



Cambridge City Council

Environment and Community Scrutiny Committee

Date: Thursday, 21 March 2019

Time: 5.00 pm

Venue: Committee Room 1 & 2, The Guildhall, Market Square, Cambridge, CB2 3QJ

Contact: democratic.services@cambridge.gov.uk, tel:01223 457000

Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Minutes (Pages 3 - 22)
- 4 Public Questions

Decisions for the Executive Councillor for Streets and Open Spaces

- 5 Use of Fixed Penalty Notices for Household Waste Duty of Care (Pages 23 - 40)
- 6 Environmental Improvement Programme Report to follow
- 7 S106 Funding for Streets and Open Spaces Portfolio: Next Steps Report to follow

Decisions for the Executive Councillor for Communities

- 8 S106 Funding for Communities Portfolio: Next Steps Report to follow
- 9 Extension of Public Spaces Protection Order - Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place, Cambridge (Pages 41 - 72)
- 10 Update on the Work of Key External Partnerships (Pages 73 - 86)

Decisions for the Executive Councillor for Environmental Services and City Centre

Environment and Community Scrutiny Committee Members: Smart (Chair), Bird (Vice-Chair), Barnett, Gillespie, Martinelli, Massey, McGerty, O'Connell, Sheil and Thittala

Alternates: Gehring, Hipkin, Nethsingha, O'Reilly and Sargeant

Executive Councillors: Moore (Executive Councillor for Environmental Services and City Centre), Smith (Executive Councillor for Communities) and Thornburrow (Executive Councillor for Streets and Open Spaces)

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ENVIRONMENT AND COMMUNITY SCRUTINY COMMITTEE 17 January 2019 5.00 - 7.40 pm

Present: Councillors Smart (Chair), Bird (Vice-Chair), Barnett, Gillespie, Martinelli, Massey, McGerty, O'Connell and Sheil

Executive Councillors: Moore (Executive Councillor for Environmental Services and City Centre), Smith (Executive Councillor for Communities) and Thornburrow (Executive Councillor for Streets and Open Spaces)

Others Councillor Present:

Councillor Cantrill

Officers:

Chief Executive: Antoinette Jackson

Community Funding and Development Manager: Jackie Hanson

Culture and Community Manager: Jane Wilson

Community, Sport & Recreation Manager: Ian Ross

Environmental Health Manager: Yvonne O'Donnell

Environmental Quality & Growth Manager: Jo Dicks

Operations Manager – Community Engagement and Enforcement: Wendy Johnston

Equality and Anti-Poverty Officer: Helen Crowther

Committee Manager: James Goddard

FOR THE INFORMATION OF THE COUNCIL

19/1/EnC Apologies for Absence

Apologies were received from Councillor Thittala.

19/2/EnC Declarations of Interest

Name	Item	Interest
Councillor O'Connell	19/8/EnC	Personal: Former Council appointed Trustee of Cambridge Live.
Councillor O'Connell	19/10/EnC	Personal:

		<ul style="list-style-type: none"> i. Council appointed Observer on The Junction. ii. Member of Trumpington Residents Association. iii. Partner is the trustee of The Kite Trust.
Councillor Gillespie	19/10/EnC	Personal: Works for University of Cambridge, who was a grant applicant.
Councillor Thornburrow	19/10/EnC	Personal: Director of Cambridge Sustainable Food, who was a grant applicant.

19/3/EnC Minutes

A change was made to the title used to describe a public speaker under 18/27/EnC. Subject to this change, the minutes of the meeting held on 4 October 2018 were approved as a correct record and signed by the Chair.

See minute item 19/9/EnC below.

19/4/EnC Public Questions

A member of the public asked a question as set out below.

Question submitted before committee.

I'm a member of the Cambridge based advocacy group, CleanWheels. Our group have been liaising with officers at the City Council, County Council and University on the intention to revamp the current Car Club offer available within the City and proximate villages. (See minutes of last scrutiny meeting)

The process of developing the tender document has missed a number of deadlines during 2018 and we are told that the document will be issued to prospective suppliers this month. Could I ask that members of the Committee reassure themselves that appropriate resources have been allocated to this development and that they have satisfied themselves that the criteria for appointment of the new supplier/re-appointment of

ZipCar is suitably weighted to ensure that it supports CCC's stated Climate Change goals and that the new supplier is contracted to deliver a strong and ongoing communications programme to deliver a sustainable offer to residents.

Evidence from other Cities inc Norwich & Oxford suggests that Cambridge is currently under-performing by a factor of up to 5 in terms of available vehicles, improvements can also be made in reducing emissions by specifying the vehicle fleet and as a result provides access for many more people to latest technology without facing significant expenditure which will exclude access for some.

Response provided before committee by Sean Cleary, Commercial Operations Manager.

Cambridge City Council has been working closely with Cambridgeshire County Council and Cambridge University (the partners) to improve the current Car Club offer. Due to the collaborative nature of the project some self-imposed deadlines were extended during 2018 in order to ensure that all partners are satisfied that their requirements have been met in the tender documentation, the emphasis is on quality. There was no formal external deadlines.

The Project Team includes representatives from the partners plus Cambridge Greater Partnership and has been led by City council officers from:

- Environmental Health
- Procurement
- Commercial Services

with resources also being drawn from:

- Community Services
- Housing
- Property Services
- Streets & Open Spaces
- Estates & Facilities

The tender and subsequent contract aim to have a positive effect on the City and its climate, to help achieve this the partners engaged with the market via a supplier event in August 2018. Car Club suppliers were invited to engage with the partners directly to understand the partners overall goals, these include improving the city's air quality and promoting

sustainable transport. Additionally the partners were able to understand the nature of the market and its limitations, all of which have helped to inform the partners detailed specification.

The specification and evaluation process has taken into account the Council's climate change goals and incentivising a modal shift towards more sustainable transport methods.

The Project Team has increased the number of potential bays available to the scheme by over 300%. This allows more vehicles to be provided making the use of the Car Club more attractive, increasing consumer confidence and the accessibility to car club vehicles. The greater the uptake in Car Club usage the greater the number of vehicles that could be removed from the city's streets and the positive effect that will have on air quality.

It is anticipated that the structure of the tender will attract a high number of replies and increase the quality of tender submissions. This increase in quality will help the Council achieve its wider goals of improving the city's air quality, reducing congestion and promoting sustainable methods of travel.

As we are still currently in the pre-tender stage of the procurement officers need to be mindful not to engage in contract discussions with potential providers during the procurement progression so as to ensure that we do not breach the requirements of a transparent, fair and proportionate process.

Supplementary question submitted before committee:

Many thanks for forwarding Sean's comprehensive response that is reassuringly complete as an update.

As follow up from research conducted by CleanWheels elsewhere, I would like to make the following comments that Sean may wish to respond to:

A flourishing car club appears to develop when there is a clustering of bays (3 or more) within a 10 min walk and with each bay offering a different vehicle to meet needs- van/small & larger cars.

Promotion of a revitalised Car Club is vital to ensure awareness is built and residents are incentivised to make the leap from personal ownership and migrate to a pay as you go model. Ensuring that a future supplier is contracted to deliver on this is critical.

The evidence from elsewhere suggests that journeys do not decline and indeed it widens access to vehicle usage. Its vital that a future supplier is contracted to introduce latest technology for emission reduction/zero emissions to improved air quality.

Sean's note indicates that the project is still at pre-tender stage, taking note of your last paragraph, are you able to provide a timetable that the team are working to.

I've copied Cllrs Moore & Gillespie as the minutes of the previous Scrutiny Committee indicated that they would ensure there's appropriate review of this project that should revitalise the Car Club offer within the City and proximate villages.

Supplementary question asked at committee:

- i. Queried if the Council had sufficiently scrutinised the car club contract.
- ii. The City Council had a duty of care to ensure the contract was as effective as it could be.
- iii. Successful car clubs in Norwich and Oxford had more cars than Cambridge. These reduced the number of private cars on the road.

The Executive Councillor for Environmental Services and City Centre said:

- i. The Council was in the process of procurement. This was taking longer than expected.
- ii. She would look at the process after today's meeting.

The public speaker referred to 4 October 2018 committee minutes and said he understood that Councillors Moore and Gillespie would liaise on issues.

The Executive Councillor said some information was restricted regarding the contract process and collaboration between the City Council and University of Cambridge. She was happy for a report to come back to committee in future if required.

19/5/EnC Fixed Penalty Notices Review 2018/19

Matter for Decision

The purpose of the Officer's report was to:

- a. Inform the Executive Councillor and Scrutiny Committee Members of the revised fixed penalty notice (FPN) levels for environmental crimes, namely commercial waste receptacles, flyposting, graffiti, that came into force under The Environmental Offences (Fixed Penalties) (England) Regulations 2017 (The 2017 Regulations) on the 1 April 2018; the revised FPN levels for community protection notices under the Antisocial Behaviour, Crime and Policing Act 2014 (The 2014 Regulations); and the revised FPN levels for domestic waste offences as amended by the Deregulation Act 2015 (The 2015 Regulations).
- b. Seek authority to revise the current fixed penalty for offences related to commercial waste receptacles, flyposting, graffiti, community protection notice and domestic waste offences to the new legal maximum FPN level; and to give a discount of 40% (i.e. discounted fine value) for early payment provided payment is made within 10 days of the date the FPN was issued.

Decision of Executive Councillor for Streets and Open Spaces

Agreed to adopt the new legal maximum fixed penalty notice (FPN) level for offences related to commercial waste receptacles, flyposting, graffiti, community protection notice and domestic waste offences and to give a discount of 40% (i.e. discounted fine value), for early payment provided payment is made within 10 days of the date the FPN was issued, as detailed in the following table.

Offence	Maximum new fine level	Proposed discounted fine level	Summary of proposed amendment of fine
Commercial waste receptacles	£110	£66	Increase of £10 to maximum fine level and £6 to discounted fine level
Flyposting	£150	£90	Increase of £75 to maximum fine level and setting of a discounted fine level
Graffiti	£150	£90	
Community protection notices	£100	£60	Increase of £40 to maximum fine level and £10 to discounted fine level
Domestic waste offences	£80	£48	Setting of a maximum and

			discounted fine level
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Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Operations Manager – Community Engagement and Enforcement.

