

# Public Document Pack



Aspirational for our people, our place and ourselves

To: MEMBERS OF THE COMMUNITY SERVICES COMMITTEE  
Councillors Wren (Chair), Swann (Vice-Chair), Allen, Caulcott, Connolly, Crane, Hammond, Lee, Mansfield, North, O'Driscoll and Stamp

for any enquiries, please contact:  
[customerservices@tandridge.gov.uk](mailto:customerservices@tandridge.gov.uk)  
01883 722000

Substitute Councillors: Bourne, Duck, Gaffney and Moore

C.C. All Other Members of the Council

13 September 2021

Dear Sir/Madam

## **COMMUNITY SERVICES COMMITTEE TUESDAY, 21ST SEPTEMBER, 2021 AT 7.30 PM**

The agenda for this meeting of the Committee to be held in the Council Chamber, Council Offices, Station Road East, Oxted is set out below. If a member of the Committee is unable to attend the meeting, please notify officers accordingly.

Should members require clarification about any item of business, they are urged to contact officers before the meeting. In this respect, reports contain authors' names and contact details.

If a Member of the Council, not being a member of the Committee, proposes to attend the meeting, please let the officers know by no later than noon on the day of the meeting.

Yours faithfully,

David Ford  
**Chief Executive**

### **AGENDA**

- 1. Apologies for absence (if any)**
- 2. Declarations of interest**

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

- (i) any Disclosable Pecuniary Interests (DPIs) and / or
- (ii) other interests arising under the Code of Conduct

in respect of any item(s) of business being considered at the meeting. Anyone with a DPI must, unless a dispensation has been granted, withdraw from the meeting during consideration of the relevant item of business. If in doubt, advice should be sought from the Monitoring Officer or her staff prior to the meeting.

- 3. Minutes of the meeting held on the 22nd June 2021 (Pages 3 - 10)**

To confirm as a correct record

- 4. To deal with any questions submitted under Standing Order 30**
- 5. Community Services Quarter 1 21/22 Performance Report (Pages 11 - 28)**
- 6. Animal Warden Service - verbal update**
- 7. Any other business which, in the opinion of the Chair, should be considered as a matter of urgency**

## TANDRIDGE DISTRICT COUNCIL

### COMMUNITY SERVICES COMMITTEE

Minutes and report to Council of the meeting of the Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 22<sup>nd</sup> June 2021 at 7.30pm.

**PRESENT:** Councillors Wren (Chair), Swann (Vice-Chair), Allen, Caulcott, Crane, Hammond, Lee, Mansfield, North, O'Driscoll and Stamp

**ALSO PRESENT (via Zoom):** Councillors Bloore, Connolly\*, Farr, Flower, Gaffney, Lockwood, Mills, Moore, Pursehouse and Sayer

\* Councillor Connolly, who is a member of the Community Services Committee, was unable to be present in person but attended remotely in a non-voting capacity.

#### **33. MINUTES OF THE MEETING HELD ON THE 9TH MARCH 2021**

These minutes were confirmed as a correct record.

#### **34. MINUTES OF THE MEETING HELD ON THE 27TH MAY 2021**

These minutes were confirmed as a correct record.

#### **35. QUESTIONS SUBMITTED UNDER STANDING ORDER 30**

The following question was read out by Councillor O'Driscoll:

*"I, like many residents, were shocked and saddened to hear that Whyteleafe FC were forced to withdraw from the upcoming Isthmian League season due to the owners of the Church Road ground terminating their lease. This is devastating to our area around Caterham, Whyteleafe and Warlingham as this act from the ground owners disregarded 75 years of community footballing history. What can this Council do to ensure that grassroots and non-league football has the support it needs, and will this Council condemn the actions of the leaseholder for stopping a much-loved football club from playing?"*

The Executive Head of Communities responded as follows:

*"The Council supports grassroots football in several ways.*

- The Council maintains and hires out pitches including those at Queens Park, Caterham, White Knobbs Way, Caterham and Talbot Road, Lingfield. These can be hired through our website.*
- We maintain grounds at sites which are leased to sports associations – grass cutting, weeding, aerating etc – we have had issues with adequate drainage at many of our pitches, which get regularly waterlogged – this is a priority for year 1 in the Open Spaces Strategy.*

- *The Council has subsidised sports associations who lease premises from ourselves – in the vast majority of cases they are on peppercorn rents and pay only a small contribution to the total cost of maintenance.*
- *Highlighting potential sources of funding to clubs wishing to improve facilities.*

*With regard to the particular case of Whyteleafe FC, they have had a considerable blow. They have been at the Church Road Ground for more than 60 years until the recent break clause was activated by the owners of the ground. There is a predicted demand for football pitches so this is not a facility we would wish to lose. At present, I have no further information on the owners or their intentions. We do not know the details and would not comment on issues between landlords and tenants.”*

Councillor O’Driscoll reflected further on Whyteleafe FC’s situation and commented that other clubs had been evicted from their grounds in similar circumstances. He asked (as his supplementary question) what steps Councillors could take to support local football clubs. The Executive Head of Communities responded by confirming that the freeholder had terminated Whyteleafe FC’s lease of its Church Road ground and reiterated that officers had no further information about their (the freeholder’s) intentions. She could not add anything further to her response to the original question.

## **36. COMMUNITY SERVICES FINANCE REPORT - MONTH 2 (21/22)**

A report concerning the Committee’s revenue budget and capital programme as at the end of May 2021 (month 2) was presented.

The report advised that the budget was provisional, pending the 2020/21 budget outturn to be presented to the Strategy & Resources Committee following the completion of the forensic review of the potential deficit by Grant Thornton (minutes of the 8<sup>th</sup> June 2021 Strategy & Resources Committee refer).

An overspend of £13,000 against the provisional revenue budget baseline of £3,993,200 was projected. This budget had been adjusted by virements totalling £894,800, a breakdown of which was included within the report. It was confirmed that these virements were of a technical, accounting nature (Resolution B below refers) and had no impact on service delivery.

During the debate, the importance of being able to track progress against the various savings targets (on which the committee’s budget relied) was acknowledged. Officers responded to other Member questions, including the way in which depreciation was accounted for within the Council’s budgets and the promotion of the garden waste service.

**RESOLVED** – that:

- A. relevant budget changes since approval of the 2021/22 budget at Full Council in February 2021 (paragraph 4 of the report) be approved, namely:

*“The most significant reason why the Community Services budget has to be reset is to remove the unconventional practice of assigning budgets to non-cash/accounting items. In usual circumstances and for budgeting purposes, only cash items would have a budget set against them as they have an element of controllability. The Council’s practice (which goes back some time it is understood) has been to apply budgets to items which are of an “accounting treatment” nature only, depreciation is an example”*

- B. the 2021/22 budget after recent budget virements be noted; and
- C. the Committee's forecast revenue and capital budget position as at month 2 (May 2021) be noted.

## **37. COMMUNITY SERVICES QUARTER 4 20/21 PERFORMANCE REPORT**

Members were presented with an analysis of progress against the Committee's key performance indicators and risks for the fourth quarter of 2020/21. This included a table regarding the issue of parking permits throughout the District, as previously requested by Members.

The Committee was asked to consider whether the parking permit data should be included as a regular feature of future performance reports. Following a proposal from Councillor Swann, it was agreed that such data should be presented to the Committee at six monthly intervals (i.e. within the performance reports for Quarter 2 and Quarter 4 each year). It was also suggested that the parking permit data should be shared with the development management (planning) team.

In response to questions and comments about the Committee's KPIs and risks, officers advised that:

- the possibility of enabling Parish Councils to procure additional litter clearance services from the District Council's street sweeping team would be explored;
- the number of available parking permits needed to be balanced against the need to make parking spaces available for shoppers etc (it was considered that the two were effectively balanced at present);
- future references to Civil Enforcement Officers not seeing any parking contraventions would be qualified by the words, "during their visits" - officers would welcome information from Members about where and when to target such visits in rural areas with a view to witnessing contraventions and imposing fines to deter repeat offences;
- targets for the parking enforcement indicators would be set in due course (it had been premature to do so to date in light of the abnormal circumstances created by the pandemic);
- the parking enforcement service is intended to be cost-neutral, whereby the fines pay for the costs of administering the service;
- an explanation would be sought about the process for measuring performance against KPI CS4 (percentage of roads, footpaths and public open spaces ... which meet the environmental cleanliness standard); and
- a report would be presented to a future meeting regarding Freedom Leisure, including financial implications for the Council, the Village Health Club and oversight of leisure services.

