p>
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	Board.
Stakeholders: Who will be affected: the public, partners, staff, service users, local Member etc.	Members of the public/service users Hertfordshire Police Clinical Commissioning Groups HCC Community Protection HCC Health & Community Services HCC Children's Services HCC Public Health Service District Councils' Community Safety Partnerships 3 rd Sector Licensing Committees Executive Members

STEP 3: Available data and monitoring information

Relevant equality information For example: Community profiles / service user demographics, data and monitoring information (local and national), similar or previous EqlAs, complaints, audits or inspections, local knowledge and consultations.	What the data tell us about equalities
<p>This strategy has been developed from the Hertfordshire Drugs and Alcohol Needs Assessment 2015, from national data including NDTMS and LAPE and from national strategies and guidance.</p> <ol style="list-style-type: none"> 1 Local Alcohol Profiles for England (LAPE) (2015) 2. Department of Health. Policy Paper: 2010-2015 government policy: harmful drinking (2015) 3. A Balanced Approach: Drug Strategy annual review (2015) 4. Psychoactive Substances Act (2016) 5. National Drug Treatment Monitoring Service (NDTMS) (2015) 6. Child and Adolescent Drug and Alcohol Services Review (HCC) (2015) 7. Drugs and Alcohol Needs Assessment (HCC) (2015) 	<p>The data highlights that some groups within the population are at greater risk of harm from drugs and alcohol than others, and describe actions that may be taken to ensure those risks are addressed.</p>

STEP 4: Impact Assessment – Service Users, communities and partners (where relevant)

Protected characteristic	<u>Potential for negative impact</u>	What reasonable mitigations can you propose?
Age	<p>Younger people may be more vulnerable to the risks associated with drugs and alcohol misuse, but less likely to access support services.</p> <p>Older people are increasingly at risk from health harms due to higher levels of regular drinking, often caused by loneliness.</p>	<p>Prioritise prevention of drugs and alcohol misuse.</p> <p>Ensure a range of support services are accessible to young people.</p> <p>Link with existing services for older people, including falls services, to assess risk and offer suitable support services.</p>
Disability Including Learning Disability	<p>People with learning disabilities/difficulties may need additional assistance to take part.</p> <p>People with learning disabilities/difficulties may find that support services are not suitable for their needs.</p>	<p>Information given will be appropriately targeted and tailored, based on advice to be obtained from the HCC Learning Disability team.</p> <p>We will work with contracted support services to ensure they achieve 'purple star' standards.</p>
Race	<p>There is no evidence of higher risks in BME communities</p>	<p>Universal services will be available to all races and will be sensitive to the racial differences of their service users.</p>
Gender reassignment	<p>Community may not be aware of services and may use drugs or alcohol as a 'coping' strategy</p>	<p>Promote availability of services via local LGBT networks.</p>
Pregnancy and maternity	<p>Higher risk to pregnant women and their unborn babies from alcohol and some drugs than to other adult women</p>	<p>Targeted messages and support will be provided through maternity services.</p>
Religion or belief	<p>There is no evidence of higher risks in faith communities</p>	<p>Universal services will be available to all, and will be sensitive to the religious beliefs of their service users.</p>
Sex	<p>Safe levels for alcohol consumption have been reviewed, with risks now similar for males and females.</p>	<p>We will ensure that the latest recommendations on safe drinking limits are included in verbal and printed advice from Hertfordshire drugs and alcohol education and support services.</p>

Protected characteristic	<u>Potential for negative impact</u>	What reasonable mitigations can you propose?
Sexual orientation	There are indications of higher using of psychoactive drug use in some LGBT individuals (Chem-sex)	We will work with sexual health services to provide consistent messages about Chem-sex. We will promote availability of drugs and alcohol services via local LGBT networks.
Marriage & civil partnership	There is no evidence of increased risks associated with marriage or civil partnership status.	Universal support services will be available to all, regardless of marriage or civil partnership status.
Carers (by association with any of the above)	There is evidence of higher levels of stigma associated with carers of people with drugs and alcohol problems.	We will ensure that support structures are in place for carers of people with drugs and/or alcohol dependency.
Opportunity to advance equality of opportunity and/or foster good relations		
Involvement of 3 rd sector and service user representatives in designing and undertaking research of the specific needs of older people and LGBT individuals.		

Impact Assessment – Staff (where relevant): Not applicable

STEP 5: Gaps identified

Gaps identified Do you need to collect more data/information or carry out consultation ? (A 'How to engage' consultation guide is on Compass). How will you make sure your consultation is accessible to those affected?	We need to understand more about the needs of older age and of LGBT populations in order to tailor information and services to meet their needs. The Delivery Plan includes a commitment to undertake research to gain this understanding. The research projects will include surveying samples of individuals from these populations about their drugs and alcohol use and their experience of current services. We will engage representatives of these populations in designing each research tool. They will be consulted about any proposed changes in services that arise from the research findings.
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STEP 6: Other impacts

The drugs and alcohol-related harms that will be addressed by the Drugs and Alcohol Strategy are mostly detrimental effects on health and well-being, crime and disorder and interpersonal relationships. This approach is in line with the National Drugs Strategy: prevention; control and community safety; and treatment and recovery. Delivery of the Strategy will have a positive impact on each of these areas.

STEP 7: Conclusion of analysis

Select one conclusion of your analysis	Give details
<input type="checkbox"/> No equality impacts identified – No change required to proposal.	
<p><u>Minimal equality impacts identified</u></p> <ul style="list-style-type: none"> – Adverse impacts have been identified, but have been objectively justified (provided you do not unlawfully discriminate). – Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality. 	
<p>X <u>Potential equality impacts identified</u></p> <ul style="list-style-type: none"> – Take ‘mitigating action’ to remove barriers or better advance equality. – Complete the action plan in the next section. 	<p>Potential equality impacts were identified within the Drugs and Alcohol Needs Assessment 2015; however, the resulting Strategy and Delivery Plan include actions to minimise those impacts.</p> <p>A review of equality impacts will be undertaken after 12 months of delivery to assess changes in impact and further actions introduced as indicated by results.</p> <p>Equality impacts will be included in regular performance reports to the Drugs and alcohol Strategic Board.</p>
<input type="checkbox"/> Major equality impacts identified <ul style="list-style-type: none"> – Stop and remove the policy – The adverse effects are not justified, cannot be mitigated or show unlawful discrimination. – Ensure decision makers understand the equality impact. 	

STEP 8: Action plan

Issue or opportunity identified relating to: <ul style="list-style-type: none"> – Mitigation measures – Further research – Consultation proposal – Monitor and review 	Action proposed	Officer Responsible and target date
<p>Some people with protected characteristics are at greater risk of harmful and hazardous levels of drugs and alcohol misuse and may face additional challenges in accessing services</p>	<p>Ensure that the Drugs and Alcohol Strategy and Delivery Plan take this into account, through the mitigating actions listed above.</p> <p>Ensure that commissioned services meet the needs of communities with protected characteristics through explicit requirements within service specifications</p> <p>Undertake further research to identify the specific needs of older people and LGBT, to inform commissioning</p> <p>Regularly review and report changes in equality impact and amend actions as required.</p>	<p>Gill Goodlad, October 2016</p> <p>Brian Gale, December 2016</p> <p>Chair of new Task & Finish Group to be established to complete this action, March 2017</p> <p>Gill Goodlad, Gary Ray & Lindsay Edwards, March annually from 2017</p>

This EqIA has been reviewed and signed off by:

Head of Service or Business Manager: **Joel Bonnet** **Date:**

Equality Action Group Chair: **Jim McManus** **Date:**

HERTFORDSHIRE COUNTY COUNCIL

COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL

WEDNESDAY 8 NOVEMBER 2017 AT 10:00AM

**LOCAL AUTHORITY COLLECTED WASTE SPATIAL STRATEGY 2016 –
HOUSEHOLD WASTE RECYCLING CENTRE ANNEX**

Report of the Chief Executive & Director of Environment

Author: Alexandra Radley, Senior Project Officer Tel: 01992 556165

Executive Member: Terry Hone, Community Safety & Waste Management

1. Purpose of report

- 1.1. To present the Cabinet Panel with the Household Waste Recycling Centre (HWRC) annex to the Local Authority Collected Waste (LACW) Spatial Strategy 2016. This document has been prepared by the Waste Disposal Authority (WDA) and sets out an assessment of the HWRC network and identifies the WDAs vision for a robust, efficient and fit for purpose service that is capable of fulfilling future demand.
- 1.2. The draft HWRC annex can be read at <https://hertsc365.sharepoint.com/sites/intranet/Services/Environment/Transport/Pages/CLG-Waste-Papers.aspx>

2. Background

- 2.1. The LACW Spatial Strategy 2016 sets out an assessment of desirable new and improved waste management facilities required in the county over the period to 2031 to better enable the sustainable management of LACW. The strategy is not a policy document and does not represent a formal position. It was presented to the CSWM Cabinet Panel on 1 November 2016 and can be found as 05 – Item 5 – Appendix 1 on the following link: <http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/563/Committee/53/Default.aspx>
- 2.2. The strategy has been shared with the Waste Planning Authority, Waste Collection Authorities, the District and Borough Councils' Planning Teams and other relevant planning bodies. This will enable other relevant services and organisations to fully understand the aspirations, requirements and vision of the WDA and consider these as part of their operational and planning processes.

- 2.3. At the November 2016 Panel it was highlighted that further important work was needed to complete the strategy, particularly in relation to the understanding, analysis and assessment of the 17 HWRCs. At the June 2017 Panel an update highlighting the information used to inform the HWRC annex and this report was presented to the Cabinet Panel.