In response to the report the Committee commented FPNs were an important crime deterrent.

The Operations Manager said the following in response to Members' questions:

- i. The Enforcement Team increased in number during 2014-15, so the number of FPNs issued increased accordingly. The amount of income (for the Council) increased, but not necessarily the number of crimes.
- ii. People could pay the lower threshold of a FPN within ten days of a FPN being issued. If the person being fined contacted the council and said they had financial difficulties, the council could extend the payment period for the lower threshold. Each such contact would be dealt with on a case by case basis
- iii. The Council did not accept part payments due to administration costs.
- iv. If someone did not pay, or did not want to pay, they could wait for the case to go to the Magistrate's Court where they could put their version of events. The Magistrates would then decide the outcome of the case.
- v. Funding from FPNs could be used to help prevent future issues (eg bin provision), promotional materials for education, plus provision of tools for community payback schemes. Funding could be used flexibly.

The Committee unanimously resolved to endorse the recommendation.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

19/6/EnC Hackney Carriage Table of Fares

Matter for Decision

Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 provides that in respect of the charges for Hackney Carriages, the Council “may fix the rates or fares within the district as well for time as distance, and all other charges in connection with the hire of a vehicle...by means of a table”.

The existing Table of Fares came into effect on the 13th January 2018.

On 29th August 2018 Cambridge City Licensed Taxis Ltd (CCLT) requested a Fare Increase of 2.74%. Subsequent discussions with CCLT confirmed they would be willing to use the current Consumer Price Index when determining the fare increase.

The correspondence received made a further request regarding fare increase; that Cambridge City Council undertakes an automatic annual review of Hackney Carriage Fares, on a set date, without a request to do so being submitted.

Decision of Executive Councillor for Environmental Services and City Centre

- i. Considered the fare charge increase requested and determined it was appropriate to consult on the proposed fares in Appendix C with the increase taking effect from 1 April 2019.
- ii. Agreed to implement an automatic annual fare review in line with the Consumer Price Index at that time and delegated this annual review and implementation to the Head of Environmental Services on condition that:
 - a. The consultation takes place in early March each year with the adopted fares coming into effect from 1st April each year.
 - b. The rate of fare increase be based on the Consumer Price Index rate published by the Bank of England on 1 March each year, and then rounded to a practical figure.
 - c. Any future request for an increase greater than Consumer Price Index be decided by the Executive Councillor.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Environmental Health Manager.

The Environmental Health Manager said future tariffs would rise in-line with the Bank of England Consumer Price Index. If there was a change to this process, and the Consumer Price Index was not to be used, this would be reported back to the committee.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

19/7/EnC Charter For Cleaner Air**Matter for Decision**

A new charter for cleaner air has been launched by Oxford City Council, Greenpeace UK, and Friends of the Earth, calling on the United Kingdom (UK) Government to place the health of communities first.

The Charter for Cleaner Air, was created by Oxford City Council with the support of the UK100 Clean Air, Clean Cities Network, of which the Cambridge City Council is a member. It is the first formal cooperation with Greenpeace UK and Friends of the Earth (EWNI) (England, Wales and Northern Ireland) to be led by a local authority.

The purpose of the Charter is to maintain pressure on central government to take steps to reduce illegal levels of air pollution and to recognise the crucial role local authorities play in this area by providing them with adequate funding, powers and new legislation to be able to fulfil their role and deliver local air quality action plans and other actions.

The City Council was recommended to sign up to the Charter to make clear to government that air quality remains an area of concern that needs central policy and funding support to deliver effectively at a local level. The Charter provided a reasoned set of steps Government could take to support local authorities working to deliver cleaner air.

Decision of Executive Councillor for Environmental Services

and City Centre

To sign up to the Oxford Charter for Cleaner Air on behalf of Cambridge City Council.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Environmental Quality & Growth Manager.

The Committee made the following comments in response to the report:

- i. Welcomed the report.
- ii. Central Government should be lobbied to take action and have more ambitious clean air targets.
- iii. The Council should look for where pollution could come from in future to monitor air quality changes.

The Environmental Quality & Growth Manager said the following in response to Members' questions:

- i. The National Clean Air Strategy was launched 14 January 2019. It picked up some points from the Charter for Clean Air, but did not commit to meet them, only work towards them.
- ii. Cities coming together put pressure on Central Government to do more in future.
- iii. The Council was monitoring where pollution could come from in future. For example taxi emissions and the area around Cambridge Railway station. This would provide an evidence base to Central Government to tackle air quality in future.
- iv. Principles were fixed in the Charter for Clean Air. If another city (eg Oxford) changed their principles, Cambridge would not need to change too.

The Executive Councillor said:

- i. The National Clean Air Strategy was not as hard hitting as she would like.
- ii. The Charter for Clean Air was needed to lobby Central Government to take more action.

- iii. The Charter had been adopted by Labour controlled councils so far. Hopefully others would follow in future.

The Committee unanimously resolved to endorse the recommendation.

The Executive Councillor approved the recommendation.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

19/8/EnC To Note Record of Urgent Decision Taken by the Executive Councillor for Communities: Outcome of Cambridge Live Review

Scrutiny Considerations

Councillor McGerty proposed and Councillor Martinelli seconded the following motion. This was in effect a proposal on what they believed should happen, as there was no decision to be made or to amend.

“Committee welcomes the emergency protection provided to the Cambridge Live programme and its customers, given the projected financial losses which jeopardised its future solvency, by returning it in-house to the council.

Recognising the substantial potential public cost of this rescue and the need to decide whether Cambridge Live should in future continue in-house or be re-launched as an independent organisation (as is successful in many other places), it is important to properly understand what went wrong in Cambridge Live and in the Council’s relationship with it, both as its founding sponsor and major partner and customer.

We therefore request officers to recommend terms of reference for a cross party members’ Inquiry addressing these issues.”

Councillor Cantrill addressed the Committee and said:

- i. Cambridge Live made an important contribution to cultural provision to the city.
- ii. The City Council externalised Cambridge Live to allow it to provide cultural activities more flexibly, and to access funding sources not directly under council control.
- iii. Residents supported the Cambridge Live cultural offer but did not think the council should subsidise it.

- iv. The City Council had decided to bring Cambridge Live back under its control.
- v. The City Council should prioritise on-going Cambridge Live activities and protect jobs.
- vi. The City Council was committing £750,000 as a one-off payment to Cambridge Live, which was a significant sum. Councillor Cantrill queried how much more funding would be committed in future.
- vii. The City Council's (financial) circumstances had materially changed over four years (since Cambridge Live was externalised). It had fewer staff and resources.
- viii. It was critical to learn lessons that led to this position as the City Council had a number of arms-length organisations providing services (eg housing).

The Chief Executive made the following points:

- i. The City Council decided to bring Cambridge Live back in-house through an urgent decision in December 2018.
- ii. The priority at the moment was to stabilise the organisation and manage the transition well. This would take resources.
- iii. A decision would be taken in future on what to do in the long term. A report would be brought back to Environment and Community Scrutiny Committee.
- iv. It was not the right time for a member led enquiry as there were insufficient officer resources to support such an enquiry, on top of everything else.

Opposition Councillors made the following comments in response to the motion:

- i. The issue was what the Council wanted to do with Cambridge Live in future and investigate why issues arose.
- ii. Members had sought reassurance in June 2018 that Cambridge Live would not need additional funding in addition to £500,000 allocated at that time.
- iii. Taking Cambridge Live in-house did not ensure problems would go away in future.
- iv. Forward looking scrutiny was required. Opposition Councillors had been asked to support Cambridge Live with significant funding but were given little information on why this was needed.
- v. Councillors accepted that Officers were working hard to stabilise Cambridge Live. They were happy for the motion to be amended so that the Councillor led enquiry happened at some point in future.

Labour Councillors made the following comments in response to the motion:

- i. The City Council had to step in to support Cambridge Live.
- ii. The £500,000 awarded to Cambridge Live in 2018 was unspent. It was awarded on condition, which was not fulfilled, so the money was not released. This was now available to help set up the in-house service.
- iii. The Council would review what happened to date, but at a suitable point in future after stabilising Cambridge Live.
- iv. Information would become available once Cambridge Live transferred back to the council. This should improve transparency in future, but issues may take longer to resolve.
- v. Officers had provided as much information as they could for the committee to scrutinise.

In response to Members' questions, officers said the following:

- i. Head of Community Services: £750,000 had been allocated to Cambridge Live. £500,000 was intact and unspent. £250,000 would be earmarked for one-off costs associated with the transfer and additional funds to fully address the balance sheet issues at the point of transfer.
- ii. Culture and Community Manager: Cambridge Live accountancy information had been received. This had been used to put together a business plan that only used funding already allocated. The plan had been checked by Pricewaterhouse Coopers.

The Executive Councillor said:

- i. She welcomed stakeholders' positivity in wanting to keep the Cambridge Live cultural offer for the city.
- ii. The Council had planned to outsource the city cultural offer through Cambridge Live. The Council had not expected that the service would have to be brought back in-house to ensure it continues.
- iii. Supported the Chief Executive's view that it was not appropriate to hold a Member led review now.
- iv. Liberal Democrat and Labour were working together in a non-political way to support Cambridge Live.
- v. Was unable to guarantee the amount of funding that would need to be budgeted in future, but £750,000 was the total sum needed by the Council to address the transfer.

The motion was lost by 4 votes to 5.

The record of decision was noted.

19/9/EnC Comprehensive Equalities and Diversity Policy

Matter for Decision

The Council's Comprehensive Equalities and Diversity Policy sets out the Council's commitment to promoting equality and diversity, including through its role as an employer and a provider of services to the public. A revised and updated version of the policy was presented for approval at the Environment and Communities Scrutiny Committee on 4 October 2018. The Officer's report provided feedback from consultation carried out related to the impacts of the changes, and identified how the Policy would be applied in practice at service level.