**RESOLVED** – that:

- A. the Quarter 4 (2020/21) performance and risks for the Community Services Committee be noted; and
- B. a table on the number of parking permits issued throughout the District be included as a new indicator and presented to the Committee at 6 monthly intervals.

### **38. CHANGES TO TAXI LICENSING NEW AND RENEWAL SCHEME**

The Council was responsible for issuing the various types of taxi licenses, namely driver, vehicle and operator licenses for the hackney carriage and private hire trade. The different types of licence expired at the same time of year, e.g. all hackney carriage vehicle licences at the end of January, while those for private hire vehicles ran to the end of March. However, such fees were not charged pro-rata and were non-refundable.

A report was submitted which highlighted unfairness of this system for new applicants. This was also the case for those who, due to the pandemic, had let their licences lapse and wished to renew later. The resource challenges of processing new licences and renewals at the same time of year were also acknowledged. A more business friendly approach was proposed whereby a licence could be granted at any time of year and could be renewed annually thereafter. The report explained that new software would assist officers to manage the process. The various taxi licensing fees for 2021/22 were also presented for Members' information.

In response to the debate, Officers confirmed that there was no cap on the number of taxi licences issued in Tandridge. The imbalance in the number of taxis servicing different locations was discussed, notwithstanding the fact that licenses enabled drivers / operators to seek trade anywhere in the District. Officers agreed to provide advice to Members in due course regarding the powers available to Councils to restrict the number of licences in their areas.

**RESOLVED** – that the current procedure be changed so that all new hackney carriage and private hire licences will expire at the end of the full licence term on the anniversary of grant in line with the majority of other councils in Surrey.

### **39. TANDRIDGE TOGETHER COMMUNITY FUND GRANT ALLOCATIONS**

The Council's lottery scheme generated funds for the Tandridge Together Community Fund (i.e. 60p per ticket sold unless the purchaser nominated a good cause, in which case the amount was reduced to 10p). The Tandridge Health & Wellbeing (THWB) Board was engaged to assess and recommend grant allocations from the fund. In June 2019, the Committee agreed that the minimum annual budget for the fund should be £20,000, with any shortfalls being made up by the Council.

The Committee was informed about the allocation of grants from the 2020/21 fund, which totalled £24,500, including a £1,500 donation from Ridge Radio. 47 applications had been received, resulting in full or partial grants to 17 local organisations. Several recipients had been unable to spend their grants due to the pandemic and had been given an additional 12 months to proceed with their projects.

The Committee was asked to consider the community fund grants process for 2021/22. The THWB board had recommended that the existing criteria should continue to be applied, subject to an extra clause to requiring national charities to demonstrate that grants would be used to support the health and wellbeing of Tandridge residents. Organisations which had received funding in previous rounds would continue to be ineligible and a maximum cap of £2,000 per application would remain.

The report also provided an update on the Council's (Tandridge Together) lottery scheme. This confirmed that 168 good causes had signed up, many of which had been receiving £100 per month from ticket sales (50p per ticket). There had been a significant decline in sales at the beginning of the first lockdown in 2020, although purchases had recovered slightly in 2021 and officers were confident that at least £20,000 would be available for the community fund in 2021/22.

During the debate, the geographical spread of community fund grant recipients was discussed. Officers explained that, while several organisations were based in a particular location, many of their services were District wide.

**RESOLVED** – that:

- A. the application process follows the timetable set out below:
  - application forms to be made available from the beginning of September 2021
  - end of November 2021 deadline for the submission of applications
  - a sub-committee of the Health & Wellbeing Board to review applications in November / December 2021
  - the sub-committee's recommendations to be referred to the Health & Wellbeing Board in January 2022
  - applications determined by Executive Head of Communities in February 2022 and reported to Members thereafter;
- B. the overall total small grants budget be determined in December 2021, based on the money in the Tandridge Together Community Fund (this will be a minimum of £20,000, with any shortfall being met from the Council's future budgets);
- C. the criteria for assessing grant applications for the 2021/22 process be as per Appendix B of the report; and
- D. the award of any grants to be considered by a sub-committee group of the Tandridge Health & Wellbeing Board before being taken to the full Board in January 2022 to agree a formal recommendation – the recommendations to be submitted to the Executive Head of Communities for formal agreement.

## 40. UPDATE ON NEW RECYCLING AND REFUSE CONTRACT

Members discussed the proposed resolution to move into Part 2 for this item (exclusion of the press and public via the termination of the webcast). The resolution cited Paragraph 3 (information relating to financial or business affairs) of Part 1 of Schedule 12A of the Local Government Act 1972 as the basis for this.

Some Members argued that the officer report in connection with the item should be published as there was no apparent justification for making it confidential. It was accepted that the report would be reviewed by officers after the meeting to assess whether a redacted version could be published without compromising the Council's legal position. In the meantime, the Committee agreed to move into Part 2 and the webcast was terminated.

The report regarding the operation of the new recycling and refuse collection contract, since its commencement on 5<sup>th</sup> April 2021, was then presented. This referred to operational changes, including the collection of food waste by separate vehicles and the 'Whitespace' customer relationship management system in all vehicles. The report:

- presented statistics for the first 9 weeks of the contract, including the rounds which had not been completed and the number of households affected;
- explained that rounds had been reorganised due to the new logistics of the contract and that some staff had been allocated to unfamiliar routes;
- acknowledged that technical difficulties had arisen with the new vehicles which had contributed to delays;
- clarified the testing process for the Whitespace system but reflected upon data upload issues which had resulted in service failures and communication problems;
- referred to challenges presented by the increased collection tonnages since the procurement documentation was produced and the prospect of potential changes to the structure of the rounds and collection days;
- outlined staffing capacity challenges faced by the Council in attempting to deal with issues arising from the implementation of the contract;
- reflected upon the impact of cameras on the new collection vehicles to enable the Council and Biffa to verify whether bins had been correctly presented (this was in the context of missed bin complaints);
- identified lessons learned, i.e. the future need for:
  - a dedicated mobilisation team
  - the availability of temporary additional support at key times to respond to enquiries
  - more careful consideration given to the timing of new contracts
  - the project team to be located with the supplier if possible
  - more time for officers to receive training on systems.

During the debate, Members highlighted the severity of the previous service disruptions and the negative impact upon residents. Officers responded to questions and acknowledged the extent of the difficulties faced by residents and Members alike. The circumstances behind some of the operational and communication issues were explained. While reference was made to the Biffa



Award community grants scheme (for organisations situated in the vicinity of landfill sites) it was clarified that Biffa would not be in a position to make compensatory donations to residents.

It was anticipated that, as part of the new performance reporting regime, data would be made available regarding missed bins collections, i.e. how many were rectified within 24 hours of a missed bin being reported.

**RESOLVED** – that the report and lessons learnt from issues associated with the new contract roll-out be noted.

Rising 10.00 pm

This page is intentionally left blank

## Community Services Quarter 1 21/22 Performance Report

### Community Services Committee Tuesday, 21 September 2021

Report of: Executive Head of Communities

---

Purpose: For information

---

Publication status: Open

---

Wards affected: All

---

#### **Executive summary:**

- The appendices to this report contain data on the Committee's key performance indicators and risks for Quarter 1 2021/22, to enable the Committee to monitor how the Council is delivering the services for which it is responsible.
  - The report also includes details on how the street cleanliness indicator is measured (Appendix C) and an update on Freedom Leisure (Section 4).
- 

**This report supports the Council's priority of:** Building a better Council

**Contact officer** William Mace – Programme Management Officer  
wmace@tandridge.gov.uk

---

#### **Recommendation to Committee:**

That the Quarter 1 2021/22 performance and risks for the Community Services Committee be noted.

---

#### **Reason for recommendations:**

To support the Committee to monitor and manage its performance and risks.

## 1. Introduction and background

- 1.1. Performance and risk reports are presented to each policy committee at the end of each quarter. The reports include a covering report and an appendix with individual performance charts and commentary for each performance indicator, and the committee’s risk register.