<http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/741/Committee/53/Default.aspx>

3. Recommendation

- 3.1. The Cabinet Panel are requested to note the HWRC annex to the LACW Spatial Strategy 2016.

4. The Household Waste Recycling Centre annex

- 4.1. This annex assesses the viability of the current network to provide a service to 2031. It identifies guiding criteria for the development of new HWRCs, sets out an informed vision of the infrastructure required to provide a robust HWRC network that is effective and efficient and, with the recognition of inherent uncertainty in delivering waste facilities, indicates what a future HWRC network could look like.
- 4.2. As part of the LACW Spatial Strategy it is the intention of the WDA to share this annex with relevant planning bodies.
- 4.3. The HWRC network is an important frontline service that currently receives approximately 2.4 million visits per annum and requires significant investment in order to be fit-for-purpose. The network consists of 17 centres located throughout the county. These centres play an important role in moving waste up the waste hierarchy by enabling the segregation of different waste types and providing opportunities for quality items originally destined for disposal to be reused. The service is valued by residents and is busy throughout the year.
- 4.4. The current network is comprehensive and has evolved overtime with facilities traditionally developed to serve sizable settlements and their location determined by the availability of suitable land.
- 4.5. An assessment of each centre has been completed, taking into consideration overall suitability, condition, impact on the surrounding area including the local road network and capacity.
- 4.6. The annex identifies that in the short term (within five years) seven centres will be classified as unsuitable. These centres are Bishops' Stortford, Buntingford, Cole Green, Hemel Hempstead, Hoddesdon, Turnford and Ware.
- 4.7. In the long term (10-15 years) to 2031 the suitability of the network reduces further with a total of 11 centres assessed as unsuitable and a further two identified as 'not ideal'. This leaves four centres identified as suitable to 2031. These centres are Harpenden, Rickmansworth, Royston and Waterdale.

- 4.8. A significant contributing factor in the unsuitability of each centre is the lack of available space to improve their configuration. In the majority of instances restrictions such as land ownership and planning means expansion of the centres is not feasible. All centres have been configured to make best use of available space, but additional room is needed to increase the efficiency and effectiveness of the service.
- 4.9. The compact nature of the centres means that parking bays are limited and closely spaced. Restricted parking adversely affects the capacity of each centre, especially at peak times. Centres located close to the busy local road network or that are too small to have an onsite queuing lane can cause disruption and congestion in the local area.
- 4.10. An increase in households of c.90,000 by 2031 will place additional pressure on the network generally and increased use of the centres may necessitate further temporary closures to facilitate container exchanges. This may lead to increased queuing, especially at peak times.
- 4.11. The HWRC annex sets out the vision for future HWRC provision which builds on positive aspects of the current service such as improved customer service and maintained recycling and diversion rates. Broadly the vision consists of a well distributed network of existing HWRCs identified as being suitable in the long term and newly developed HWRC 'super sites'.
- 4.12. The super sites would act as the service's flagship centres and would be strategically located on the road network, well designed and include provision for the significant promotion of reuse and repair to help drive waste up the waste hierarchy and promote the 'prevention' agenda. These centres will increase capacity, be able to accommodate planned growth and be able to serve a wider catchment area, enabling the concentration of resources such as staffing, supervision and container provision.
- 4.13. Once at a super site an improved service would be provided, the layout would enable service users to easily separate their waste and/or visit the reuse and repair areas. This should provide for increased recycling rates and reduced disposal costs. The design and increased capacity of the centre would significantly reduce the likelihood of queuing and also the need to close centres during opening hours to carry out container servicing, thereby, providing improvements to the on-site customer experience.
- 4.14. As identified in the annex three centres have an existing and realistic opportunity of being improved to super site status. They are Ware, Stevenage and Turnford. Planning permission for the expansion of the Ware HWRC has been submitted and, should permission be granted, a new centre will hopefully be operational in summer 2019. The council have recently purchased land adjacent to the Stevenage HWRC and expansion of this centre is being explored.

The Turnford HWRC is situated in the Brookfield area, this is identified as an area of major redevelopment in Broxbourne Borough Council's Local Plan and therefore provision of a new HWRC is being investigated as part of this process.

- 4.15. Delivery of the centres in 4.14 above would result in a HWRC network with seven centres suitable to 2031. The annex identifies an indicative network that would enable a more robust and easy to use service that is fit for purpose. It is based on the retention of suitable centres to 2031 and the provision of three new super sites in two areas of search. These new centres would serve Bishops' Stortford including the proposed Gilston development and the A414 growth corridor which is set to see sixty percent of all proposed development in the county to 2031.
- 4.16. Provision of super sites could enable the rationalisation of the HWRS network with possible closure of some of the least suitable centres in the network. While service provision would change, it would be a robust service that is capable of fulfilling the future demand of population growth, moving waste up the hierarchy and meeting the potential requirement to further segregate waste types as part of the circular economy agenda.

5. Financial Implications

- 5.1. The existing network requires significant investment in order to be fit-for-purpose in the context of increasing use and planned housing commitments in the emerging local plan processes across the County. Capital investment in a smaller number of 'super-sites' which are larger, better placed and more accessible for existing and emerging housing stock could enable some rationalisation of the network, thereby reducing the number of centres in the network and the associated net revenue cost for operation and management of the network.
- 5.2. The potential revenue savings can be estimated based on the contractor's financial model for operation at the time of tender (in 2013/14) and would be subject to negotiation. The savings are comparatively modest as a super-site would require increased staffing numbers, waste containers and an assumption that the same volume of visits and waste would need to be managed.
- 5.3. At this stage, potential revenue savings identified under this option are linked to new centres that have a realistic prospect of delivery within the councils Integrated Plan period (see 4.14 above) although, should site searches provide further opportunity, additional rationalisation options may arise. It should be noted that one-off closure costs have been estimated (e.g. redundancy and permit surrender costs) such that delayed delivery of potential savings is assumed.

- 5.4. Should planning permission for the redevelopment of the Ware HWRC be granted, it would become operational in 2019 and could, subject to consultation and approval, enable the review of 2-3 proximate less fit-for-purpose centres. This could realise a saving of c. £60k to £70k per annum from 2020/2021, however, one-off closure costs (est. £65k) mean this would not be deliverable until 2021/22.
- 5.5. Expansion of the Stevenage HWRC into adjacent land could enable the review of 2-3 proximate less fit-for-purpose centres. This could, subject to consultation and approval, realise a saving of c. £180k per annum, however there would be one-off closure costs (est. £90k).
- 5.6. The risks to delivery include the identification/availability of suitable land, securing capital investment, obtaining planning permission and completion of the appropriate process for the closure of any existing centres.

6. Equalities implications

- 6.1. When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equalities implications of the decision that they are taking.
- 6.2. Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 6.3. The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 6.4. No EqIA was undertaken in relation to this matter as this information report has no implications for any persons with protected characteristics.

HERTFORDSHIRE COUNTY COUNCIL

COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL

WEDNESDAY 8 NOVEMBER 2017 AT 10.00AM

WASTE MANAGEMENT PERFORMANCE MONITOR- QUARTER 2

Agenda Item No.

7

Report of the Chief Executive & Director of Environment

Author: Simon Aries, Assistant Director Transport, Waste & Environmental Management (Tel: 01992 555255)

Executive Member: Terry Hone, Community Safety & Waste Management

1. Purpose of report

- 1.1** To allow the Panel to review the performance of Waste Management for the second quarter of this year (July – September 2017) against the Environment Department Service Plan 2016-2020 including key performance indicators, major projects, contracts and identified risks.

2. Service Performance Summary

2.1 Waste Management

In Quarter 2, the Waste Management Unit had a very good performance with all of its performance indicators either achieving their target or at least improving on their performance from the previous quarter. There were also positive key developments in the service's contracts and projects.

3. Recommendation

- 3.1** The Cabinet Panel is invited to note the report and comment on the Waste Management Performance Monitor for Quarter 2 2017-18.

4. Strategic Performance Indicators

- 4.1** The Waste Management strategic performance indicators, contracts and projects are listed below along with their data for Quarter 2 2017/18.

4.2 Hertfordshire Residual Waste Treatment Programme Project

RAG Status – Red

At this stage in the programme a number of risks have been reduced due to the control measures in place, however overall the status remains as red due to the high profile nature and high value of the programme.

The Revised Project Plan (RPP) proposed by Veolia, and accepted by Cabinet, is for an energy recovery facility at Rye House, Hoddesdon.

The Council entered into a contract with Veolia ES Hertfordshire Ltd (VES) in July 2011 for the provision of residual waste treatment services including the design, construction, financing and operation of a Recycling and Energy Recovery Facility (RERF) proposed at New Barnfield, Hatfield. Following a lengthy planning application process and ultimate refusal, VES submitted a RPP which was accepted in principle (subject to the conclusion of the formal legal drafting) by Cabinet on the 14 March 2016. The legal drafting was concluded on 15 July 2016 to vary the contract and bring the RPP into effect. VES submitted a planning application for an Energy Recovery Facility at Rye House, Hoddesdon in late December 2016.

4.2.1 Key Achievements and Progress in Q2 (July – September 2017)

- VES submitted the planning application for the Rye House facility in late December 2016 to the Waste Planning Authority.
- Following the provision of additional information on the application by VES, at the request of a number of key stakeholders, a second consultation on the planning application was held concluding on 21st September 2017. A decision on the planning application is anticipated this calendar year.
- The extension of the existing interim waste disposal contracts has been completed.

4.2.2 Key Issues, Risks & Risk Mitigations:

- There is a risk that VES will not achieve planning permission for the RPP, should this happen the Council may terminate the contract and pay the capped sums (c. £1.2m).