Decision of Executive Councillor for Communities

The Executive Councillor approved the approach to implementing the revised Comprehensive Equalities and Diversity Policy, as set out in section 6.0 of the officer's report, subject to amendments that:

- It is not the Council's intention to allow non-disabled people to access the disabled changing facilities at any City Council-owned leisure centres (as referred to in 6.12 of the Officer's report).
- The planned facilities audit will also explore options for greater privacy for non-disabled people when getting changed at Kings Hedges Learner Pool and Cherry Hinton Village Centre, where existing female and male changing rooms are open plan.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Equality & Anti-Poverty Officer who set out how the Comprehensive Equalities and Diversity Policy would be applied at a service level based on consultation feedback. The Officer clarified that the report presents the council's current approach to applying the Policy related to single sex services and facilities, based on the evidence that is currently available. The approach to applying the Policy would be kept under review. Any requests to apply the service and employment exceptions in the Equality Act 2010 would be considered on a case-by-case basis, taking into account any new evidence or adverse impacts identified to other protected characteristic groups.

The Committee made the following comments in response to the report:

- i. The Council had a good equalities policy but questioned the writing style. Opposition Councillors expressed concern that the council had presented its policies using incorrect terminology. They took issue with some phraseology in both the committee report and the prefix used for a public speaker in the 4 October 2018 Scrutiny Committee minutes. In relation to the report, they challenged the use of the terms 'women' and 'men', instead of 'cis women' and 'cis men', and 'transsexual women' and 'transsexual men'. Opposition Councillors queried how transgender people could have faith in the council if it could not get its terminology correct.

All Committee Members supported the principle that council terminology should be correct to avoid causing offence or a sense of exclusion.

The Equality & Anti-Poverty Officer said it was not the intention to offend transgender people. The committee report used terminology of the Equality Act 2010 because the report sets out how the Council in practice will meet its legal commitments reflected in the Comprehensive Equalities and Diversity Policy. The Equalities Impact Assessment at Appendix B referred to 'cis women', 'cis men' and 'transgender people' in acknowledgement that these are terms used by organisations the council consulted with that support equalities groups.

The Chief Executive undertook to write to the member of the public on behalf of the City Council to apologise for the mistake in the minute of the last meeting.

The Executive Councillor also apologised and said there was no intention to cause offence. Council terminology would be reviewed in future and she would ask officers to develop an updated style guide to ensure correct terminology was used.

- ii. Supported the proposal for cubicles (for privacy) in male showers that were currently open plan in Abbey Leisure Complex, Cherry Hinton Village Leisure Centre, Kings Hedges Learner Pool and Parkside Pools.
- iii. Expressed concern that non-disabled people could access the disabled changing facilities at City Council-owned leisure centres (as referred to in 6.12 of the Officer's report). It would reduce disabled people's access to changing facilities if able-bodied people are provided with permission to access disabled facilities.

The Equality & Anti-Poverty Officer said that after consideration the council would amend the report to remove non-disabled peoples' access to disabled facilities. The recommendation would be amended as follows:

The Executive Councillor is recommended to approve the approach to implementing the revised Comprehensive Equalities and Diversity Policy, as set out in section 6.0 of the officer's report, **subject to amendments that:**

- **It is not the Council's intention to allow non-disabled people to access the disabled changing facilities at any City Council-owned leisure centres (as referred to in 6.12 of the Officer's report).**
- **The planned facilities audit will also explore options for greater privacy for non-disabled people when getting changed at Kings Hedges Learner Pool and Cherry Hinton Village Centre, where existing female and male changing rooms are open plan.**

The Committee unanimously resolved to endorse the recommendation as amended.

The Executive Councillor approved the recommendation as amended.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

19/10/EnC Community Grants 2019-20

Matter for Decision

The annual report for the Community Grants fund for voluntary and community sector (VCS) organisations provided a brief overview of the process, eligibility criteria, budget, applications received and recommendations for 2019-20 awards.

Decision of Executive Councillor for Communities

- i. Approved the Community Grants to voluntary and community organisations for 2019-20, as set out in Appendix 1 of the Officer's report, subject to the budget approval in February 2019 and any further satisfactory information required of applicant organisations.

- ii. Allowed Safer Communities to retain £10,000 (previously allocated to area committee grants) to enable the Council to respond to community priorities as they arise.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Community Funding and Development Manager.

The Community Funding and Development Manager said the following in response to Members' questions:

- i. The Hunts Forum of Voluntary Organisations was the lead organisation for Support Cambridge. Although based in Huntingdon it was looking to do something specific for Cambridge City. Hence the funding bid. Details would be available in future.
- ii. The formula for area committee allocations goes back to the start of the programme circa 2003. Funding was split proportionally to wards and based on their population numbers. Details on how funding was allocated could be included in future reports.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

19/11/EnC S106 Sporting contribution update**Matter for Decision**

To approve the allocations of generic S106 developer contributions for Indoor Sports and Swimming funds towards new projects within the City, aligned with the Indoor Sports and Swimming Pool investment strategies.

Decision of Executive Councillor for Communities

Approved the allocation of generic s106 developer contributions towards the following projects that have been identified within the Indoor and Swimming Pool Strategies:

- i. £230,000 of swimming S106 contributions towards the Abbey Pool improvement project, subject to full business case approval.
- ii. Up to £45,000 of additional Indoor Sports S106 contributions towards the new Gym and Studio and Changing Room refurbishment at Netherhall Academy.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Community, Sport & Recreation Manager.

The Community, Sport & Recreation Manager said the following in response to Members' questions:

- i. Water based play equipment was to be provided for disabled children to access in the Abbey Pool project. The proposed slide could be accessed by a lift to the first floor.
- ii. A dedicated 6 hours per week were scheduled into daytime for use by Exercise Referral clients only, and these would be specially staffed sessions which met the safeguarding requirements for use of the new gym during curricular hours, all other public access is outside of School hours.
- iii. Leisure facility providers monitored air quality in the pool halls eg the smell of chlorine, but officers could look at more detailed air quality monitoring within these environments.
- iv. There is a legally binding community use agreement in place with all funded Academy's to ensure school facilities that received funding were available for community use. There is a funding clawback clause if the Academy's did not fulfil these community use obligations.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

19/12/EnC Review Of Use Of The Regulation Of Investigatory Powers Act**Matter for Decision**

A Code of Practice introduced in April 2010 recommends that Councillors should review their authority's use of the Regulation of Investigatory Powers Act 2000 (RIPA) and set its general surveillance policy at least once a year. The Leader and Executive Councillor for Strategy and Transformation and Strategy and Resources Scrutiny Committee last considered these matters on the 22 January 2018.

The City Council has not used surveillance or other investigatory powers regulated by RIPA since February 2010.

Decision of Executive Councillor for Communities

- i. Reviewed the Council's use of RIPA set out in paragraph 3.5 of the Officer's report.
- ii. Noted and endorsed the steps described in paragraph 3.7 and in Appendix 1 to ensure that surveillance is only authorised in accordance with RIPA.
- iii. Approved the general surveillance policy in Appendix 1 to the Officer's report.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee received a report from the Head of Legal Practice.

In response to the report Councillor O'Connell said she was glad the Council had not used its RIPA powers.

The Committee unanimously resolved to endorse the recommendations.

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

The meeting ended at 7.40 pm

CHAIR



Item

INTRODUCTION OF FIXED PENALTY NOTICES FOR HOUSEHOLD WASTE DUTY OF CARE

To:

Councillor Katie Thornburrow, Executive Councillor for Streets and Open Spaces

Environment & Community Scrutiny Committee 21/03/2019

Report by:

Wendy Johnston, Community Engagement and Enforcement Manager
Tel: 01223 - 458578 Email: wendy.johnston@cambridge.gov.uk

Wards affected:

All

Key Decision

1. Executive Summary

The purposes of this report are:

- a) To inform the Executive Councillor and Scrutiny Committee Members of the new fixed penalty notice (FPN) powers relating to the household waste duty of care that have come into force under The Environmental Protection (Miscellaneous Amendments) (England and Wales) Regulations 2018 (the Regulations), which amend section 33 of the Environmental Protection Act 1990.
- b) To authorise the council's Streets and Open Spaces enforcement officers to issue FPNs, under section 34ZA of the Environmental Protection Act 1990 (EPA), to persons whom the officer has reason to believe have committed a breach of household waste duty of care.

- c) To seek authority to use the legal maximum FPN level of £400 for all breaches of household waste duty of care and to give a discount of £240 (i.e. discounted fine payment level of £160) for early payment provided payment is made within 10 days of the date the FPN was issued.

2. Recommendations

The Executive Councillor is recommended to:

- a) Adopt the legal maximum FPN level of £400 for all of breaches of household waste duty of care offences and to give discount for early payment of £240 (i.e. discounted fine payment level of £160) provided payment is made within 10 days of the date the FPN was issued
- b) Delegate authority to the Head of Environmental Services to introduce the new fixed penalties for household waste duty of care offences
- c) Authorise council's Streets and Open Spaces enforcement officer's to issue these FPNs in accordance with section 34ZA of the Environmental Protection Act 1990.

3. Background

- 3.1. Under Section 34 of the Environmental Protection Act 1990, all occupiers of domestic properties are required to take reasonable measures to ensure that waste produced on their property is only transferred to an authorised person. An authorised person is defined in law and includes the council waste collection service (ie. bulky waste collection), a registered waste carrier (i.e. an authorised skip company) or an operator of a registered site (i.e. household waste recycling centre at Butt Lane). This reduces the risk of domestic waste ending up in the hands of those who would fly tip it.
- 3.2. Nationally two thirds of fly-tipping incidents involve household waste¹, often as a result of an individual breaching their duty of care to ensure their waste is taken away by an authorised carrier. The household waste duty of care FPN is intended to reduce the flow of waste to those,

¹ <https://www.gov.uk/government/consultations/reducing-crime-at-sites-handling-waste-and-introducing-fixed-penalties-for-waste-duty-of-care/outcome/government-response>

who would go on to dispose of it illegally or fly tip it. The FPN allows a more proportionate approach to enforcement, both for the council in costs of enforcement, and for householders in size of penalty and avoiding a criminal record.