## 2. Notes on performance and risk data

- 2.1. See Appendix A and Appendix B for the Community Services Quarter 1 (2021/22) performance data and risk register respectively.
- 2.2. Wherever possible the most recent data has been included in the appendices, regardless of whether it technically falls into the reported quarter. However, due to the committee report timelines, there may be occasions where data is not available in time for the committee report. In these cases, the data will be provided in the next scheduled report.
- 2.3. The Council uses the following risk management scoring matrix:

Likelihood	Very Likely	4	4	8	12	16
	Likely	3	3	6	9	12
	Possible	2	2	4	6	8
	Unlikely	1	1	2	3	4
			1	2	3	4
			Low	Medium	High	Very High
			Impact			

- 2.4. Parking permit data: This data is provided in the Quarter 2 and Quarter 4 reports each year. Therefore the next report will contain this information.
- 2.5. Details on how data for CS4 - Percentage of roads, footpaths and public open spaces, which are TDC’s responsibility which meet the environment cleanliness standard – is calculated
- 2.5.1. Appendix C is an extract from a report to this committee on 22<sup>nd</sup> June 2017 which outlines the methodology used to calculate the performance figure.
- 2.5.2. Note: officers are currently reviewing this methodology, as it was inherited from a government standard that is complex to operationalise and includes elements of “street scene” that are not the Council’s responsibilities, nor account for how often streets are swept.

### **3. Quarter headlines**

#### **3.1. Performance**

- 3.1.1. The first version of the new performance monitoring framework for our waste services has been included at the beginning of Appendix A. Although officers are continuing to review the system data, it is felt that this is a positive step towards more accurately reporting the performance of the service. Officers will also look at the colours used in the graphs, to see if they can be better aligned for printed versions of the appendix.
- 3.1.2. Indicator CS5 – food establishment ratings, remains below target due to ongoing Covid-19 impacts and team vacancies.
- 3.1.3. See Appendix A for more details.

#### **3.2. Risk**

- 3.2.1. At the time of writing there were two risks with red rating:
  - Trespass on council land leading to damage and nuisance;
  - Inability to carry out waste collection service in-line with the performance management framework.
- 3.2.2. See Appendix B for details.

### **4. Freedom Leisure Update**

- 4.1. With regard to Freedom Leisure, the picture is looking more positive as the impact of the pandemic and associated restrictions ease. The last partnership meeting with the Council took place in July, just prior to the easing of restrictions on 19th July when classes were able to return to higher capacity, studios could re-open and so forth. Key points to note at this time were:
  - Membership numbers were down on pre-Covid levels but higher than in autumn months and increasing month on month;
  - Learn to Swim participation was very strong;
  - Income was growing steadily and was ahead of projections as at March 21 but still a long way behind pre-Covid projections;
  - Freedom received £3.8m from the National Leisure Recovery Fund across all sites (c.£140k for Tandridge).
- 4.2. Regarding debt, Freedom have cleared a substantial amount of debt to the Council in the past few months. As at 31st March they have paid off 73% of the debt relating to the loans. They are also up to date with rental payments for the Village Health Club.
- 4.3. Therefore the Council is expecting to see an increasing positive trend over the coming months.

## **5. Key implications**

### **5.1. Comments of the Chief Finance Officer**

5.1.1.       \*\*To follow\*\*

### **5.2. Comments of the Head of Legal Services**

As this report is for noting, there are no direct legal implications arising from this report, but the report does provide Members with an overview of the achievement of targets in the past quarter and highlights risk management considerations where appropriate. These risks should align with the Corporate Risk Register. The periodic review of these documents should ensure that they remain aligned.

### **5.3. Other corporate implications**

5.3.1.       Not applicable.

### **5.4. Equality**

5.4.1.       This report contains no proposals that would disadvantage any particular minority groups.

### **5.5. Climate change**

5.5.1.       This report contains no proposals that would impact on the Council's commitment to climate change.

## **6. Appendices**

6.1.       Appendix 'A' – Quarter 1 2021/22 Performance Charts

6.2.       Appendix 'B' - Community Services Risk Register

6.3.       Appendix 'C' – Street Cleanliness Indicator

## **7. Background papers**

7.1.       None.

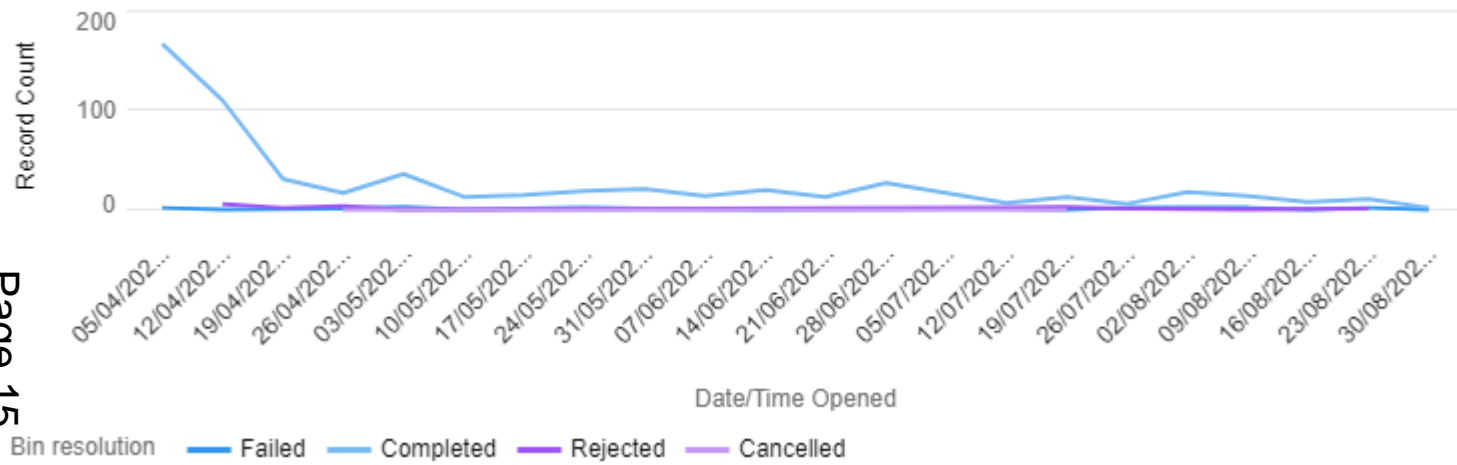
----- end of report -----

**APPENDIX A - Community Services Performance Charts**  
**New waste collection performance indicators (replacing CS1a & CS1b)**

The data covers the period from contract start to date.

Number of missed refuse collections

Number of Missed Rubbish



Page 15

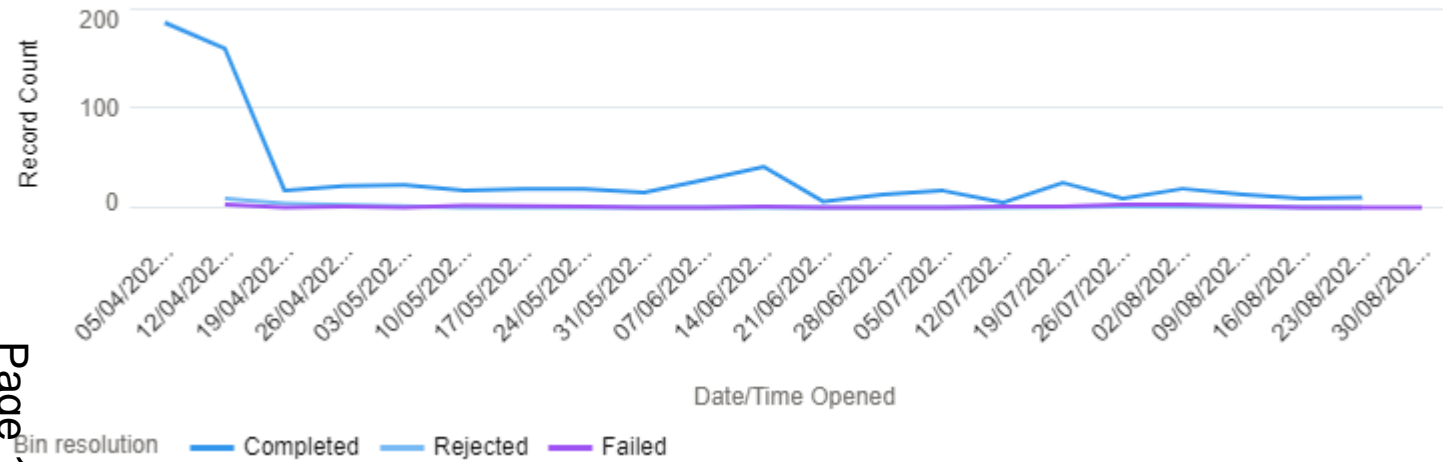
Performance Summary

As can be seen at the start of the contract, the missed rubbish collections are much higher than currently and reflects the challenges that were faced at the time. Over the last 4 weeks the average misses per week is 14 rubbish collections.