- The risk that the RPP no longer provides best value for money has been investigated by further financial modelling and sensitivity testing that confirms the Rye House proposed development remains the most financially viable option for Hertfordshire.
- Delays in delivery of the Rye House facility suggest that some short term disposal and treatment arrangements will be required. That is, the capacity under the extended interim arrangements is confirmed until the end of March 2021 but timescales for likely delivery of the ERF extend later into 2021 meaning some 'bridging' arrangements are probably necessary.

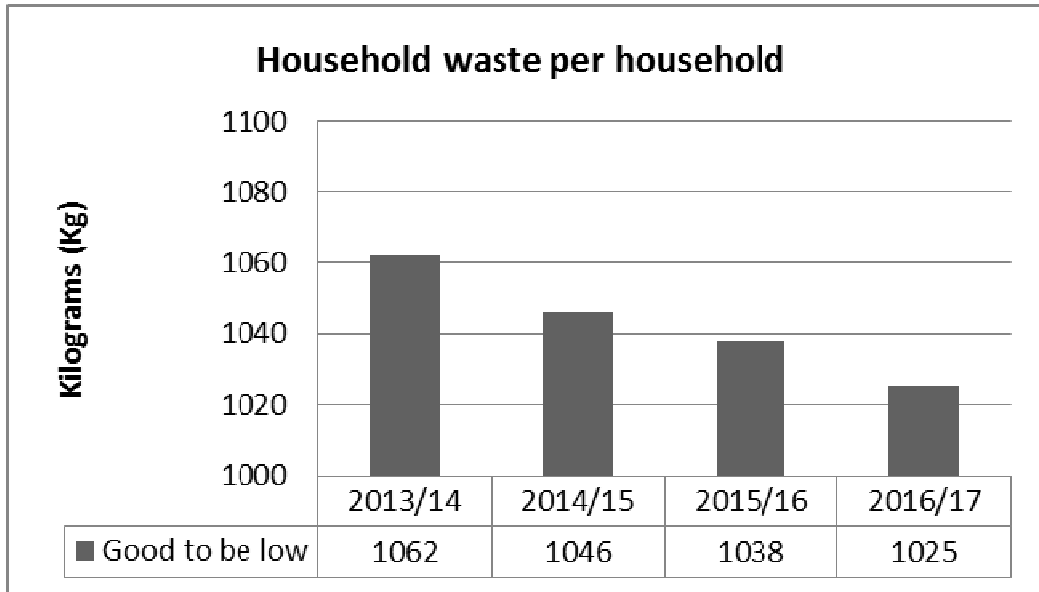
4.3 Waste Disposal Authority (WDA) function (excluding RWTP) indicators

4.3.1 Performance indicators are reported annually and, therefore, this update includes the final outturn for 2016/17.

4.3.2 The 2016/17 outturn has improved on the previous year as a result of kerbside service changes, particularly St Albans who have introduced new weekly kerbside recycling collections for small electrical items and textiles, as well as new weekly food collections. Their residual waste is down by 10%, whilst dry recycling/reuse and organic waste is up 7% and 13% respectively.

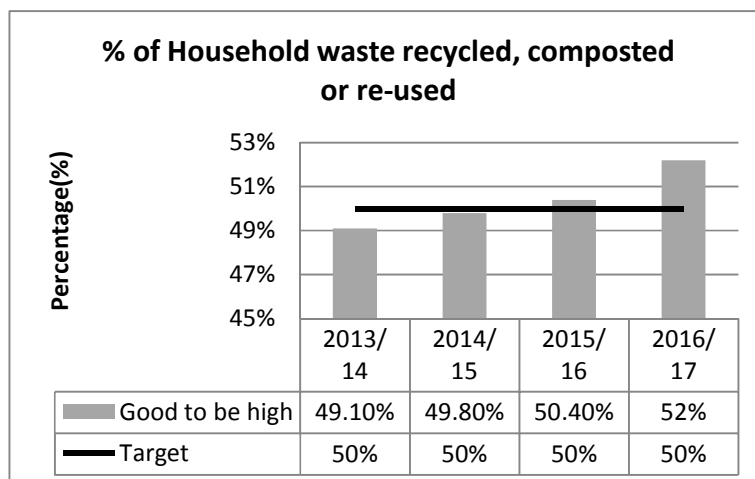
4.3.3 There were also a number of public take back events across all districts, for electrical items to be recycled or reused.

4.4 Total household waste per household in kilograms (the lower the better)



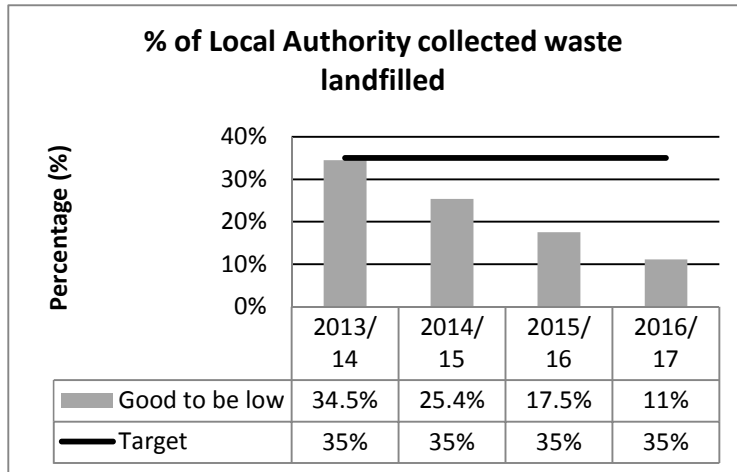
The total amount of household waste per household in 2016/17 was 1,025kg, an improvement on the 2015/16 figure of 1,038 kg.

4.5 Percentage of Household Waste Recycled, Composted or Re-used (the higher the better)



The percentage of household waste recycled, composted or reused continued to improve in 2016/17 to 52.2%, an increase on the 2015/16 total of 50.4%.

4.6 Percentage of Local authority collected waste landfilled (the lower the better)



The proportion of Local Authority Collected Waste (LACW) landfilled in 2016/17 was 11.1%, a significant decrease (positive direction) on the 2015/16 total of 17.5%. This reflects the new suite of interim disposal contracts which focuses more on Energy from Waste (EfW) as opposed to landfill. This has also improved due to the new Greatmoor EfW facility.

4.7 Hertfordshire Household Waste Recycling Centre (HWRC) Service

4.7.1 HCC has a statutory obligation as a Waste Disposal Authority under the Environmental Protection Act 1990 to provide a HWRC service. AmeyCespa Ltd (Amey) took over the running of this service on 6 October 2014.

4.7.2 Amey operates the County Council’s 17 HWRCs under contract. They are delivering all aspects of the contract in accordance with their bid and are providing an improved customer focused service.

4.7.3 Key Achievements and Progress in Q2 (July – September 2017)

- The programmed roll out of Automatic Number Plate Recognition (ANPR) and CCTV systems at the HWRCs continues and live webcams are now

available on the website for 14 of the 17 sites. Since the introduction of this service, our website has seen a 47% increase in the numbers viewing HWRC information on-line.

- The timescale for both the construction and award of the operation of the proposed re-use centres has been revised due to delays in the procurement (by 3 months). Construction for Harpenden and Waterdale is currently scheduled for completion early in the New Year with centres opening in spring 2018. Development of a re-use centre at the Rickmansworth HWRC has been postponed pending a review of the internal layout (to ease queuing prior to opening times) and an investigation into the viable of installing compaction equipment.
- Planning permission for the redevelopment of the Ware HWRC is currently being determined, with a decision expected by late autumn.
- A business case to redevelop the Stevenage HWRC and the adjacent land will be submitted in October 2017.
- The percentage of total waste received at the HWRCs which was diverted from the residual waste (i.e. disposal to landfill) during Quarter 2 was 71.63%.

4.7.4 Key Issues, Risks & Risk Mitigations:

- A recent increase in checks at Chinese ports aimed at restricting imports of low quality dry recyclates continues to impact on the market and has depressed prices in the value of HWRC recycling commodities marketed by Amey. Whilst the Council's contract with Amey provides protection from negative movement in market value, this will have an adverse impact on our contractor and will continue to be monitored.
- There is a risk that the re-use centres will not achieve planning permission and/or that the tender responses prove too expensive for the planned construction and/or there is a lack of tender responses for operation of some or all of the new re-use facilities.
- The Environment Agency and Wood Recycling Association (WRA) are developing a new code of practice (due for April 2018) for the assessment, classification and end use of wood waste. This has the potential to affect the market and potentially increase costs for the treatment of this material. Progress and possible implications will be closely monitored.

- The condition of a number of the centres and their restrictive nature in terms of size and/or accessibility highlights the need to relocate and or redevelop sites identified as not fit for purpose to sustain service delivery for the future.

5. Risks

Waste Management has one corporate level risk which is as follows:

5.1 Residual Waste Treatment (Risk ENV0104)

Following Veolia ES Hertfordshire's failure to achieve a planning permission for their New Barnfield proposals, the Council requested and evaluated a Revised Project Plan for a facility at Ratty's Lane, Hoddesdon. A report was taken to the 4 March 2016 Community Safety and Waste Management Panel and a decision was taken by Cabinet on the 14 March 2016 to accept the RPP in principle.

The planning process is underway and the public consultation on the planning application concluded on the 21 September 2017. A decision on the planning application is anticipated in this financial year. The overall risk status remains red and attracts a 'high impact' due to the high profile nature and high value of the programme.

6. Financial Implications

- 6.1** The financial implications should Veolia not secure planning permission is capped at approximately £1.2m. Sums have been set aside to meet this financial risk.

7. Internal Audit

- 7.1** There were no internal audit reports received in Q2.