- 3.3. Examples of where the household waste duty of care has been breached include (but is not limited to):
 - a. Where fly tipped waste can be traced back to an individual, who is found to have failed to take reasonable steps to ensure that they have transferred the waste to an authorised person;
 - b. Where an unauthorised carrier is found to be carrying household waste that was directly transferred to them by the occupier of a domestic property; or
 - c. Where an individual is found to have transferred their household waste to an unauthorised person, at a site that does not have a permit or exemption.
- 3.4. In all investigations of breaches of household waste duty of care, individuals will be given the opportunity to demonstrate they took reasonable steps to determine the person that took their waste was authorised to do so. If fly-tipped waste is traced to an individual, and they are unable to identify who took their waste, or the carrier that they identify is unauthorised, then it is reasonable to believe they have not met their duty of care.
- 3.5. Examples of evidence which can be used to demonstrate an occupier of a domestic property meet their duty of care can include, but is not limited to:
 - a. Details of business and of any vehicle used which can be linked to an authorised operator ;
 - b. A record of checks made, including operators registration, permit or exemption number;
 - c. A receipt for the transaction which includes the businesses details of a registered operator; or
 - d. A copy of photograph of the carrier's waste license or site permit.
- 3.6. Fly tipping is a significant problem to local communities and a risk to the environment. It is a drain on council resources and undermines legitimate waste businesses, where unscrupulous operators undercut those that operate within the law. Prior to the introduction of the aforementioned Regulations and subsequent FPN powers, the option

for dealing with household waste duty of care was limited to prosecution, when other formal action was not possible or suitable.

- 3.7. The costs to local authorities of investigating, bringing prosecutions, clearance and disposal of fly tipping are considerable. Where fines are issued, as a result of a successful prosecution, they are paid to the court, and prosecuting authorities must seek to recover their costs through a separate process, which often can result in an award levels significantly less than the actual costs incurred for the investigation and prosecution.
- 3.8. The new 2018 Regulations amend section 34 of the Environmental Protection Act 1990 to give new powers to local authorities to deal with household waste duty of care. The Regulations also provide local authorities with a more efficient and proportionate response to breach of duty of care, ie. the power to issue FPNs, instead of the current enforcement by prosecution
- 3.9. Within Cambridge there are a significant number of domestic waste cases investigated each year, and, of these, over 50% contain evidence, or are witnessed and linked to suspects. Over the last three years, the number of cases investigated is as follows:

Year	Number of household duty of care cases investigated	Number of household duty of care cases with evidence
2018/19 ²	312	177
2017/18	442	235
2016/17	468	194

- 3.10. FPN's are an effective and visible way of dealing with low level environmental crime and will be supported by the public, provided they are used sensibly, enforced fairly and are seen as a reasonable response to genuine problems.
- 3.11. The council has already approved the use of FPNs, as an alternative to prosecutions, when dealing with other environmental crimes including littering, dog fouling, small-scale fly tipping, illegal advertising and abandoned vehicles. These FPNs are issued by authorised officers

² Up to 17 January 2019 (not including ongoing cases)

within the Council's Streets and Open Spaces service. The same authorised officers will be continue to be responsible for issuing FPNs for breaches of the already adopted FPNs and of the new household waste duty of care.

- 3.12. The FPN powers relating to household waste duty of care allow an enforcement authority set a fine payment level between £150 and £400, with a minimum early payment of £120. This ensures the combination of illegal disposal and penalty is higher than the cost off legitimate disposal. If a person pays the notice within 14 days of the date of the notice, they cannot be convicted for the offence.
- 3.13. In determining the appropriate FPN levels for breaches of the household waste duty of care, the council will need to take into account the deterrent effect of different levels, peoples' readiness to pay and the levels of fines for breaches of household waste duty of care currently imposed in the magistrates' courts. Fixed penalties that are set too high for local conditions, or are likely to be higher than the Court imposed fine in the event of non-payment, will lead to substantial non-payment rates and so are counter-productive.
- 3.14. In June 2016, FPNs were introduced by the council, as an alternative to prosecution, for small scale fly tipping that came into force under The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016. In introducing FPNs for small scale fly tipping, the Council adopted the upper limit level of £400 and to give discount of £240 for payment within ten days. In accordance with the City Council's June, 2016, decision to adopt the FPN upper limit level for small scale fly tipping and the July 2018 decision to adopt the FPN upper limit for littering, it is proposed that the City Council continues to adopt the upper limit charge level for all future environmental offences.
- 3.15. There is a set legal standard payment period of 14 days for the payment of fixed penalties. Once a FPN has been issued, an authority cannot prosecute for the alleged offence, if the FPN is paid within this 14 day period, and this must be stated on the notice itself. For this reason, the period, during which a discount for early payment is offered, must be less than 14 days; and, in line with the Regulations, cannot be more than 10 days. Again, this will be consistent with the standards set by other local authorities and the approach already in place for other environmental crime FPNs issued by Cambridge City Council.

- 3.16. The council will continue not to accept payment by instalments or payment plans. Payment for fixed penalties can only be accepted by the council for the full amount. However, in cases of extreme financial difficulties, officers will continue to have discretion to be able to extend the lower threshold payment period (subject to legal restrictions), and will work together with those issued fixed penalties to avoid prosecution where possible.
- 3.17. Under the Regulations there is no right of appeal (which is the case for the other environmental FPNs issued by the council). However, with the household waste duty of care FPN, there is the right to challenge the appropriateness of the enforcement; or to dispute the alleged offence. An alleged offender, issued an FPN, would be entitled to make representations, which the council will be required to consider, in conjunction with the evidence of the case. Any such representations would be considered in line with the council's Corporate Enforcement Policy.
- 3.18. FPNs are not appropriate for repeat offenders, or those responsible for large-scale environmental offences, offences involving hazardous waste, those who are non-compliant with enforcement officers or those who do not wish to be issued a FPN. These types of offences will continue to be enforced by prosecution in line with the Corporate Enforcement Policy.
- 3.19. The council's new FPN powers, for breaches of household waste duty of care, will be used as part of the package of enforcement options available in accordance with the council's Corporate Enforcement Policy.
- 3.20. In accordance with the Environmental Protection Act 1990 and new Regulations, the income received by local authorities from FPN's has to be spent on functions relating to waste, enforcement and cleansing. It is not to be used as a means of generating income for other uses.

4. Implications

(a) Financial Implications

The use of FPNs has the potential of yielding a modest income. In accordance with the Regulations, FPN receipts will be used for the purpose of exercising functions to improve street cleanliness and enforcement of offences; it is not being regarded as an 'income generator'. It is not envisaged that the revenue generated from the fines will be significant, but it will reduce

the need to pursue costly prosecution in some cases and enable a more flexible approach in dealing with specific offences under the Environmental Protection Act 1990.

(b) Staffing Implications

The introduction and issuing of the new fixed penalties for household waste duty of care will be achieved within existing resources.

(c) Equality and Poverty Implications

An EQIA has been completed please see attached appendix A.

The impact on businesses, charities or voluntary bodies is expected to be positive, as these proposals should act as a deterrent and encourage responsible waste disposal; and help level the playing field for legitimate waste businesses.

(d) Environmental Implications

There are no adverse environmental implications. The introduction of FPNs for household waste duty of care will deliver a net positive climate change impact, through the reduction in illegal waste disposal and fly tipping; and associated additional vehicle movements required to clear and dispose of it. A reduction in fly tipping will also deliver an increase in the quality of the local environment, a reduction in associated environmental pollution and contamination and associated improvements in public perception, health, civic pride and inward investment.

(e) Procurement Implications

No procurement is necessary for the introduction of FPNs for breaches of household waste duty of care. Any procurement involved in delivering the associated enforcement service will be undertaken in accordance with the procurement and financial regulations of the council.

(f) Community Safety Implications

There are no adverse community safety implications. Improvements to personal accessibility and the wider public realm are likely to have a positive effect upon access and public safety

(g) Consultation and communication considerations

FPNs are an accepted means of discharging liability to deal with small scale environmental crime and have been used by the council for more than ten years.

The extension of the scope of environmental crime for which FPNs can be issued, to include household waste duty of care, is now allowed through the 2018 Regulations. These Regulations have been set as a result of evidence obtained by Government, as set out in The Environmental Protection (Miscellaneous Amendments) (England and Wales) Regulations 2018, consultation documents.

In January, 2018, Defra and the Welsh Government jointly consulted on proposals to tackle crime and poor performance in the waste sector and introduce a new FPN for the householder waste duty of care. The joint consultation closed on 26 March and resulted in 275 responses being received. The summary of responses received and associated Government response is available at: <https://www.gov.uk/government/consultations/reducingcrime-at-sites-handling-waste-and-introducing-fixed-penalties-for-waste-duty-of-care>. Responses to the consultation were received from local authorities, businesses, private individuals, non-government organisations, trade associations, professional bodies, consultants and others. The majority of respondents also supportive of the introduction of an FPN and agreed that it would help to tackle fly tipping.

To communicate the introduction of the new FPN powers, promotional literature will be developed and provided to council staff and members, builders merchants, public outlets (including community centres/ council receptions and libraries), Cambridge BID (for dissemination to its members), and advertised to the wider city community through news releases, social and web media and inclusion in educational campaigns.

The departments and officers who will be responsible for the delivery of this enforcement procedure have been consulted.

6. Background papers

Background papers used in the preparation of this report:

- Council's Corporate Enforcement Policy - <https://www.cambridge.gov.uk/content/enforcement-policy>

- Council Constitution - <https://www.cambridge.gov.uk/constitution>
- The Environmental Protection (Miscellaneous Amendments) (England and Wales) Regulations 2018 - <http://www.legislation.gov.uk/ukSI/2018/1227/contents/made>
- The Environmental Protection (Miscellaneous Amendments) (England and Wales) Regulations 2018 Explanatory Memorandum - http://www.legislation.gov.uk/ukSI/2018/1227/pdfs/ukSIEM_20181227_en.pdf
- Guidance for local authorities on household waste duty of care fixed penalty notices - <https://www.gov.uk/government/publications/household-waste-duty-of-care-fixed-penalty-notice-guidance/guidance-for-local-authorities-on-household-waste-duty-of-care-fixed-penalty-notices#>
- Waste Duty of Care Code of Practice 2018 - https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/759083/waste-code-practice-2018.pdf
- DEFRA and Welsh Government Consultation on the household waste duty of care: Summary of responses - November 2018 - <https://consult.defra.gov.uk/waste/consultation-household-waste-duty-of-care/results/householdwastedutyofcareconsultationsummaryofresponses.pdf>

7. Appendices

Appendix A: EqlA - Introduction of fixed penalty notices for household waste duty of care

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Wendy Johnston, Community Engagement and Enforcement Manager, tel: 01223 - 458578, email: wendy.johnston@cambridge.gov.uk.