## APPENDIX A - Community Services Performance Charts

### Number of missed recycling collections

No of Missed Mixed Recycling



Page 16

### Performance Summary

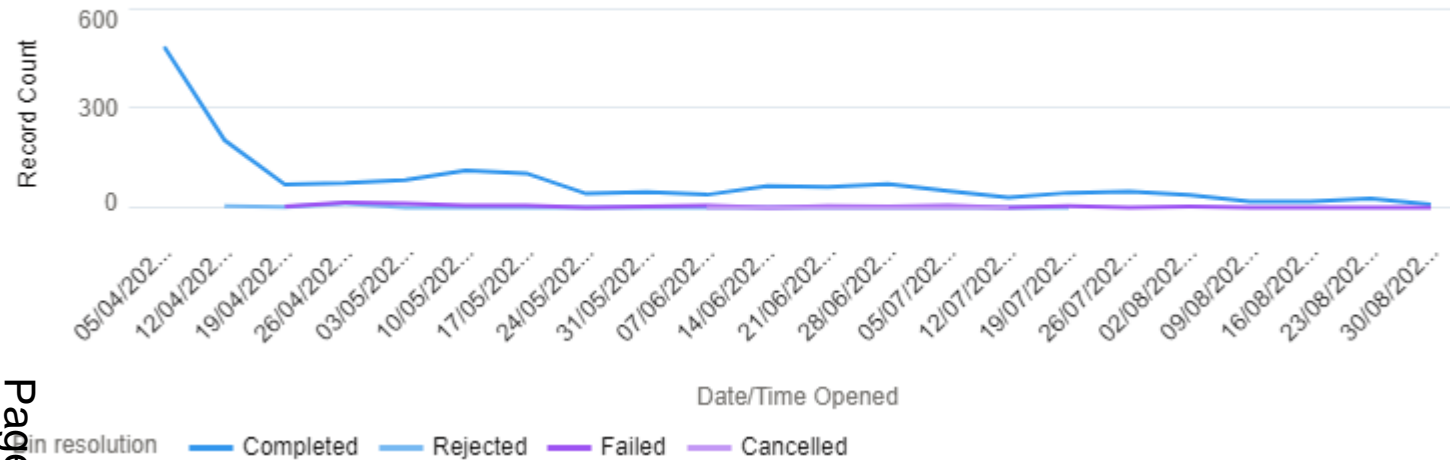
The missed recycling collections very closely mirror the missed rubbish collections and the associated challenges. At this time, only the latest 4 weeks performance can be reported for missed recycling collections. Over the last 4 weeks the average misses per week is 14 per week.



## APPENDIX A - Community Services Performance Charts

### Number of missed food waste collections

Number of Missed Food Waste



Page 17

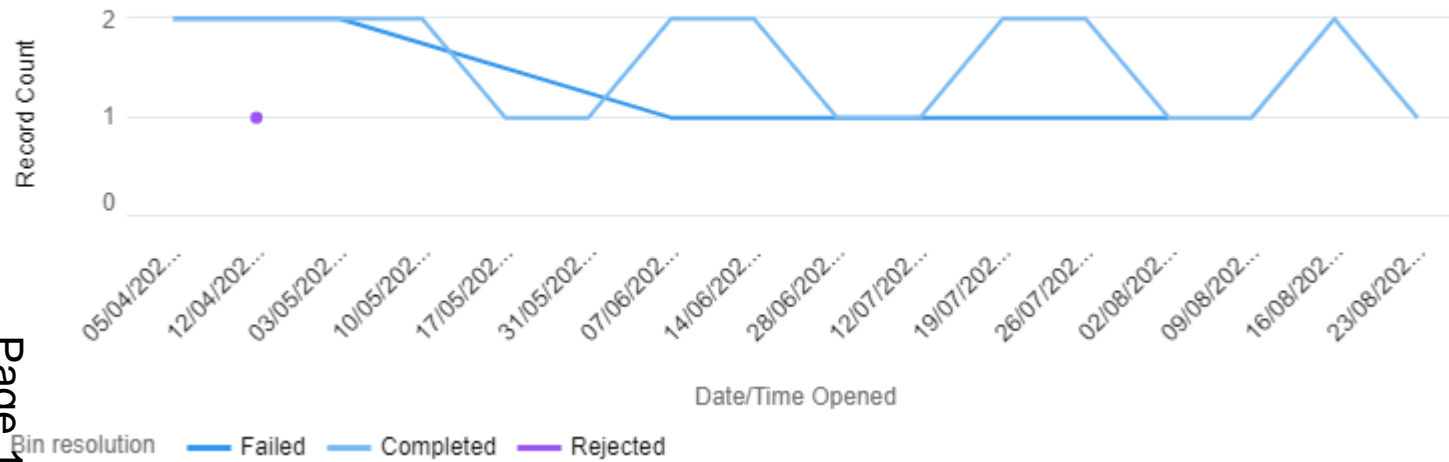
### Performance Summary

The missed food waste collection again mirrors the other two collections, though at higher rate. The service has improved but the number of missed collections is higher at an average of 27 per week. There are several missed collections due to the crews not seeing the caddy out for collection. If the bin is placed on the right-hand side of the bin and the crew are working up the road from left to right, then they may not see it. This has been witnessed when reviewing the vehicles CCTV systems. Work on improving this service continues with Biffa, who are issuing guidance to staff on the collection method. The Council will be providing advice to residents about presenting their food waste caddies to help improve the situation.

## APPENDIX A - Community Services Performance Charts

### Missed textile, small WEEE and Battery collections

Number of Missed Clothes WEEE



Page 18

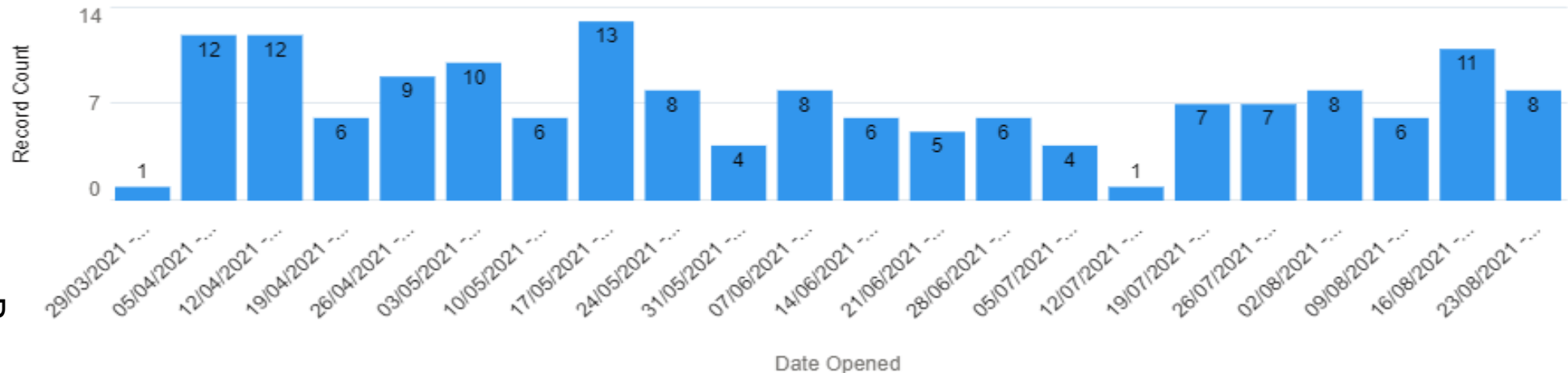
### Performance Summary

The number of missed collections for textiles, small WEEE and Batteries is low and there are no issues currently.