8. Equalities Implications

- 8.1** When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equality implications of the decision that they are making.
- 8.2** Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision

makers to read and carefully consider the content of any Equalities Impact Assessment (EQiA) produced by officers.

- 8.3 The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 8.4 No equality implications have been identified in relation to this report although Panel will not make a decision in respect of its contents.

Background Documents

Agenda- Community Safety and Waste Management Cabinet Panel 4 March 2016

<http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/414/Committee/53/Default.aspx>

Agenda Cabinet 14 March 2016

<http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/342/Committee/8/Default.aspx>

HERTFORDSHIRE COUNTY COUNCIL**COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL****WEDNESDAY 18 OCTOBER 2017 AT 10.00AM****WASTE MANAGEMENT PERFORMANCE INDICATOR REVIEW***Report of the Chief Executive and Director of the Environment*

Author:- James Holt, Waste Manager Contract Development
(Tel: 01992 556318)

Executive Member/s:- Terry Hone, Community Safety & Waste Management

1. Purpose of report

1.1. To present the Panel with a review of waste management performance indicators, to including proposed information specific to the Household Waste Recycling Service (HWRS).

2. Summary

2.1. The Waste Management Performance monitor is currently presented to the Panel on a quarterly basis and outlines three main performance areas:

- Hertfordshire Residual Waste Treatment Programme (RWTP) project;
- Waste Disposal Authority (WDA) function (excluding RWTP) which includes performance indicators for:
 - Total household waste per household in kilograms (the lower the better);
 - Percentage of Household Waste Recycled, Composted or Re-used (the higher the better);
 - Percentage of Local authority collected waste landfilled (the lower the better);
- Hertfordshire Household Waste Recycling Service (HWRS).

2.2. During discussion at the Panel meeting in June 2017 Members questioned the format of future reports and if they could be adapted to be more in line with the annual performance report provided by the Community Safety Team, for example, to include more graphs and detailed breakdown of the statistics. It was also agreed that county council indicators including performance and Health and Safety aspects of the HWRS should receive greater prominence.

Members also highlighted the issue that some of the current indicators are largely outside the direct control of the county council and therefore of limited relevance although it was recognised they may still need reporting as part of wider requirements.

- 2.3. A revised set of performance indicators and examples of information that can be generated are set out below and in the appendices to this paper for the Panel's consideration.

Recommendations

- 2.4. The Panel are requested to comment on and agree the proposed set of waste management indicators.
- 2.5. The Panel are asked to agree the suggested reporting frequency of the waste management indicators.

4. Background

3. Revised indicators

- 3.1. It is proposed to revise the cycle of performance reporting to a six monthly report supported by the Hertfordshire Waste Partnership annual report which presents comprehensive and wide ranging annual waste performance data.
- 3.2. Timing of the six monthly reports would be set to meet scheduled Panel meetings but also to ensure availability of current and up to date data for the reporting period. Reporting will take place in Q1 (April to June – actual dates subject to Panel calendar) and Q3 (October to December).
- 3.3. Due to the availability of certain data (for example annual recycling rates) not all indicators will be presented in each report. The content of each report is highlighted below.

Waste Disposal Authority indicators

- 3.4. As final figures and national / regional data reported by DEFRA are not confirmed and reported until Q3 each year this report, to be presented in Q3 (October to December), will include annual updates for:
 - Waste Disposal Authority (WDA) function (excluding RWTP) which includes performance indicators for:
 - Total Residual Waste per household in kilograms (the lower the better) – this is a change to the indicator previously reported (total household waste per household) to match regional and national statistics produced by DEFRA - figure 1 in appendix A;
 - Percentage of Household Waste Recycled, Composted or Re-used (the higher the better) - figure 2 in appendix A;

- Percentage of Local authority collected waste landfilled (the lower the better) - figure 3 in appendix A;
- It is also proposed that this report will include information on historical patterns in Local Authority Collected Waste -figure 4 in appendix A.

In addition the indicators below will be reported twice a year with updates for the period April to September presented with the annual indicators in Quarter 3(October to December) and updates for the period October to March reported in Qu (April to June):

- Hertfordshire Residual Waste Treatment Programme (RWTP) Project – a written update on progress;
- Hertfordshire Household Waste Recycling Centre (HWRC) Service indicators for:
 - HWRC Visitor and tonnage patterns (figure 1 in appendix B). It should be noted that, post the introduction of the Automatic Number Plate Recognition (ANPR) camera systems across the majority of the network, officers will be able to more accurately assess visitor numbers in the future and this will form part of the statistics provided to Members;
 - Customer Satisfaction - ‘Mystery Shopper’ audit - figure 2 in appendix B;
 - The number of recorded Complaints relating to service delivery received from Centre Users. This would include those responses that require a formal response by either the Contractor or Council - figure 3 in appendix B;
 - The number of non-scheduled Centre closures - figure 4 in appendix B. As above, this indicator will be produced from data generated by the ANPR system and will highlight levels of servicing during opening hours.
 - Health & safety indicators e.g. reports of injuries e.g. loss of time injuries and recorded near misses - figure 5 in appendix B.

Hertfordshire Waste Partnership (HWP) performance indicators

- 3.5. The waste management unit collates and validates the data that is used to provide information to the HWP. While this information would not address the request for specific county council information, it does provide a detailed breakdown of overall performance in the County by district or borough and will be of interest to the Panel.

- 3.6. Selected HWP information for 2016/17 is shown in Appendix C. It is proposed to provide this information to the Panel on a six monthly basis to highlight projected performance across the year, including regional comparisons. The data is based on WasteDataFlow figures (the web based system for municipal waste data reporting by UK local authorities to government) that are reported quarterly but remain provisional until the annual outturn is confirmed in October. Until the final outturn is confirmed, previous information may slightly differ when compared retrospectively.

Hertfordshire Waste Partnership (HWP) Annual Report

- 3.7. Noting the specific request for similar reporting to the annual Community Safety Report presented to Panel at the last meeting, Members are reminded that an overview of annual performance and highlights of the previous year are contained in the HWP Annual report. This detailed and informative report is reported to Panel in quarter 4 each year and a link to the 2015/16 report is below.

<https://www.hertfordshire.gov.uk/media-library/documents/waste/waste-partnership-meeting-docs/hwp-annual-report-2015-16.pdf>

4. Financial Implications

- 4.1 As all the information currently used to inform the indicators and data in the appendices is already collected and analysed there are no financial implications arising from this report.

5. Equalities implications

- 5.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves rigorously considered the equality implications of the decision that they are making.
- 5.2 Rigorous consideration will ensure that proper appreciation of any potential impact of that decision on the County Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EQiA) produced by officers.
- 5.3 The Equality Act 2010 requires the County Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.
- 5.4 No equality implications have been identified in relation to this report.

Background Documents

Link to minutes from Community Safety & Waste Management Cabinet Panel Meeting – 27 June 2017:

<http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/741/Committee/53/Default.aspx>

Appendix A – WDA Performance Indicators

Appendix B - Household Waste Recycling Centres

Appendix C – HWP Performance Information

Are included within the report.

Appendix A – WDA Performance Indicators

The information below is provided to give an indication of an alternative way data for the performance of the WDA can be presented. This will be supplemented with commentary on each of the indicators as required.

Waste Disposal Authority function

Figure 1- Residual waste per household (lower the better)

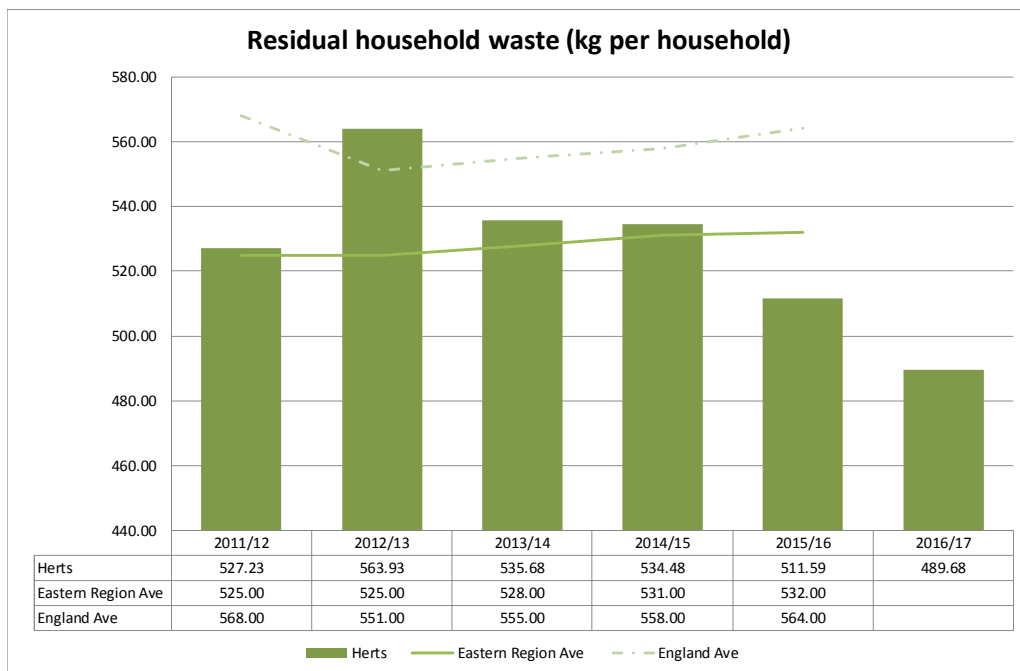


Figure 2 - Percentage of household waste recycled, composted or reused (higher the better)