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Cambridge City Council Equality Impact Assessment (EqIA)

This tool helps the Council ensure that we fulfil legal obligations of the [Public Sector Equality Duty](#) to have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Guidance on how to complete this tool can be found on the Cambridge City Council intranet. For specific questions on the tool email Helen Crowther, Equality and Anti-Poverty Officer at equalities@cambridge.gov.uk or phone 01223 457046. Once you have drafted the EqIA please send this to equalities@cambridge.gov.uk for checking. For advice on consulting on equality impacts, please contact Graham Saint, Strategy Officer, (graham.saint@cambridge.gov.uk or 01223 457044).

1. Title of strategy, policy, plan, project, contract or major change to your service:
Introduction of fixed penalty notices (FPNs) for household waste duty of care
2. Webpage link to full details of the strategy, policy, plan, project, contract or major change to your service (if available)
Not yet available
3. What is the objective or purpose of your strategy, policy, plan, project, contract or major change to your service?

New powers to protect the environment that have come into force under [The Environmental Protection \(Miscellaneous Amendment\)\(England and Wales\) Regulations 2018](#) which amend [section 34 of the Environmental Protection Act 1990](#).

The Regulations give new powers to local authorities to deal with household waste duty of care through the issuing of FPNs. These new powers give local authorities a more efficient and proportionate response to breach of household waste duty of care instead of enforcement solely by prosecution. The intention is that the fixed penalties will act as a deterrent to offenders; and local authorities using them should see a decrease in the number of fly tipping incidents and the number of prosecutions for breach of household waste duty of care.

In June 2016, FPNs were introduced by the City Council, as an alternative to prosecution, for small scale fly tipping as an alternative to prosecution, diverting these cases away from the Magistrates and Crown courts. In accordance with the City Council's June, 2016, decision to adopt the FPN upper limit level for small scale fly tipping and the July 2018 decision to adopt the FPN upper limit for littering, it is proposed that the City Council also adopt the upper limit charge level for household waste duty of care offences as detailed in the paper.

The council is seeking to use the maximum £400 fixed penalty notice level and to give a discount of £240 for early payment provided payments are made within 10 days (the process in line with all other council issued fixed penalty notices).

FPN's are an effective and visible way of dealing with low level environmental crime and will be supported by the public provided they are used sensibly, enforced even hand and are seen as a response to genuine problems.

The Council has already approved the use of FPNs as an alternative to prosecutions when dealing with other environmental crimes including litter, small-scale fly tipping, dog fouling, illegal advertising and abandoned vehicles. Income from FPN's has to be spent on functions related to cleansing such as litter picking as specified by legislation. It is not a means of generating income for other uses.

The new fixed penalty notices will not be appropriate for operators in the waste management industry, repeat offenders or those responsible for large-scale fly tipping, or the fly tipping of hazardous waste. These types of offences will continue to be enforced by using existing prosecution powers.

It is envisaged that this new power will be used as part of the package of enforcement options available in accordance with the Council's adopted Enforcement Policy.

4. Responsible Service

Streets and Open Spaces, Environmental Services

<p>5. Who will be affected by this strategy, policy, plan, project, contract or major change to your service? (Please tick those that apply)</p> <p><input checked="" type="checkbox"/> Residents of Cambridge City</p> <p><input checked="" type="checkbox"/> Visitors to Cambridge City</p> <p><input type="checkbox"/> Staff</p> <p>Please state any specific client group or groups (e.g. City Council tenants, tourists, people who work in the city but do not live here):</p> <p>Businesses operating in or around city, any tourists or individuals or visitors, including students, that travel through the city or land over which Cambridge City Council is responsible for within the administrative boundary of Cambridge.</p>
<p>6. What type of strategy, policy, plan, project, contract or major change to your service is this? (Please tick)</p> <p><input checked="" type="checkbox"/> New</p> <p><input type="checkbox"/> Major change</p> <p><input type="checkbox"/> Minor change</p>
<p>7. Are other departments or partners involved in delivering this strategy, policy, plan, project, contract or major change to your service? (Please tick)</p> <p><input type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes (Please provide details):</p> <p>All council officers and external agencies who are involved with evidence gathering can be involved with fly tipping investigations, including but not limited to Cambridgeshire Police, Environment Agency, Cambridgeshire Fire and Rescue.</p>
<p>8. Has the report on your strategy, policy, plan, project, contract or major change to your service gone to Committee? If so, which one?</p> <p>Not yet, due 21 March 2019 at Environment and Community Scrutiny Committee</p>
<p>9. What research methods/ evidence have you used in order to identify equality impacts of your strategy, policy, plan, project, contract or major change to your service?</p> <p>None – this is a new operational introduction, but is in line with existing FPNs. Please see section 10(j) for information relating to payment troubles that may be encountered.</p>

10. Potential impacts

For each category below, please explain if the strategy, policy, plan, project, contract or major change to your service could have a positive/ negative impact or no impact. Where an impact has been identified, please explain what it is. Consider impacts on service users, visitors and staff members separately.

(a) Age

Note that this refers to any group of people of a particular age (e.g. 32 year-olds) , or within a particular age range (e.g. 16-24 year-olds) – in particular, please consider any safeguarding issues for children and vulnerable adults

Data for this characteristic is not held for environmental offences.

(b) Disability

Note that a person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Data for this characteristic is not held for environmental offences.

(c) Gender reassignment

Data for this characteristic is not held for environmental offences.

(d) Marriage and civil partnership

Data for this characteristic is not held for environmental offences.

(e) Pregnancy and maternity

Data for this characteristic is not held for environmental offences.

(f) Race

Note that the protected characteristic 'race' refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Data for this characteristic is not held for environmental offences.

(g) Religion or belief

Data for this characteristic is not held for environmental offences.

(h) Sex

Data for this characteristic is not held for environmental offences.

(i) Sexual orientation

Data for this characteristic is not held for environmental offences.

(j) Other factors that may lead to inequality – in particular – please consider the impact of any changes on low income groups or those experiencing the impacts of poverty

Data for similar offences of environmental offences do not hold records of any of the above characteristics, so it is not possible to quantify / consider how specific groups might or might not be affected in Cambridge.

All enforcement action is undertaken in accordance with the council's [Corporate Enforcement Policy](#). The revised fixed penalty notices will offer individuals and businesses the opportunity to pay a monetary fine, and in turn discharge their liability to prosecution (they will not end up with a criminal record). The continuation of an early repayment amount of 40% offers a lower threshold that individuals and businesses can also take advantage of, reducing financial impacts.

The council does not offer payment by instalments or payment plans. Payment for fixed penalties can only be accepted for the full amount. However in cases of extreme financial difficulties, officers have discretion to be able to extend the lower threshold payment period (subject to legal restrictions), and will work together with those issued fixed penalties to avoid prosecution where possible

11. Action plan – New equality impacts will be identified in different stages throughout the planning and implementation stages of changes to your strategy, policy, plan, project, contract or major change to your service. How will you monitor these going forward? Also, how will you ensure that any potential negative impacts of the changes will be mitigated? (Please include dates where possible for when you will update this EqlA accordingly.)

As this is in line with existing FPNS, no further amendments to the FPNs will be made. Individual cases will continue to be dealt with on a case by case basis where people end up with financial difficulties.

12. Do you have any additional comments?

All communication by the Streets and Open Spaces Operations team is undertaken in accordance with the [Service Standards](#) which details what customers can expect of us. Usage and payment of new FPNS will be monitored and the EqlA kept under review as required.

13. Sign off

Name and job title of lead officer for this equality impact assessment: Wendy Johnston, Community Engagement and Enforcement Manager

Names and job titles of other assessment team members and people consulted:

Date of EqlA sign off:

Date of next review of the equalities impact assessment:

All EqlAs need to be sent to Helen Crowther, Equality and Anti-Poverty Officer. Has this been sent to Helen Crowther?

☒ Yes

☐ No

Date to be published on Cambridge City Council website:



To: Executive Councillor Anna Smith
Environment and Community Scrutiny Committee

21 March 2019

Report by:

Debbie Kaye, Head of Community Services

Tel: 01223 458633 Email: Debbie.kaye@cambridge.gov.uk

Wards affected:

ALL

EXTENSION OF PUBLIC SPACES PROTECTION ORDER – Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place, Cambridge

1. Executive Summary

- 1.1 The purpose of this report is to ask the Executive Councillor to approve the proposal to extend the current Public Spaces Protection Order (hereafter PSPO or “the Order”), due to lapse on 31 May 2019, in respect of Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place, Cambridge, in the form as set out at Appendix A1-4.
- 1.2 The responses to consultations are examined and recommendations are made for the Executive Councillor to approve at 2.1 in this report.

2. Recommendations

The Executive Councillor is recommended to:

- 2.1 Approve the extension of the current PSPO, in the form as set out at Appendix A1-4, for a duration of three years.

3. Background

Background

- 3.1 The Anti-social Behaviour, Crime and Policing Act 2014 (“2014 Act”) gives the Council powers to make PSPOs. PSPOs are intended to deal with a nuisance or problem in a particular area that is detrimental to the local community’s quality of life, by imposing conditions on the use of the area. The orders have effect for up to three years and can be extended. Only local authorities can make PSPOs.
- 3.2 On 13 February 2015, the Executive Councillor approved in principle the proposal to make a PSPO in relation to Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place, Cambridge, that prohibits people from consuming alcohol or having an open container of alcohol in their possession within the above-mentioned areas. This Order was approved as an initial Order limited to 12 months.
- 3.3 The initial Order was extended to have effect from 1 June 2016 to run until 31 May 2019.