## APPENDIX A - Community Services Performance Charts

### Number of missed assisted collection

Missed Assisted Collections



Page 19

### Performance Summary

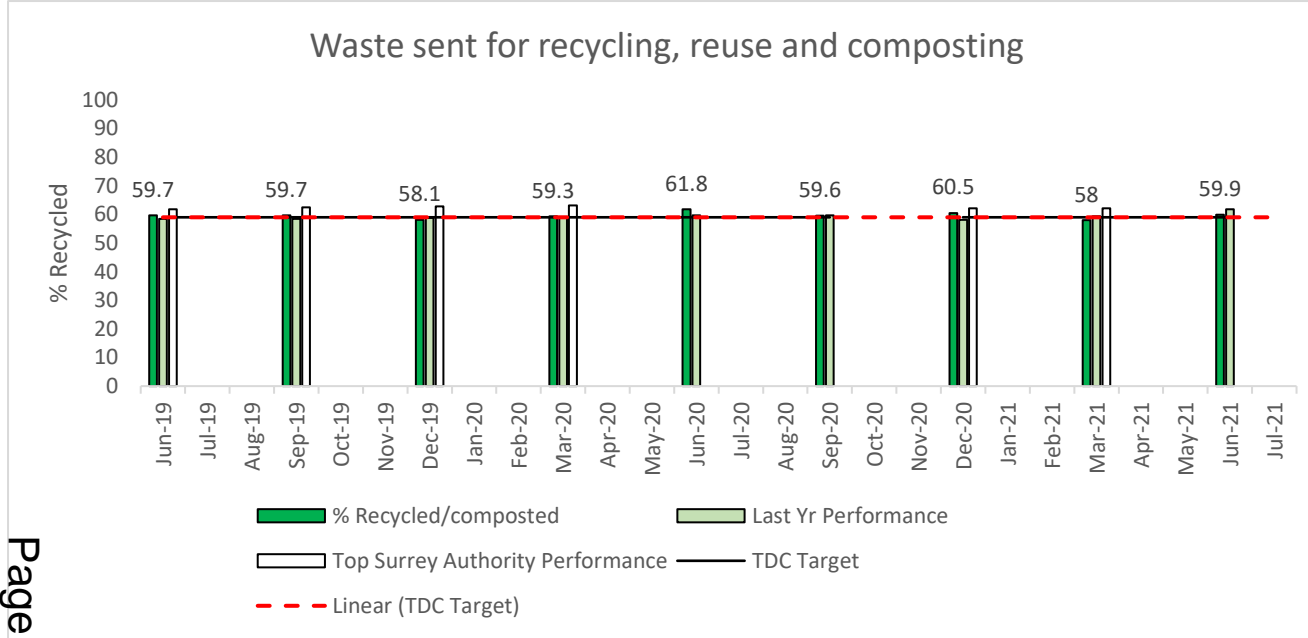
Assisted collections rely on local knowledge of the crew and with a change of round structures at the start of the contract some of the knowledge was lost. There are 1,767 assisted collections per week across all the services and the service has not improved significantly since the contract start. Officers continue to work with Biffa to make improvements. An error was found in one of the reporting forms which has led to some under reporting on the above numbers especially at the start of the contract. This issue has been resolved.

### Overall Summary

Clearly as can be seen above, there were more misses at the start of the new contract than now, which is encouraging. The previous performance measure was for Biffa to complete 99.9% of collections first time, using the latest four-week data that performance is still at 99.9%. However, the new performance measures allow officers to more readily understand which services may be struggling. In terms of missed assisted collection it was not possible to report on these through the previous systems. Consequently, officers do not have any comparator data aside from exception reports of these misses in the previous contract. Therefore it is not a new issue, but the new reporting mechanism will assist officers and Biffa to identify issues and work on improvements.

**APPENDIX A - Community Services Performance Charts**

**CS2 - The percentage of household waste that is sent for reuse, recycling or composting.**

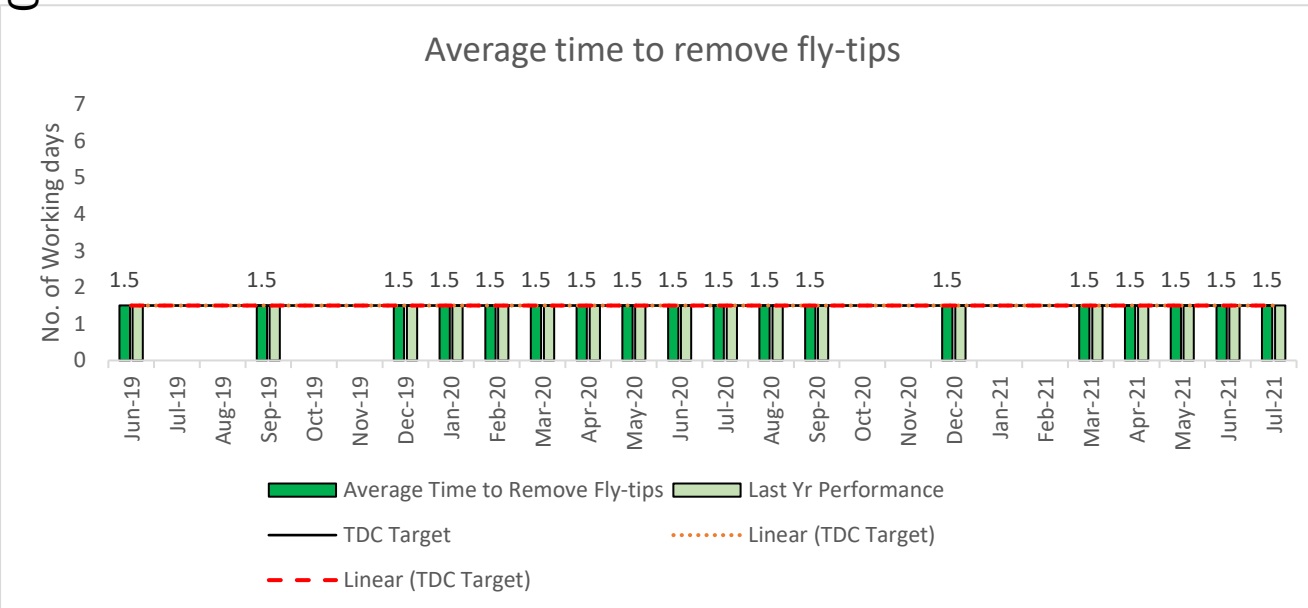


Performance Summary

- On target, the recycling figures for Q1 2021/22 are provided by the Surrey Environment Partnership.
- Note: data is subject to annual audit by the Department for Environment, Food and Rural Affairs and their subsequent sign-off (October / November).
- Target: 59%.

Page 30

**CS3 - Average time to remove fly-tips (working days)**

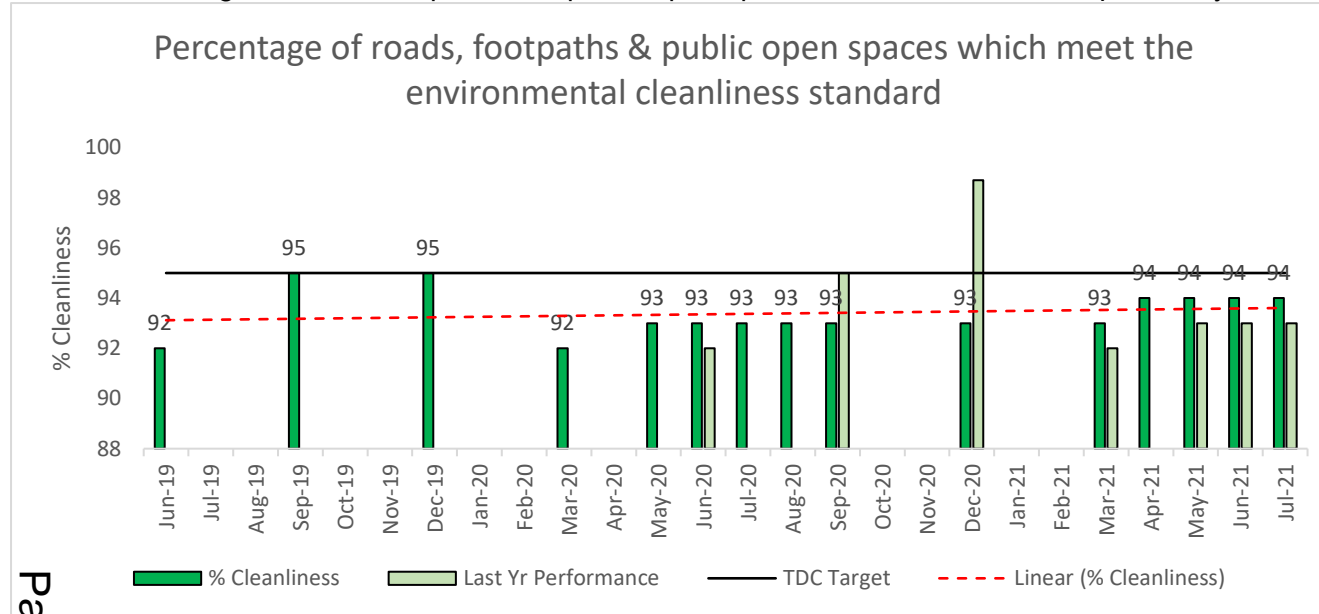


Performance Summary

- Consistent performance into Quarter 1 2021/22.
- Note: this indicator does not measure waste left outside properties that is due to be collected by regular household waste service. Further, if a case is reported, and then further reports received on the same case, the duplicate cases are closed immediately as the case has already been logged on the system.
- Target: 1.5 days (2021/22)