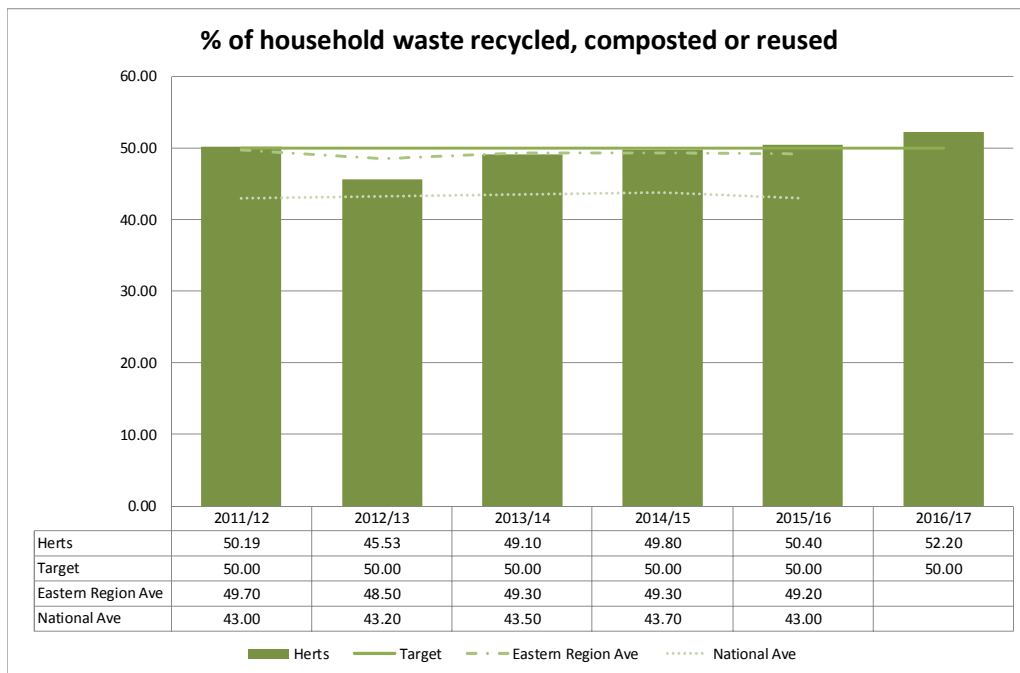


Figure 3 - Percentage of Local Authority Collected Waste (LACW) sent to landfill (lower the better)

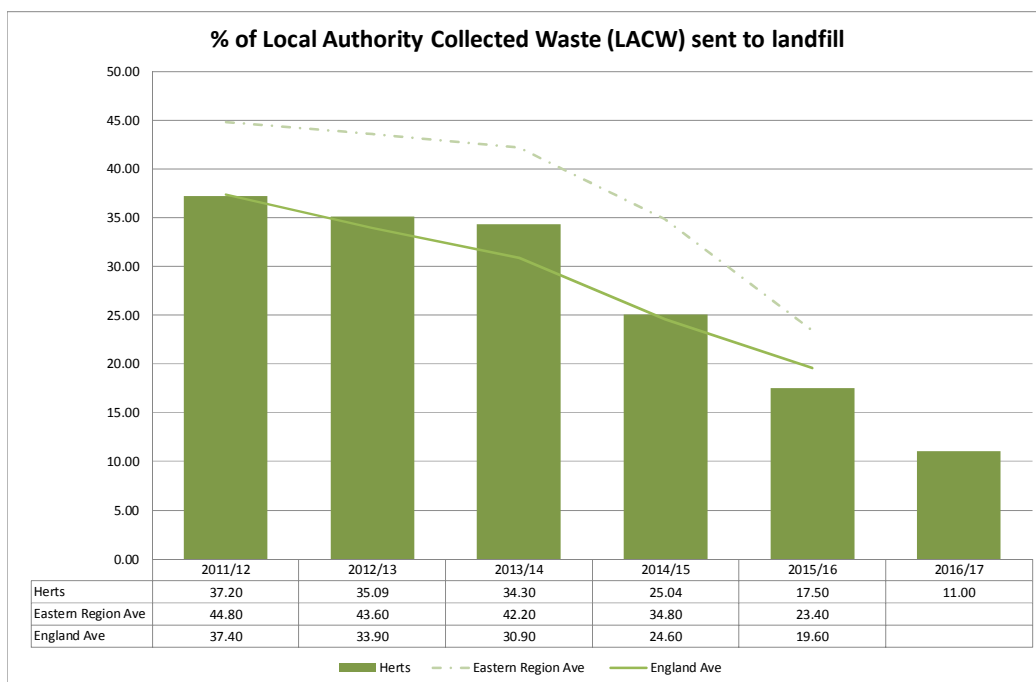
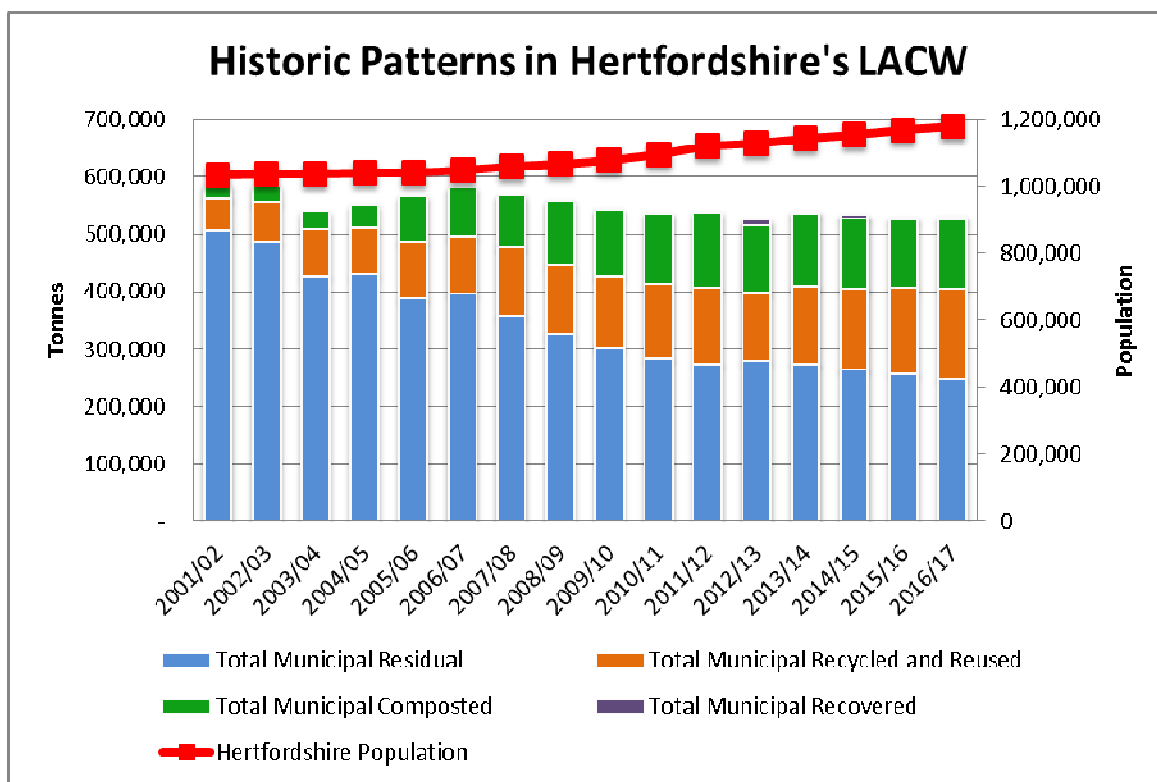


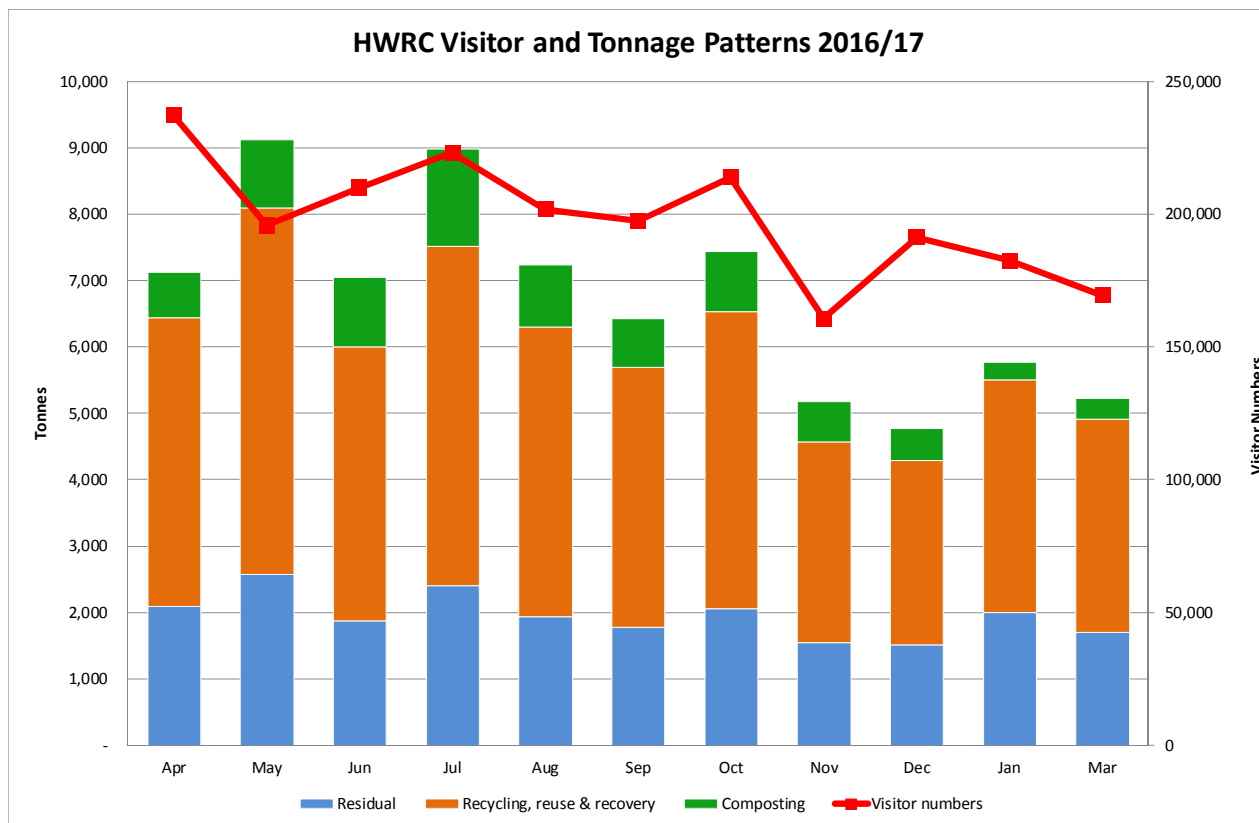
Figure 4 - Historical patterns in Local Authority Collected Waste

This graph, that would be updated annually, highlights the growth in population compare to a decline in the amount of waste produced. It also highlights a reduction in the amount of waste sent for disposal and an increase in recycling and composting.