Consultations

- 3.4 Before considering extending the PSPO, the Council has consulted with the Police and Crime Commissioner, the local policing body, relevant community representatives, ward councillors and the owner or occupier of land within the restricted area. Consultation responses were received from the following:
 - The Police and Crime Commissioner;
 - Inspector Paul Rogerson, Southern Partnership Manager;
 - Chair, Mill Road Cemetery Parishes Committee;
 - Engagement and Enforcement Manager, City Council;
 - Housing Services Manager, Supported Housing, City Council;
 - Senior Anti-social Behaviour Officer, Safer Communities, Anti-social Behaviour Team
 - Ward Councillors.
- 3.5 The Police and Crime Commissioner supports the City Council’s proposal to extend the PSPO. The Commissioner asks that the

observations of Inspector Rogerson, as detailed in paragraph 3.6, are considered.

3.6 Inspector Paul Rogerson, Manager Southern Partnership, said that the police position is that they broadly support an extension to the order but make the following observations:

1. The local Police team has sought to undertake a review of data to support our decision, we recommend that a complete review including wider sources of Council data and public views would be appropriate to support the use of a power such as this on two of our public open spaces.
2. The attached research indicates that concern and reports of ASB may not have reduced as we expected.
3. The attached research suggests that we don't fully understand the effect of displacement. We do not believe we can confidently say that people who previously caused issues have reformed and no longer drink or cause anti-social behaviour elsewhere. Likewise we cannot confirm that the area has been made any less vulnerable outside of the restrictions imposed by the PSPO.
4. We believe we should be able to test the "success" of this order against a set of joint strategic aims. We are unable to agree that the order has proved successful but agree that it remains a way of preventing certain behaviours in this area.
5. Linked to the above, we don't have an exit strategy or an agreement as to what a return to normality might look like. PSPOs are not intended to be indefinite.

The Inspector's observations are address in the evidence section at 3.13-3.19.

3.7 The local police carried out an assessment of the impact of the PSPO from a policing perspective, which is attached as Appendix B. Generally the assessment suggests that the PSPO has had a positive affect and has provided a useful tactical option for dealing with alcohol related anti-social behaviour and been effective in reducing incidences at the three locations. There continues to be anti-social behaviour connected to street drinking in nearby streets which the Council is addressing with Police and outreach workers by offering support and information and enforcement where appropriate.

- 3.8 The Housing Services – Supported Housing Services Manager, said that they found the Order to be very effective, resulting in a reduction of issues from weekly occurrences to next to no reports at all. Housing Service furthermore expressed that both tenants and staff felt safer in the areas and that they were now able to keep the Ditchburn Gardens open to the public more frequently.
- 3.9 The Chair of the MRC Parishes Committee, on behalf of the Parochial Burial Grounds Management Committee, endorsed the extension of the Order and responded that they found the Order to have had a beneficial effect on the Cemetery which although not a public space is open to the public at all times.
- 3.10 The Engagement and Enforcement Manager, City Council supports the extension of the Order although the enforcement team does not have any evidence of either support or complaints about the Order from the public.
- 3.11 All the consultees, including the ward councillors who responded, supported the extension of the Order. A majority of the consultees simply expressed their support while the above-referenced consultees gave a more substantive account of their view on extending the PSPO.
- 3.12 The Council has notified the County Council of the proposal to extend the Order and the proposal has been published on the City Council website.

Evidence

- 3.12 The areas of Mill Road Cemetery, Petersfield Green and the garden in front of Ditchburn Place have been the focus of complaints about the problems associated with street drinking for many years prior to the PSPO being introduced.
- 3.13 The Council supports a range of strategies and interventions to address street drinking and alcohol related disorder. These interventions do have an impact but studies in previous years found that there is a group with entrenched anti-social habits who may only respond to legal remedies. The PSPO gives the police an additional tool when responding to calls for service making it appropriate to extend the order for three years.

- 3.14 A review of reported incidents has been carried out on ECINS, the City Council ASB case management database. There have been only 3 incidents reported in 2018 of drinking on Petersfield Green.
- 3.15 The required consultation in order to extend a PSPO has been carried out and Ward Councillors for the areas covered by the Order and, other consultees who responded, have all supported an extension based on feedback from members of the public and the experience of consultees of the impact of the PSPO. Those Ward Councillors who supported the extension of the PSPO are set out at Appendix C.
- 3.16 The PSPO as stated on the Order was intended to prohibit the consumption of alcohol or having an open container of alcohol within the designated places. The reduction in complaints about people drinking on the open spaces suggests that the Order has achieved its aim. It was not envisaged that it would address all forms of ASB but that it would return the named open spaces to the general public for their enjoyment.
- 3.17 The Street Life Working Group (SLWG) is a multi-agency group working with people difficult to engage and involved in street based ASB. The approach of the SLWG which uses customised action plans for individuals is better designed to address life style choices and behaviours of individuals and to deliver the intensive work required to achieve changes with individuals rather than a PSPO.
- 3.18 It is acknowledged that PSPOs are not intended to be indefinite and that an exit strategy is a sensible idea. This can be achieved through the process of data review and consultation which is required under the legislation when either making a change to the order or allowing an order to lapse.

Proposal

- 3.19 If the Order is to be extended this must be done before the time when the Order is due to expire, on 31 May 2019, and must satisfy the reasonable grounds as set out in section 60(2) of the 2014 Act.
- 3.20 The Council is satisfied on reasonable grounds (as per section 60(2) of the 2014 Act) that extending the order is necessary to prevent:
- (a) Occurrence or recurrence after that time of the activities identified in the order; or

(b) An increase in the frequency or seriousness of those activities after that time.

- 3.21 Considering the evidence, the overall picture indicates that extending the current PSPO, which would restrict drinking alcohol in Mill Road Cemetery, Petersfield Green and the garden in front of Ditchburn Place, would fit the criteria as set down in the 2014 Act. It is reasonable in these circumstances to expect that the problems would return to these open spaces if the PSPO was to expire.
- 3.22 In the event of the PSPO not being extended the Order in relation to Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place, Cambridge, will lapse on 31 May 2019. The Council considers it reasonable to assume that street drinking and anti-social behaviour in the areas of concern may reoccur and/or increase in the frequency and/or seriousness if the Order is not extended.

4. Implications

(a) Financial Implications

If an extension to the Order is agreed the Council must 'cause to be erected on or adjacent to the land in relation to which the public spaces protection order has been made such notice or notices as it considers sufficient to draw the attention of any member of the public using that land to –

- (i) the fact that a public spaces protection order has been made; and
- (ii) and the effect of that order being made.

The current signs can remain in place and the City Council will be required to publicise the extension which can be done through press release and publication on our website.

If the extension is not approved, it will be necessary to publicise the lapse and to remove the signs and erect signs to publicise the removal of the Order, for which there will be a cost.

(b) Staffing Implications

There may be staffing implications to extending the Order, dependent on how the Council wants to designate the issuing of fixed penalty notices for breaches of the Order. Currently there is a memorandum of understanding between the police and the City Council in which beaches of the Order are policed by the Constabulary and the fixed penalty notices are issued by the

City Council. The police have indicated that they will want to review this approach which can be done through a review of the memorandum of understanding.

(c) Equality and Poverty Implications

The impact on residents, visitors and businesses is expected to be positive, as the Order should continue to act as a deterrent to irresponsible consuming of alcohol or possession of alcohol containers within the relevant areas.

(d) Environmental Implications

Nil: to indicate that the proposal has no climate change impact.

(e) Procurement Implications

Costs are highly unlikely to fall within the procurement criteria.

(f) Community Safety Implications

The extension of the Order will continue to have a positive effect on community safety in the concerned areas.

Human Rights

When deciding whether to extend the period for which a PSPO has effect and if so for how long the Council must have particular regard to the rights of freedom of expression and freedom of assembly set out in articles 10 and 11 of the European Convention on Human Rights. The restrictions imposed by the PSPO are considered proportionate for the prevention of crime and disorder.

5. Consultation and communication considerations

Consultation with the Police and Crime Commissioner, the local policing body, relevant community representatives and the owner or occupier of land within the restricted area has already taken place. All consultees who responded supported the extension of the Order.

The Council has notified the County Council of the proposal to extend the Order and the proposal has been published on the City Council website.

6. Background papers

Background papers used in the preparation of this report:

(a) Anti-social Behaviour, Crime and Policing Act 2014:

<http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted/data.htm>

- (b) Anti-Social Behaviour, Crime and Policing Act 2014: Anti-social behaviour powers, Statutory guidance for frontline professionals:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/352562/ASB_Guidance_v8_July2014_final_2_.pdf
- (c) Decision details: Public Spaces Protection Order, Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place:
<https://democracy.cambridge.gov.uk/ieDecisionDetails.aspx?Id=3885>
- (d) Public Spaces Protection Orders: Officers' review following Area Committee Meetings and Proposed Public Spaces Protection Order for Mill Road Cemetery and Petersfield Green and the front garden of Ditchburn Place, Cambridge:
<https://democracy.cambridge.gov.uk/documents/s27927/PSPO%20Report%20-%20SR%20Committee%20Feb%202015%20v5.pdf>
- (e) PSPO - Mill Road cemetery, Petersfield Green and the front garden at Ditchburn Place – Sealed:
<https://www.cambridge.gov.uk/media/5485/mill-road-cemetery-petersfield-green-ditchburn-place-pspo-2016-with-stamp.pdf>

7. Appendices

- A The Public Spaces Protection Order (A1) and Maps (A2-A4)
- B Impact of the PSPO
- C Ward Councillors supporting PSPO extension

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name:	Lynda Kilkelly
Author's Phone Number:	01223 457045
Author's Email:	lynda.kilkelly@cambridge.gov.uk

ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

SECTION 59
PUBLIC SPACES PROTECTION ORDER

THE CAMBRIDGE CITY COUNCIL Mill Road Cemetery, Petersfield Green and the front garden at Ditchburn Place, Cambridge PUBLIC SPACES PROTECTION ORDER 2016

THIS ORDER is made by Cambridge City Council ("the Council") because the Council is satisfied on reasonable grounds that activities carried out or likely to be carried out in a public space, namely Mill Road Cemetery, Petersfield Green and the front garden of Ditchburn Place, Cambridge shown coloured red on the attached 3 maps:

- Have had or are likely to have a detrimental effect on the quality of life of those in the locality
- Are or are likely to be unreasonable and
- Justify the restrictions imposed

The Council is satisfied that the following activities have been or are likely to be carried out in the public space:

DRINKING ALCOHOL

1. RESTRICTIONS:

You are prohibited from consuming alcohol or having an open container of alcohol in your possession within the area shown coloured red on the attached 3 maps.