## APPENDIX A - Community Services Performance Charts

### CS4 – Percentage of roads, footpaths and public open spaces, which are TDC’s responsibility which meet the environment cleanliness standard

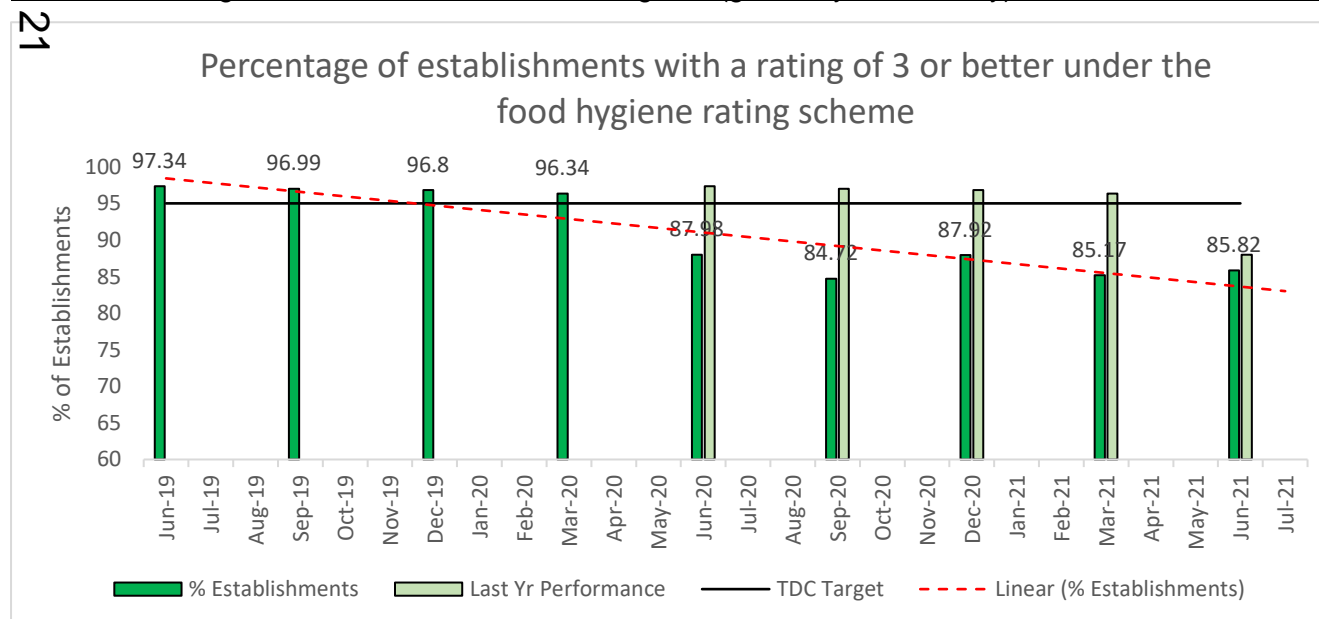


#### Performance Summary

- Performance marginally below target in Quarter 1 and into July 21.
- Officers are currently reviewing the methodology for this indicator to find a more appropriate approach.
- Target: 95% (2021/22)

Page 21

### CS5 – Percentage of establishments with a rating of 3 (generally satisfactory) or better under the Food Hygiene Rating Scheme

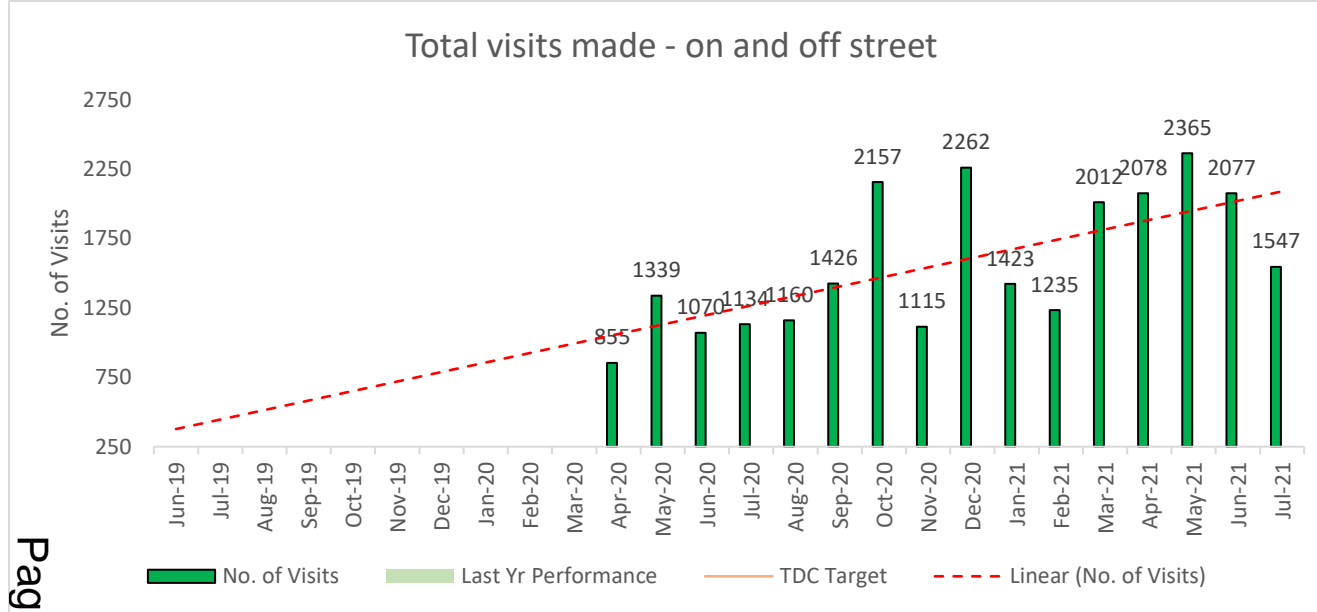


#### Performance Summary

- Due to the continuing restrictions on officer site visits and on the operation of food businesses during the COVID-19 lockdown, face-to-face inspections in Tandridge have not been possible. However, overdue inspections of high risk food businesses and the inspection of newly registered food businesses, continued to be screened to identify any potential public health/consumer protection concerns and prioritised for either remote telephone intervention and/or inspection when permitted.
- During this quarter the Food Enforcement Service experienced significant additional challenges with supporting businesses in navigating their way through the Government’s 3 Steps document and advising on the implications of the Government’s announcement on 12th June of the delay in moving to Step 4.
- There are also vacancies within the team which are currently being recruited.
- Target: 95% (2021/22)