Appendix B - Household Waste Recycling Centres

Figure 1 - HWRC visitor and tonnage patterns – This graph highlights monthly visitor numbers to all HWRC compared to the amount and type of wastes deposited on site. This graph could be updated six monthly and include the latest figures for 2017/18.



This highlights that in general tonnages increase / decrease in line with visitor number. However, higher visitor numbers and lower tonnages in April suggest they residents are “spring cleaning” i.e. clearing items or relative low weigh quantity whereas in May visitor numbers decline but tonnages increase, suggesting heavier waste such as green garden waste.

Figure 2 - Customer satisfaction mystery shopper results – On a monthly basis, representatives from HCC and Amey (that are independent from the contract) visit three selected HWRCs to conduct a visual inspection of the site and ask questions of the contracted operators staff (e.g. where should a certain item go or questioning policy). The results of this are recorded as a satisfaction score out of 100. Amey must achieve a minimum score of 80 in this KPI.

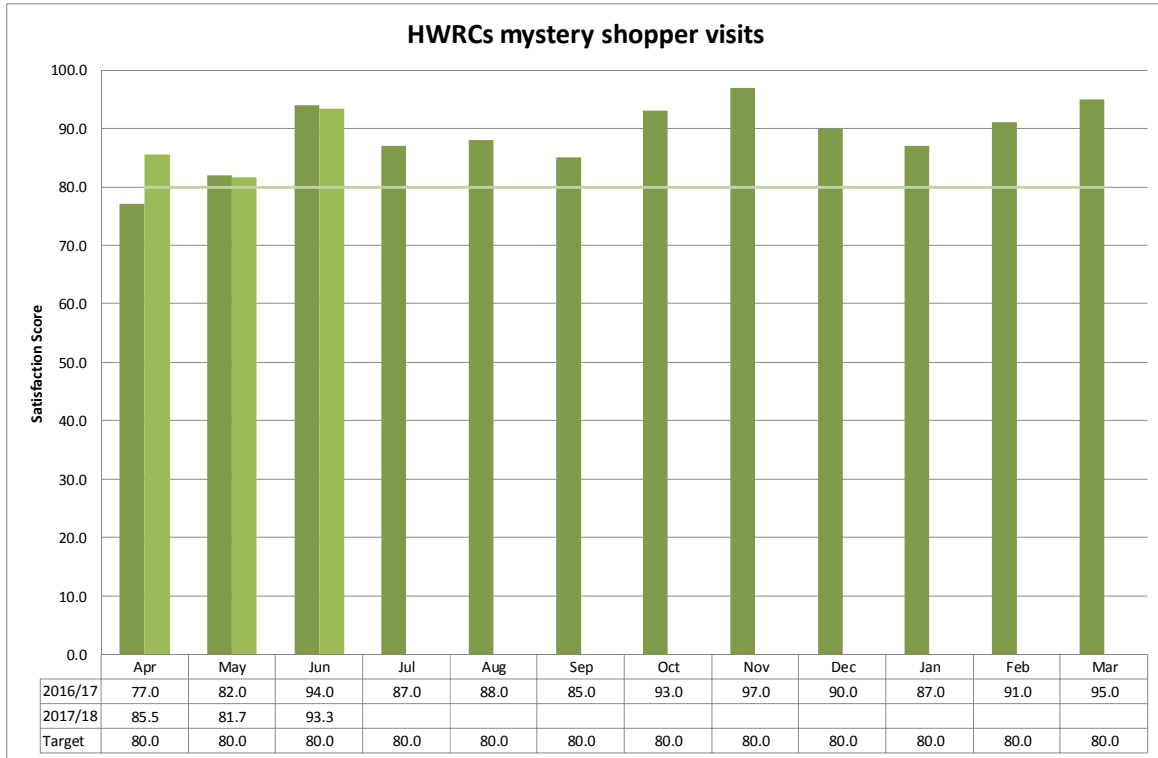
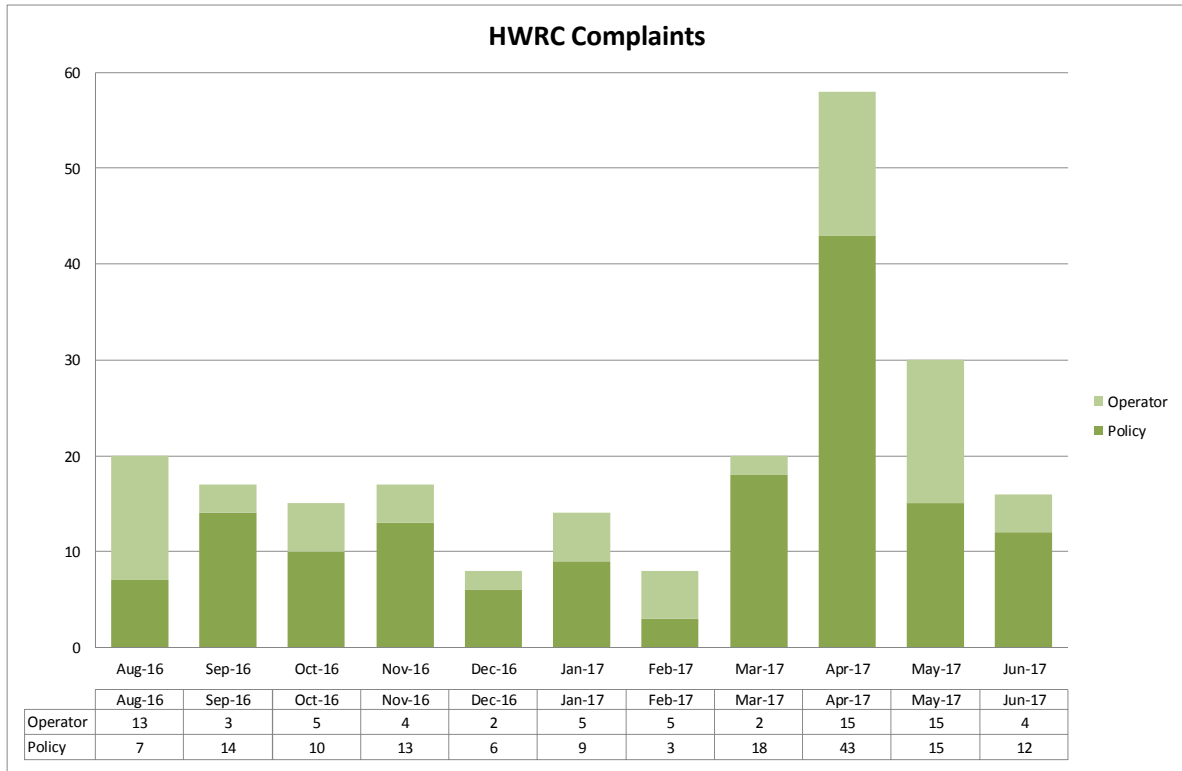


Figure 3 - Number of recorded complaints requiring a formal response by the Contractor or Council – This indicator highlights the number of formal complaints received broken down between policy complaints (e.g. opening hours or van permit policy) and operational complaints (e.g. staff attitude), although in practise a number of complaints regarding operator attitude stem from initial issues with policy. To provide some perspective, the centres receive in the region of 2.5 million visitors per annum.