PERIOD FOR WHICH THE ORDER HAS EFFECT

This Order extends the period for which the Cambridge City Council Mill Road Cemetery, Petersfield Green and the front garden at Ditchburn Place, Cambridge Public Spaces Protection Order 2015 has effect.

This Order will come into force on 1st June 2019 and lasts until 31st May 2022

At any point before the expiry of this 3 year period the Council can extend the order by up to three years if they are satisfied on reasonable grounds that this is necessary to prevent the activities identified in the order from occurring or recurring or to prevent an increase in the frequency or seriousness of those activities after that time.

2. WHAT HAPPENS IF YOU FAIL TO COMPLY WITH THIS ORDER?

Section 63 of the Anti-Social Behaviour Crime and Policing Act says that where a constable or authorised person reasonably believes that you:

- Are or have been consuming alcohol in breach of this order; or
- Intend to consume alcohol in breach of this order

The constable or authorised person may require you

- (a) Not to consume, in breach of the order, alcohol, or anything which the constable or police community support officer reasonably believes to be alcohol;
- (b) To surrender anything in your possession which is, or which the constable or police community support officer reasonably believes to be, alcohol or a container for alcohol

It is an offence for a person, without reasonable excuse, to fail to comply with a requirement imposed by a constable or police community support officer under section 63.

A person guilty of an offence is liable on conviction in the Magistrates' Court to a fine not exceeding level 2 on the standard scale.

FIXED PENALTY

A constable or police community support officer may issue a fixed penalty notice to anyone he or she believes has committed an offence. You will have 14 days to pay the fixed penalty of £75. If you pay the fixed penalty within the 14 days you will not be prosecuted.

APPEALS

Any challenge to this order must be made in the High Court by an interested person within six weeks of it being made. An interested person is someone who lives in, regularly works in, or visits the restricted area. This means that only those who are directly affected by the restrictions have the power to challenge. The right to challenge also exists where an order is varied by the Council.

Interested persons can challenge the validity of this order on two grounds: that the Council did not have power to make the order, or to include particular prohibitions or requirements; or that one of the requirements of the legislation, for instance consultation, has not been complied with.

When an application is made the High Court can decide to suspend the operation of the order pending the Court's decision, in part or in totality. The High Court has the ability to uphold the order, quash it, or vary it.

Dated.....

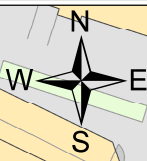
The Common Seal of
Cambridge City Council
was affixed in the presence of

.....

Section 67 Anti-Social Behaviour Crime and Policing Act 2014

- (1) It is an offence for a person without reasonable excuse-
 - (a) To do anything that the person is prohibited from doing by a public spaces protection order, or
 - (b) To fail to comply with a requirement to which a person is subject under a public spaces protection order
- (2) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 3 on the standard scale
- (3) A person does not commit an offence under this section by failing to comply with a prohibition or requirement that the local authority did not have power to include in the public spaces protection order
- (4) Consuming alcohol in breach of a public spaces protection order is not an offence under this section (but see section 63)

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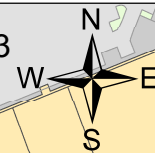
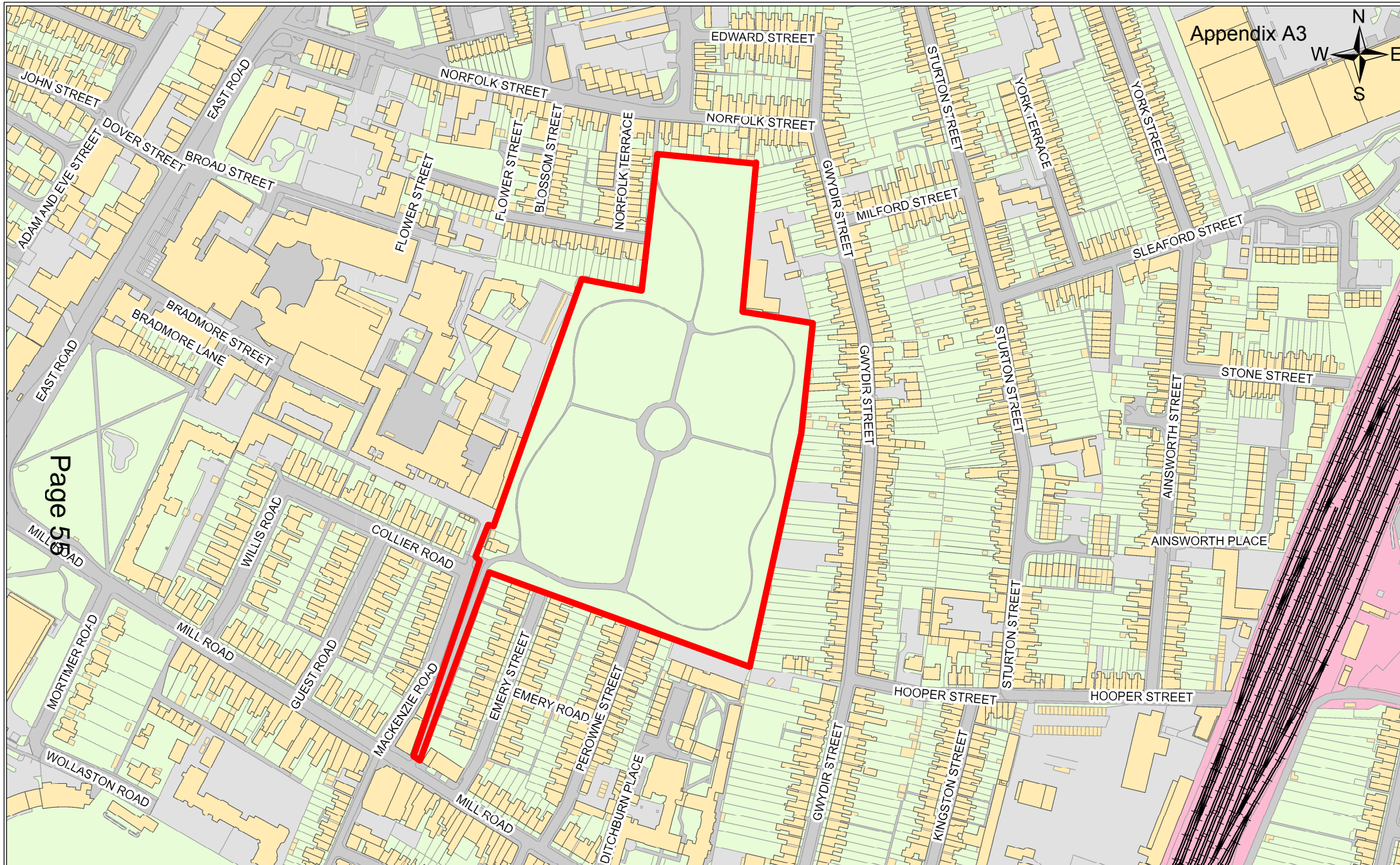
Anglia Ruskin University

Petersfield Green



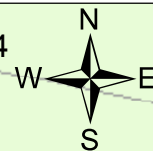
Date:	28 January 2015
Produced by:	Safer Communities
	from Intranet Mapping
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Mill Road Cemetery

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Front Garden of Ditchburn Place

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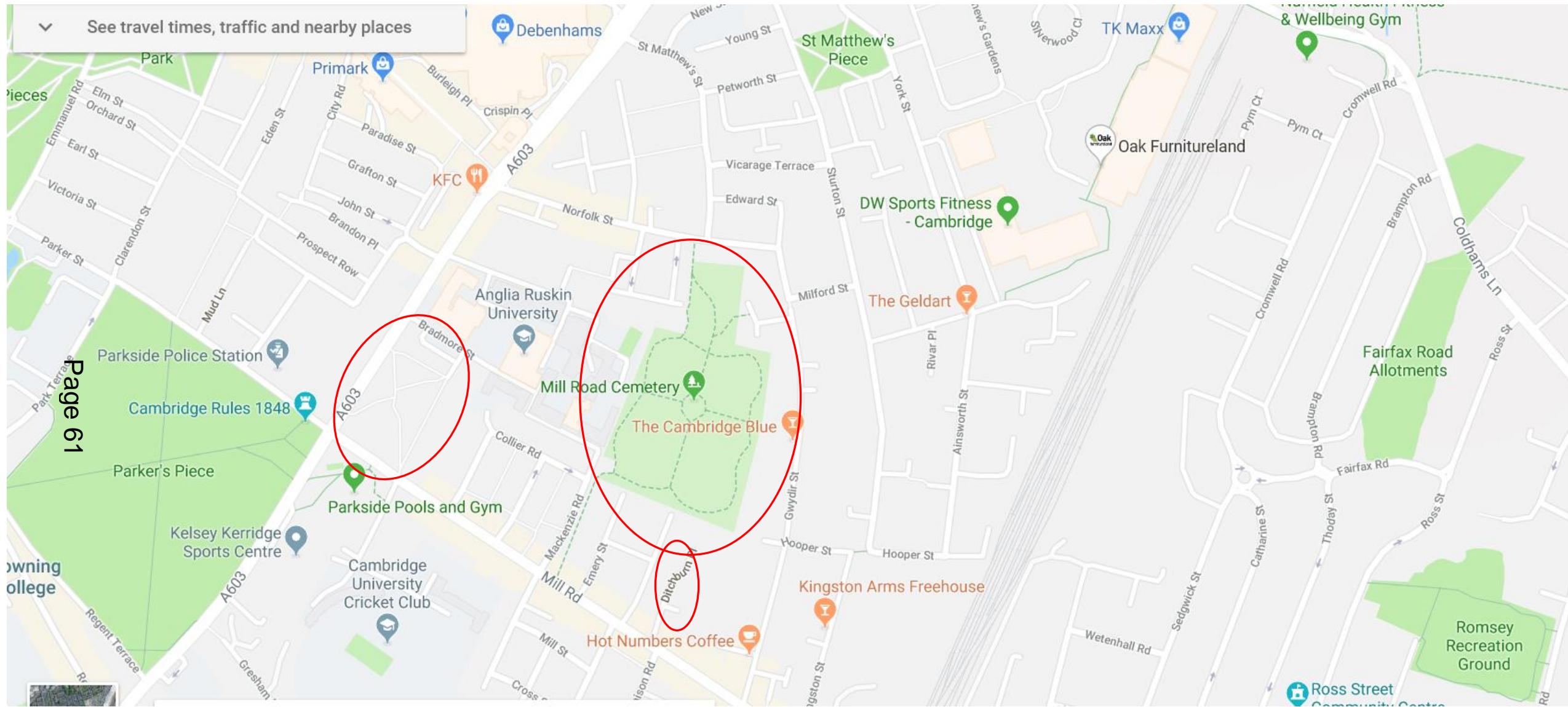
The Impact of the PSPO covering Petersfield Green, Mill Road Cemetery and Ditchburn Place Garden