**APPENDIX A - Community Services Performance Charts**

**CS6 – Parking enforcement: Total visits made (on and off street)**

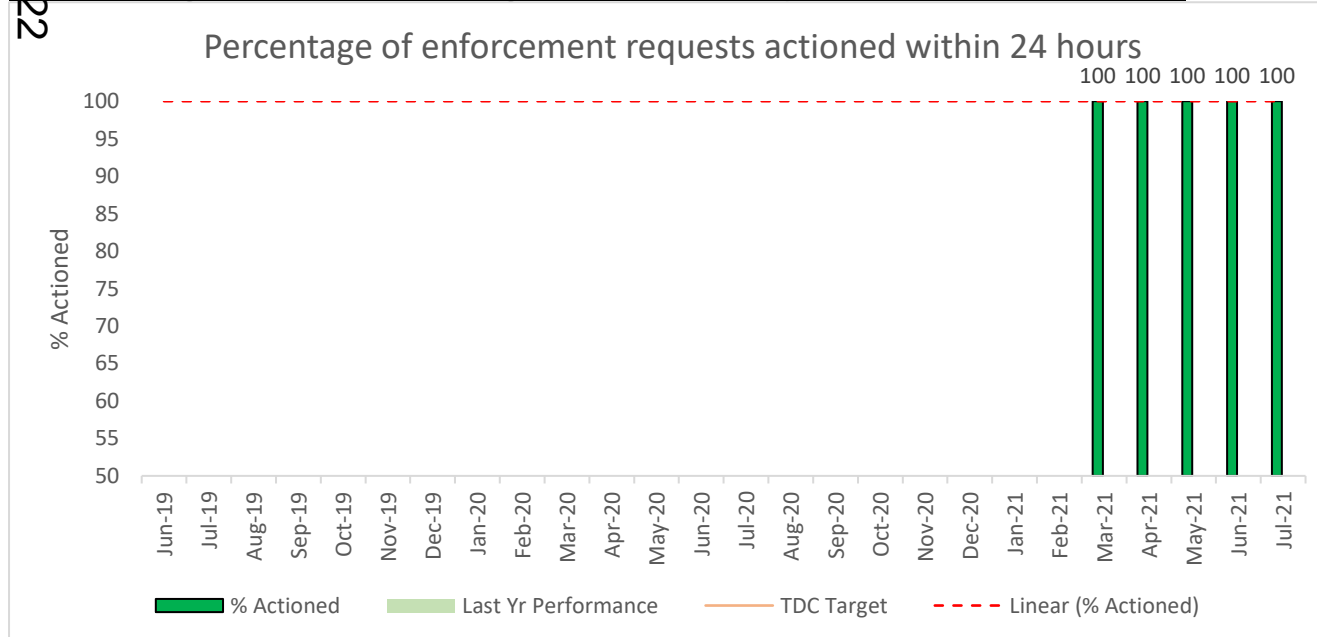


Performance Summary

- In line with expectations. This KPI needs to be viewed together with "recorded time spent" in the district. Some roads are longer than others and take a greater amount of time to enforce.
- No target set.

Page 22

**CS7 – Parking enforcement: Percentage of enforcement requests actioned within 24 hours**

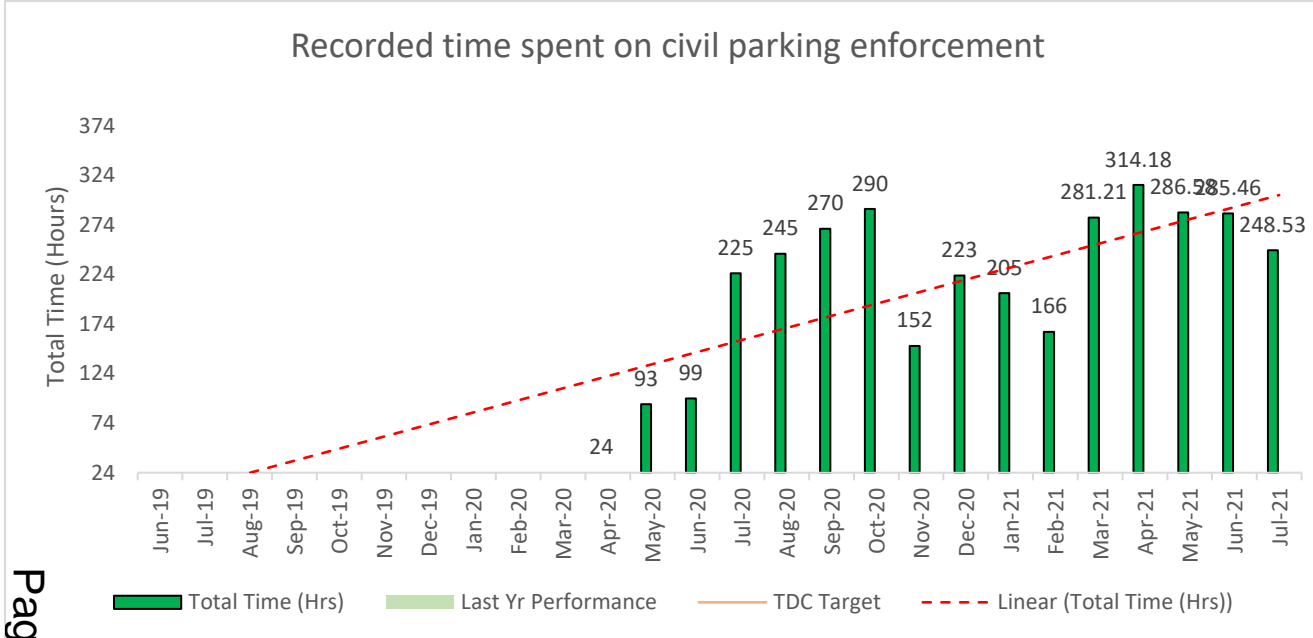


Performance Summary

- Sevenoaks District Council continue to be very responsive in dealing with requests.
- No target set.

**APPENDIX A - Community Services Performance Charts**

**CS8 – Parking enforcement: Recorded time spent on civil parking enforcement**

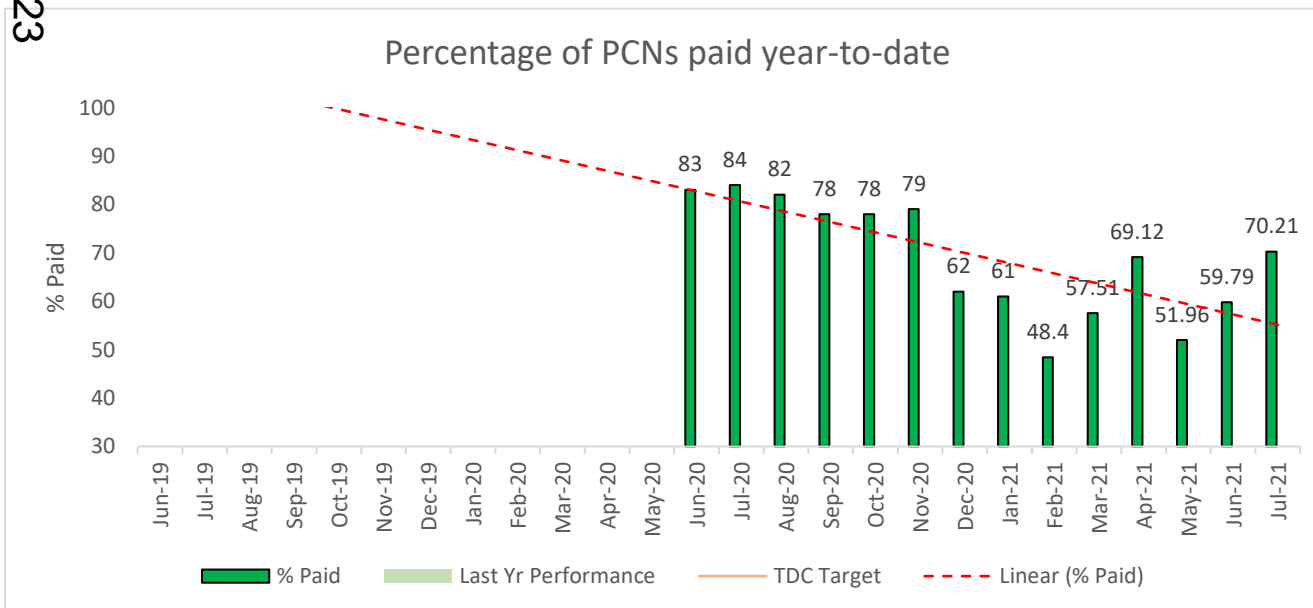


Performance Summary

- In line with expectations.
- No target set.

Page 23

**CS9 – Parking enforcement: Percentage of PCNs paid year-to-date**



Performance Summary

- Performance improving on previous end of Quarter figure, and further improving in July 2021.
- No target set.