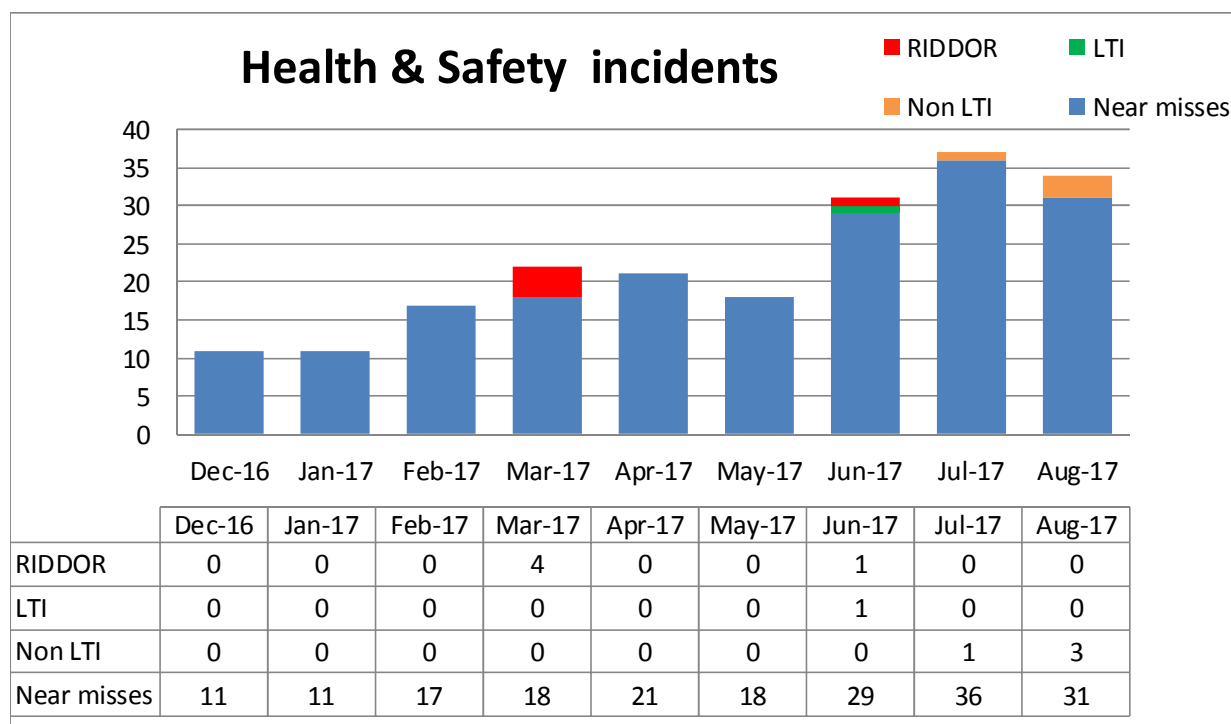
To provide some context the peak of complaints received in April 17 (58) represents 0.03% of service users based on 2.5m visits per annum.

Figure 4 - Number of unscheduled Household Waste Recycling Centre closures (lower the better) – This indicator will highlight instances where sites have closed temporarily during opening hours for container servicing, therefore highlighting when usage exceeds available capacity. Data is currently being compiled through the new ANPR camera system and will be presented in future reports.

Figure 5 - HWRC Health and Safety incidents – this indicator records reports of:

- **Non Lost Time Injuries (Non LTI)** - where a member of the public operative or has sustained an injury (in the case of the operative it has not caused them to take time of work);
- **Lost Time Injuries (LTI)** where an operative has sustained a relatively minor injury but cannot continue his / her duties;
- **RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulation)** reportable injuries (for example, amputations, any injury likely to lead to permanent loss or reduction in sight, non-fatal accidents to non-workers (e.g. members of the public), certain occupational diseases and accidents that result in an employee or self-employed person being away from work, or unable to perform their normal work duties, for more than seven consecutive days as the result of their injury);
- **Near misses** – where operatives of member of public report incidents that could have resulted in accidents / injuries.

It is proposed to present this as actual numbers across a rolling year along with comments regarding the type and reason for the injury.



Notes

- In July an operative was assaulted by a member of public when he was refused permission to tip or walk waste onto site from his large van.
- In August one operative managed to hit himself in the head with a piece of worktop and two injuries to members of public: one slipped whilst flattening card and one cut their hand whilst disposing of a Large Domestic Appliance.

Appendix C – HWP Performance Information

Figure 1 – Summary of Hertfordshire’s performance, including all 10 WCAs and the WDA.

HWP Dashboard 2016/17 Qtrs 1 - 4 (final)			
Tonnages (Q1 - Q4)	2016/17	2015/16	Difference
Recycling (inc. re-use)	137,158	131,839	5,319
Organics (Garden & Food)	121,018	116,795	4,223
Residual	236,495	244,970	-8,475
Total household Waste	494,671	493,604	1,067
Non Compostable Materials (Q1 & Q2)	2016/17	2015/16	Difference
Quarter 1	10.16	252.56	-242.4
Quarter 2	6.08	185.29	-179.2
Quarter 3	5.04	398.08	-393.0
Quarter 4	82.52	280.18	-197.7
Totals...	103.80	1,116.11	-1,012.31
Performance Indicators (Q1 - Q4)	2016/17	2015/16	Difference
Dry Recycling Rate (BV82a)	27.7%	26.7%	1.0%
Composting Rate (BV82b)	24.5%	23.7%	0.8%
Overall Recycling Rate (NI192)	52.2%	50.4%	1.8%
Recycling waste per household (kgs)	283.99	277.07	6.9
Composting per household (kgs)	250.58	245.45	5.1
Residual waste per household (kgs)	489.68	514.82	-25.1
Total household waste per household	1,024.25	1,037.33	-13.1

Figure 2 – Overview of performance broken down into individual WCAs and Herts CC (HWRCs)

BROXBOURNE					DACORUM					EAST HERTS				
Category	2015/16	2016/17	Change	trend	Category	2015/16	2016/17	Change	trend	Category	2015/16	2016/17	Change	trend
Dry Recycling	6,478	7,469	991	↑	Dry Recycling	13,381	13,554	173	↑	Dry Recycling	12,462	12,845	383	↑
Composting	8,108	7,767	-341	↓	Composting	13,948	15,176	1,228	↑	Composting	14,056	14,782	726	↑
Residual waste	21,579	21,821	242	↑	Residual waste	28,310	27,547	-763	↓	Residual waste	28,151	26,383	-1,768	↓
Totals...	36,165	37,057	892	↑	Totals...	55,639	56,277	638	↑	Totals...	54,669	54,010	-659	↓
Overall Recycling Rate	40.3%	41.1%	0.8%	↑	Overall Recycling Rate	49.1%	51.1%	1.9%	↑	Overall Recycling Rate	48.5%	51.2%	2.6%	↑
HERTSMERE					NORTH HERTS					ST ALBANS				
Category	2015/16	2016/17	Change	trend	Category	2015/16	2016/17	Change	trend	Category	2015/16	2016/17	Change	trend
Dry Recycling	7,517	7,944	427	↑	Dry Recycling	13,256	13,603	347	↑	Dry Recycling	12,418	13,353	935	↑
Composting	8,590	8,771	181	↑	Composting	15,139	15,547	408	↑	Composting	14,529	16,532	2,003	↑
Residual waste	22,428	21,812	-616	↓	Residual waste	20,888	20,317	-571	↓	Residual waste	24,713	22,072	-2,641	↓
Totals...	38,535	38,527	-8	↓	Totals...	49,283	49,467	184	↑	Totals...	51,660	51,957	297	↑
Overall Recycling Rate	41.8%	43.4%	1.6%	↑	Overall Recycling Rate	57.6%	58.9%	1.3%	↑	Overall Recycling Rate	52.2%	57.5%	5.4%	↑
STEVENAGE					THREE RIVERS					WATFORD				
Category	2015/16	2016/17	Change	trend	Category	2015/16	2016/17	Change	trend	Category	2015/16	2016/17	Change	trend
Dry Recycling	6,481	6,155	-326	↓	Dry Recycling	9,377	10,245	868	↑	Dry Recycling	7,342	8,069	727	↑
Composting	6,228	6,331	103	↑	Composting	10,995	10,690	-305	↓	Composting	5,885	6,184	299	↑
Residual waste	19,285	18,925	-360	↓	Residual waste	13,934	12,883	-1,051	↓	Residual waste	19,774	19,008	-766	↓
Totals...	31,994	31,411	-583	↓	Totals...	34,306	33,818	-488	↓	Totals...	33,001	33,261	260	↑
Overall Recycling Rate	39.7%	39.8%	0.03%	↓	Overall Recycling Rate	59.4%	61.9%	2.5%	↑	Overall Recycling Rate	40.1%	42.9%	2.8%	↑
WELWYN HATFIELD					HERTS COUNTY COUNCIL									
Category	2015/16	2016/17	Change	trend	Category	2015/16	2016/17	Change	trend					
Dry Recycling	8,766	9,377	611	↑	Dry Recycling	34,361	34,545	184	↑					
Composting	11,057	11,306	249	↑	Composting	8,259	7,931	-328	↓					
Residual waste	21,031	18,323	-2,708	↓	Residual waste	24,876	27,403	2,527	↑					
Totals...	40,854	39,006	-1,848	↓	Totals...	67,496	69,879	2,383	↑					
Overall Recycling Rate	48.5%	53.0%	4.5%	↑	Overall Recycling Rate	63.1%	60.8%	-2.4%	↓					

Figure 3 - Regional Comparisons and High Profilers

NI 191 - the amount of residual household waste per household (kg/household)
 NI 192 - the percentage of household waste sent for re-use, recycling or composting
 NI 193 - percentage of municipal waste sent to landfill
 BV82a - the amount of household waste recycled not including re-use
 BV82b - the amount of household waste composted

Sources - data taken from the Wastedataflow report facility for NI 191, 192, 193 & Bv82a & b

Regional	NI 191						Trend last 12 months	NI 192						Trend last 12 months	NI 193						Trend last 12 months	BV82a						Trend last 12 months	BV82b						Trend last 12 months
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16		--	2011/12	2012/13	2013/14	2014/15	2015/16		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Bedfordshire	679	662	645	661	669	673	↑	39.1%	38.2%	39.1%	38.3%	37.9%	37.5%	↓	54.7%	53.2%	55.3%	23.2%	38.7%	38.9%	↑	22.3%	22.2%	21.7%	21.2%	21.7%	20.6%	↓	16.7%	16.0%	17.3%	17.0%	16.5%	16.8%	↑
Buckinghamshire	631	620	570	520	488	505	↑	45.1%	45.3%	47.7%	54.0%	57.0%	55.5%	↓	57.8%	57.6%	55.3%	49.9%	46.7%	35.7%	↓	24.7%	23.5%	27.6%	30.9%	30.6%	30.6%	---	19.9%	21.3%	19.9%	22.8%	26.2%	24.6%	↓
Cambridgeshire	509	476	500	477	470	478	↑	54.2%	55.8%	53.9%	56.4%	58.2%	57.3%	↓	41.5%	36.1%	39.4%	38.9%	22.1%	30.6%	↑	26.6%	29.0%	27.4%	28.3%	28.5%	29.0%	↑	27.0%	26.2%	25.8%	26.1%	28.1%	26.6%	↓
Central Beds	494	510	499	518	542	553	↑	51.6%	51.1%	50.7%	49.7%	48.5%	45.0%	↓	46.3%	46.1%	40.0%	21.7%	32.8%	20.6%	↓	29.7%	30.5%	30.0%	29.5%	27.9%	25.0%	↓	21.9%	20.7%	20.7%	20.3%	20.2%	19.9%	↓
Dorset	472	492	482	452	451	415	↓	52.9%	50.9%	50.3%	53.9%	54.4%	58.5%	↑	43.6%	38.8%	36.1%	26.6%	23.2%	23.3%	↑	28.6%	23.9%	25.0%	26.4%	27.7%	28.9%	↑	23.9%	26.6%	24.9%	29.5%	25.8%	28.6%	↑
Essex	548	516	503	528	532	539	↑	49.9%	51.8%	51.9%	51.1%	51.1%	---	---	52.1%	50.4%	49.9%	50.6%	46.5%	29.2%	↓	29.0%	28.6%	28.3%	27.9%	28.0%	28.8%	↑	20.9%	23.1%	23.9%	23.3%	23.0%	22.0%	↓
Gloucestershire	544	512	498	507	533	525	↓	46.2%	47.2%	48.1%	48.1%	47.4%	48.1%	↑	56.3%	55.2%	53.9%	54.0%	52.3%	52.1%	↓	25.6%	25.9%	26.4%	26.8%	25.3%	26.1%	↑	20.4%	21.2%	24.5%	21.2%	21.8%	20.9%	↓
Hampshire	642	623	625	655	657	655	↓	39.7%	40.5%	38.7%	37.7%	38.0%	39.1%	↑	8.9%	8.1%	6.3%	6.2%	5.2%	6.1%	↑	25.0%	24.2%	23.7%	22.5%	22.1%	24.1%	↑	14.1%	15.7%	14.2%	14.5%	14.8%	13.8%	↓
Hertfordshire	546	527	564	535	534	512	↓	48.5%	50.4%	45.5%	49.3%	49.4%	50.4%	↑	45.1%	37.1%	36.1%	35.3%	26.5%	18.0%	↓	23.1%	23.3%	21.2%	23.6%	24.9%	20.4%	↓	25.1%	26.8%	24.1%	25.4%	24.3%	23.7%	↓
Kent	665	616	598	581	567	585	↑	39.0%	41.1%	41.0%	43.7%	43.6%	44.1%	↑	29.1%	22.5%	21.0%	18.2%	11.1%	6.5%	↓	25.0%	25.3%	24.8%	25.5%	25.9%	25.5%	↓	13.9%	15.9%	16.3%	18.1%	19.7%	18.6%	↓
Lancashire	559	537	512	521	532	496	↓	46.1%	46.8%	47.6%	47.4%	47.3%	51.6%	↑	54.2%	51.6%	45.2%	40.3%	39.4%	31.0%	↓	28.7%	28.3%	27.6%	28.2%	27.6%	28.5%	↑	17.2%	18.4%	20.5%	19.2%	19.5%	22.9%	↑
Luton	711	703	687	691	681	694	↑	35.0%	32.5%	33.6%	33.3%	34.4%	33.2%	↓	49.9%	51.4%	62.6%	64.8%	51.2%	39.9%	↓	23.1%	21.5%	22.4%	21.9%	22.7%	21.9%	↓	10.9%	10.9%	10.9%	10.7%	10.9%	10.2%	↓
Norfolk	526	511	522	536	542	520	↓	45.0%	45.3%	43.8%	42.7%	43.2%	45.8%	↑	54.9%	54.3%	46.4%	45.7%	37.9%	26.0%	↓	27.5%	27.0%	25.7%	23.8%	23.2%	26.0%	↑	17.4%	18.2%	18.1%	18.8%	19.9%	19.5%	↓
Somerset	513	486	493	498	492	489	↓	50.9%	50.9%	50.3%	50.1%	52.2%	52.9%	↑	51.9%	48.1%	48.6%	48.1%	46.3%	45.9%	↓	27.3%	26.1%	26.0%	26.8%	28.2%	28.7%	↑	23.2%	24.6%	24.1%	23.1%	23.5%	23.6%	↑
Surrey	583	522	504	540	519	494	↓	46.4%	51.5%	52.1%	51.9%	53.2%	55.0%	↑	32.4%	15.0%	9.8%	10.5%	6.0%	6.0%	---	27.3%	28.9%	29.3%	29.0%	27.5%	30.8%	↑	19.1%	22.5%	22.7%	23.0%	23.5%	23.9%	↑
Suffolk	498	481	479	484	490	492	↑	53.8%	53.2%	52.4%	53.0%	53.1%	53.0%	↓	37.2%	40.7%	48.2%	47.3%	20.9%	1.0%	↓	30.7%	30.3%	28.9%	29.8%	29.4%	30.5%	↑	23.0%	22.9%	23.3%	23.1%	23.5%	22.4%	↓
Average	570	550	543	544	544	539	↓	46.4%	47.0%	46.7%	47.5%	48.0%	48.6%	↑	44.8%	41.6%	40.9%	36.3%	31.7%	25.7%	↓	26.5%	26.2%	26.0%	26.4%	26.3%	26.6%	↑	19.7%	20.7%	20.7%	21.0%	21.3%	21.1%	↓

Figure 4 – Regional league tables at a glance

NI 191 - the amount of residual household waste per household (kg/household)
 NI 192 - the percentage of household waste sent for re-use, recycling or composting
 NI 193 - percentage of municipal waste sent to landfill

Sources - data taken from the Wastedataflow report facility for NI 191, 192, 193 & Bv82a & b

NI 191							NI 192							NI 193						
2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Dorset	Cambs	Suffolk	Dorset	Dorset	Dorset	Data not available yet	Cambs	Cambs	Cambs	Cambs	Cambs	Dorset	Data not available yet	Hants	Hants	Hants	Hants	Hants	Suffolk	Data not available yet
Cambs	Suffolk	Dorset	Cambs	Cambs	Cambs		Suffolk	Suffolk	Suffolk	Bucks	Bucks	Cambs		Kent	Surrey	Surrey	Surrey	Surrey	Surrey	
Suffolk	Somerset	Somerset	Suffolk	Bucks	Somerset		Dorset	Essex	Surrey	Dorset	Dorset	Bucks		Surrey	Kent	Kent	Kent	Kent	Hants	
Somerset	Dorset	Gloucs	Somerset	Suffolk	Suffolk		Central Bed	Surrey	Essex	Suffolk	Surrey	Surrey		Suffolk	Cambs	Dorset	Central Bed	Suffolk	Kent	
Gloucs	Central Bed	Central Bed	Gloucs	Somerset	Surrey		Somerset	Central Bed	Central Bed	Surrey	Suffolk	Suffolk		Cambs	Herts	Herts	Beds	Cams	Herts	
Central Bed	Norfolk	Cambs	Central Bed	Surrey	Lancs		Essex	Somerset	Dorset	Essex	Somerset	Somerset		Dorset	Dorset	Cambs	Dorset	Dorset	Central Bed	
Bucks	Gloucs	Essex	Bucks	Lancs	Bucks		Herts	Dorset	Somerset	Somerset	Essex	Lancs		Herts	Suffolk	Central Bed	Herts	Herts	Dorset	
Lancs	Essex	Surrey	Lancs	Essex	Herts		Surrey	Herts	Gloucs	Central Bed	Herts	Essex		Central Bed	Central Bed	Lancs	Cambs	Central Bed	Norfolk	
Essex	Surrey	Lancs	Essex	Gloucs	Norfolk		Gloucs	Gloucs	Bucks	Herts	Central Bed	Herts		Luton	Somerset	Norfolk	Lancs	Norfolk	Essex	
Herts	Herts	Norfolk	Herts	Herts	Glouc		Lancs	Lancs	Lancs	Gloucs	Gloucs	Glouc		Somerset	Essex	Suffolk	Norfolk	Beds	Cambs	
Norfolk	Lancs	Herts	Norfolk	Central Bed	Essex		Bucks	Norfolk	Herts	Lancs	Lancs	Norfolk		Essex	Luton	Somerset	Suffolk	Lancs	Lancs	
Surrey	Kent	Bucks	Surrey	Norfolk	Central Bed		Norfolk	Bucks	Norfolk	Kent	Kent	Central Bed		Lancs	Lancs	Essex	Somerset	Somerset	Bucks	
Kent	Bucks	Kent	Kent	Kent	Kent		Hampshire	Kent	Kent	Norfolk	Norfolk	Kent		Beds	Beds	Gloucs	Bucks	Essex	Beds	
Hants	Hants	Hants	Hants	Hants	Hants		Beds	Hampshire	Beds	Beds	Hampshire	Hants		Norfolk	Norfolk	Beds	Essex	Bucks	Luton	
Beds	Beds	Beds	Beds	Beds	Beds		Kent	Beds	Hampshire	Hampshire	Beds	Beds		Gloucs	Gloucs	Bucks	Gloucs	Luton	Somerset	
Luton	Luton	Luton	Luton	Luton	Luton		Luton	Luton	Luton	Luton	Luton	Luton		Bucks	Bucks	Luton	Luton	Gloucs	Glouc	

High Performers