)

**APPENDIX A - Community Services Performance Charts**

CS10 – Parking notices issued by area

Area Name	May-21		Jun-21		Jul-21	
	Tickets	Warnings	Tickets	Warnings	Tickets	Warnings
Bletchingley and Nutfield	2		2		1	
Burstow, Horne, Smallfield and Outwood	1		2			
Caterham (including Chaldon, Harestone, Portley, Queens Park & Valley)	198	7	188	4	191	1
Dormansland and Felcourt	1		3			
Felbridge						
Godstone	1		1		1	
Limpsfield	8		2		13	
Ungfield and Crowhurst	7		22		16	
Oxted North & Tandridge	34	1	81		101	
Oxted South	2		2			
Natsfield and Titsey						
Warlingham East, Warlingham West and Chelsham and Farleigh	22	2	20		40	3
Westway						
Whyteleafe	55	3	59	3	63	
Woldingham			1		7	
Totals:			383	7	433	4



APPENDIX B - Community Services Risk Register

Ref:	Risk cause and event	Risk consequences	Risk Owner	L	I	RAG	Mitigating actions and responsibility	Status update	Listed on corporate risk register?
1	Trespass on council land leading to damage and nuisance	<ul style="list-style-type: none"> <li>* Repair costs.</li> <li>* Anti-social behaviour.</li> </ul>	Head of Operational Services	4	3	12	<ul style="list-style-type: none"> <li>* Continued review and implementation of infrastructure to prevent trespass.</li> <li>* Working with police to identify potential land.</li> <li>* Continue to work with neighbouring authorities.</li> <li>* Seek transit site locations.</li> <li>* Follow police protocol.</li> </ul>	<ul style="list-style-type: none"> <li>* In Quarter 1 we did not have any unauthorised encampments reported. Officers considered reducing the risk score, however other encampments on non-Tandridge District Council land were reported.</li> </ul>	NO
4	Inability to carry out waste collection service in line with the performance management framework	<ul style="list-style-type: none"> <li>* Waste left on the street.</li> <li>* Environmental impact.</li> <li>* Poor reputation for Council.</li> <li>* No alternative for residents.</li> </ul>	Locality Services Manager	4	3	12	<ul style="list-style-type: none"> <li>* Hierarchy of services has been agreed for when/if there is insufficient staff.</li> <li>* Process in place for Biffa to provide a daily update when staff absent, including the rectification proposals.</li> <li>* Monitoring availability of agency staff.</li> <li>* Surrey Waste Officers Group meet weekly to understand issues across the County and to horizon scan for any upcoming issues based on others experiences.</li> </ul>	<ul style="list-style-type: none"> <li>* Risk likelihood increased due to national shortage of HGV drivers, which is beginning to impact our services. Our garden waste services has been suspended for two weeks, although additional 'sacks' will be allowed when the service resumes.</li> <li>* The Executive Head of Communities will propose this risk be escalated to the corporate risk register at its next review.</li> <li>* The creation of the new performance dashboard has been created. Although officers are still reviewing the data, a version 1 has been included in the performance charts (Appendix A).</li> </ul>	NO
2	Incident due to illegal activities in our public toilets	<ul style="list-style-type: none"> <li>* Illegal activities on Council property.</li> <li>* Public conveniences closed.</li> <li>* Poor reputational impact.</li> </ul>	Head of Operational Services	3	3	9	<ul style="list-style-type: none"> <li>* Ongoing project to replace toilets in 21/22.</li> <li>* Working with the Police and Surrey County Council.</li> <li>* Seek best practice in capital replacement programme for public conveniences.</li> <li>* Continued liaison and monitoring with police.</li> <li>* Monitor social media activity.</li> </ul>	<ul style="list-style-type: none"> <li>* Impact reduced as no very high impacts have been reported to the Council.</li> </ul>	NO
5	Failure to mobilise waste contract	<ul style="list-style-type: none"> <li>* Failure of statutory duty requiring immediate rectification.</li> <li>* Major reputational damage in the local community.</li> <li>* Poor sanitation in the District due to lack of an alternative option.</li> </ul>	Executive Head of Communities	3	3	9	<ul style="list-style-type: none"> <li>* Increased supplier meetings initiated, and communications to residents, following unexpected emergence of teething issues associated with the new contract going "live".</li> <li>* Effective programme management in place.</li> <li>* Procurement process in place.</li> <li>* Regular contract meetings with the supplier.</li> </ul>	<ul style="list-style-type: none"> <li>* This risk will be removed from the register (inc. the corporate register), as the contract has been mobilised and the ongoing performance monitoring is covered in Risk 4.</li> </ul>	YES

APPENDIX B - Community Services Risk Register

3	Loss of Goods Vehicle Operating Licence at the depot (due to lack of resilience)	* Inability to carry out cess pool services impacting on public health. * Reputational impact.	Head of Operational Services	4	2	8	* Insufficient resource to carry out DVSA legal requirements to be in continuous control of fleet administration. * Fleet software provider unable to support software and contract cancelled. * Ensure compliance. * Training additional staff to support transport administration and compliance requirements.	* Risk reduced as administration support has been identified and will be implemented in October 2021. * Sevenoaks work into fleet Software solutions is ongoing.	NO
7	Inability to resource and respond to a major environmental health incident	* Inability to respond. * Impact on District. * Sickness and illness to residents.	Head of Operational Services	2	3	6	* Maintain development of Environmental Health partnership with Mole Valley DC to provide resilience.	* Risk reviewed - no changes since previous report.	NO
6	Failure of Freedom Leisure Contract	* Loss of facilities in District. * Financial implications.	Executive Head of Communities	1	4	4	* Grant funding secured to support. * Contractual due diligence. * Regular communication.	* Risk likelihood lowered, as there are valid signs of recovery since the easing of Covid-19 restrictions.	NO
8	Impact on residential and commercial property from major flooding incident	* Flood damage to properties and District infrastructure.	Head of Operational Services	1	4	4	* Work with Surrey CC, utility companies and local communities through Flood Action Groups and Emergency Planning to minimise incidence and enhance emergency response. * Council's emergency plan in place. * Council reviewing its internal processes to see if enhancements could be made to response/co-ordination/horizon scanning.	* Risk reviewed - no changes since previous report.	NO
9	Failure of new parking enforcement contract for on-and off-street parking	* Inability to manage parking throughout district. * Unable to meet obligations with Surrey County Council. * Not support local businesses by encouraging churn. * Poor reputation for the Council. * Financial impact through lack of PCNs being issued.	Head of Operational Services	1	3	3	* Contract management in place. * KPIs in place. * Procurement process followed.	* Risk reviewed - no changes since previous report.	NO
10	Inability to keep open town centres and open spaces safely in line with Government requirements	* Unable to maintain 2 metres. * Poor pedestrian and traffic management. * Inconsiderate parking not being enforced. * Congestion. * Inability to clean parking machines. * Town Centre being forced to close. * Third wave of Covid-19.	Executive Head of Communities	1	2	2	* Adhering to Government advice. * Align with the Surrey economic recovery plan. * Working group in place. * Communications plan in place. * Signage deployed where appropriate. * Working with local BIDs, relevant Parish Councils and Chambers of Commerce.	* This risk will be removed from the register as government restrictions have now come to an end. However the risk will be re-visited should circumstances change.	NO

## APPENDIX C

### CSL 4 METHODOLOGY

#### Introduction

CLS4 is a performance indicator for environmental quality which used to be NI195, a national indicator which we were required to submit every four months. When all national indicators were disbanded, Community Services decided to adopt this as a local indicator due to its value in auditing the quality of the street cleaning and service planning.

#### Audit Preparation

Every month, 80 “transects” are chosen from a variety of land use categories, as highlighted below:

- Barrow Rounds (A street cleaning operative is based in that town all day, 6 days a week)
- Dailys (A street cleaning round which is attended once a day, for approximately 1-2 hours or more)
- Parks and Open Spaces (Varied attendance depending on size of park and time of year)
- Commuter routes (A25 and A22, currently cleaned once every fortnight)
- Alleyways (Cleaned once a fortnight)
- 8 Weeklies (Cleaned every 8 weeks)
- Rural roads (Cleaned every 8 weeks. Separated from the above category due to the lack of pavements)

A “transect” is an area of road which runs for 50m and includes both sides of the road. For alleyways it is a 50m stretch and for parks it is a 50m square area.

Whilst trying our best to ensure that all transects are chosen randomly, we do have to ensure that all land uses are covered and that every street cleaning round is included. This allows us to see if we have certain problems and we use the data to amend schedules accordingly. When planning the audit, we ensure that all transects chosen are independent to when they were last cleaned. As such, some transects are audited on the week they were cleaned, others may be a week before they are scheduled to be cleaned next.

The performance indicator score which is returned, is the average score over a three month period (3 audits).

#### **CLS4: Scoring**

All transects are audited for both litter and detritus independently, and are scored on a 4 grade system:

- Grade A – no litter/no detritus
- Grade B – predominantly free of litter/detritus except for some small items
- Grade C – widespread distribution of litter/detritus, with minor accumulations
- Grade D – heavy litter/detritus, with significant accumulations

Grades A and B are passes. Grades C and D are fails.

Both are scored separately and the average between litter/detritus is then calculated.

The performance indicator score which is returned, is the average score over a three month period (3 audits).

The figure which is then returned is the percentage of all surveyed transects which are of Grade A and B.

The figure is the average between litter and detritus. For example, if litter was 93% pass and detritus was 95% pass, then the overall figure would be 94% pass