A CRITICAL ASSESSMENT

We are seeking to understand, has there been:

- 1. A reduction in “need”,** (from residents, people on the streets and business) By this I mean have we problem solved, are there any success stories for individuals (inducing the drinkers). Other than the displacement the order offers us what have we done to resolve the underlying causes.
- 2. A reduction in demand, displacement of demand** – has there been a reduction in call for service, crime? Has displacement affected other areas, have we just moved the problem?
- 3. The effect on Police resources,** is enforcement sustainable way forward for the partnership and our police team.

See travel times, traffic and nearby places



Research Methods

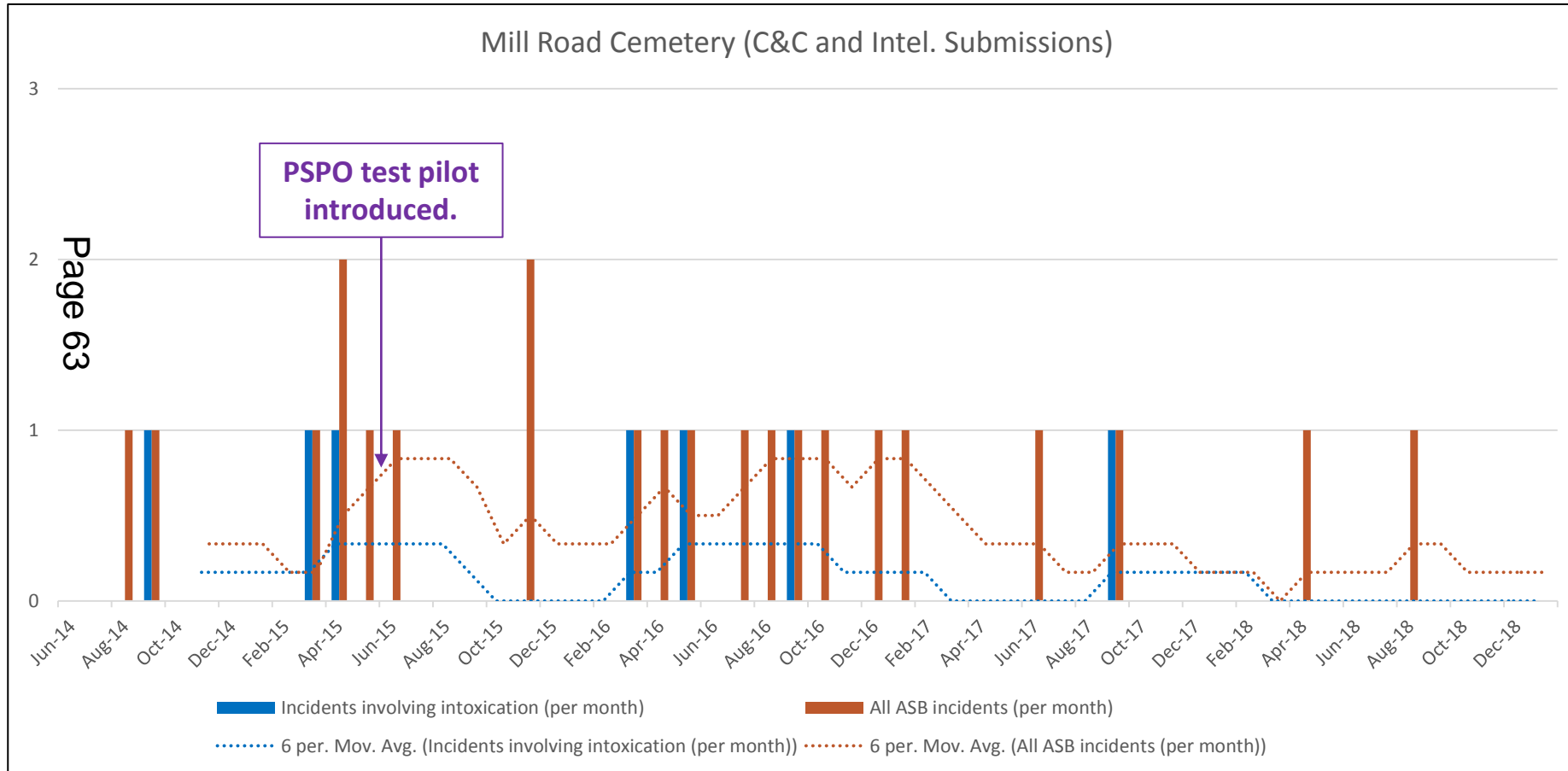
Quantitative data on police reports:

- All data collected from Cambridgeshire Constabulary's Command and Control log and Intelligence system.
- The assessment spans the period from June 2014 (one year before PSPO implementation) to January 2019.
- Graphs display monthly totals for alcohol related incidents and antisocial behaviour incidents more generally.
- 6-month moving averages of these totals have been plotted to smooth out data irregularities and show longer term trends.

Qualitative data on views of experienced officers:

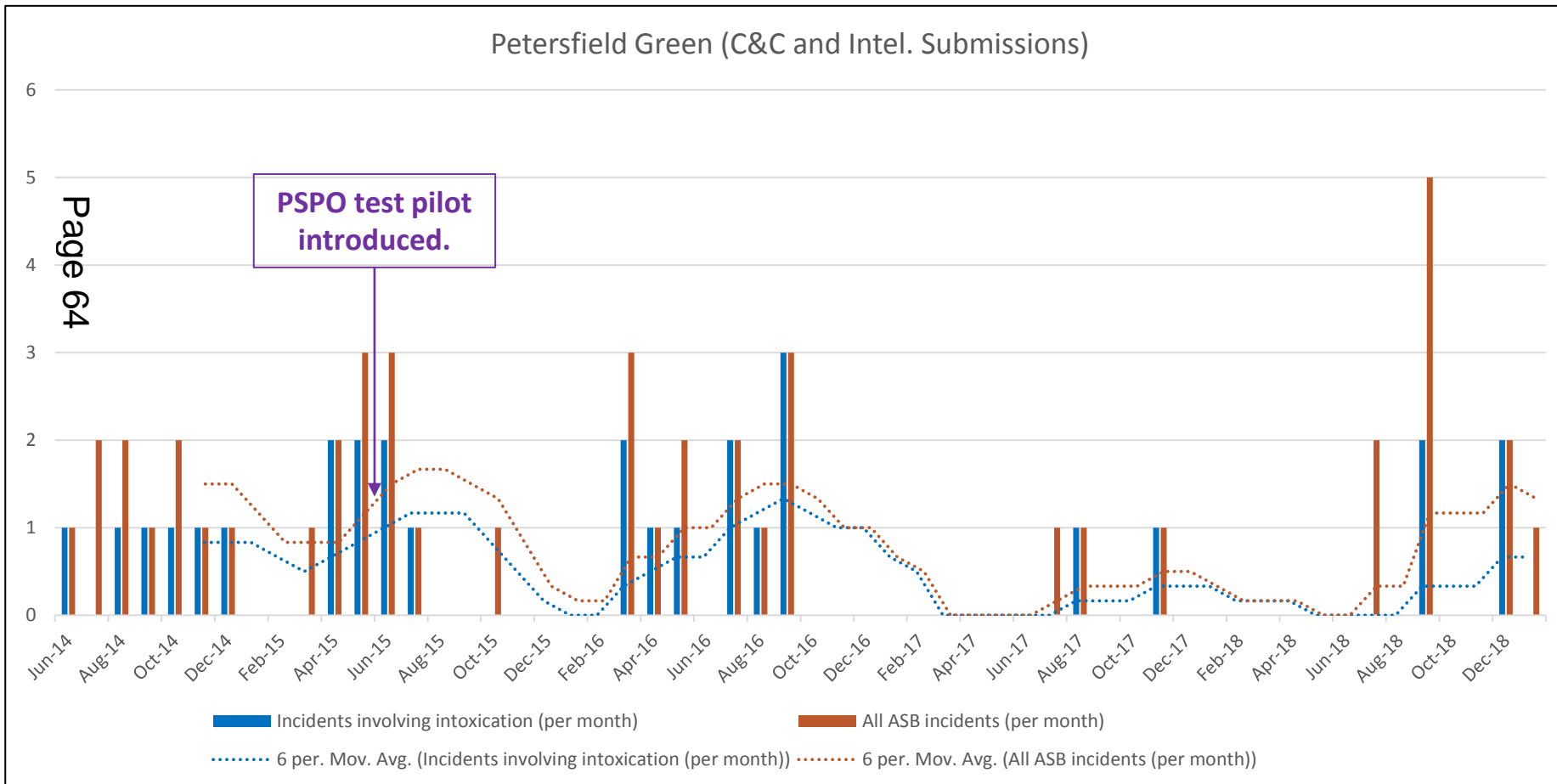
- An email was sent to members of the Cambridge City Neighbourhood Team asking their views on the PSPO. If they failed to reply, some were asked in person.

Mill Road Cemetery



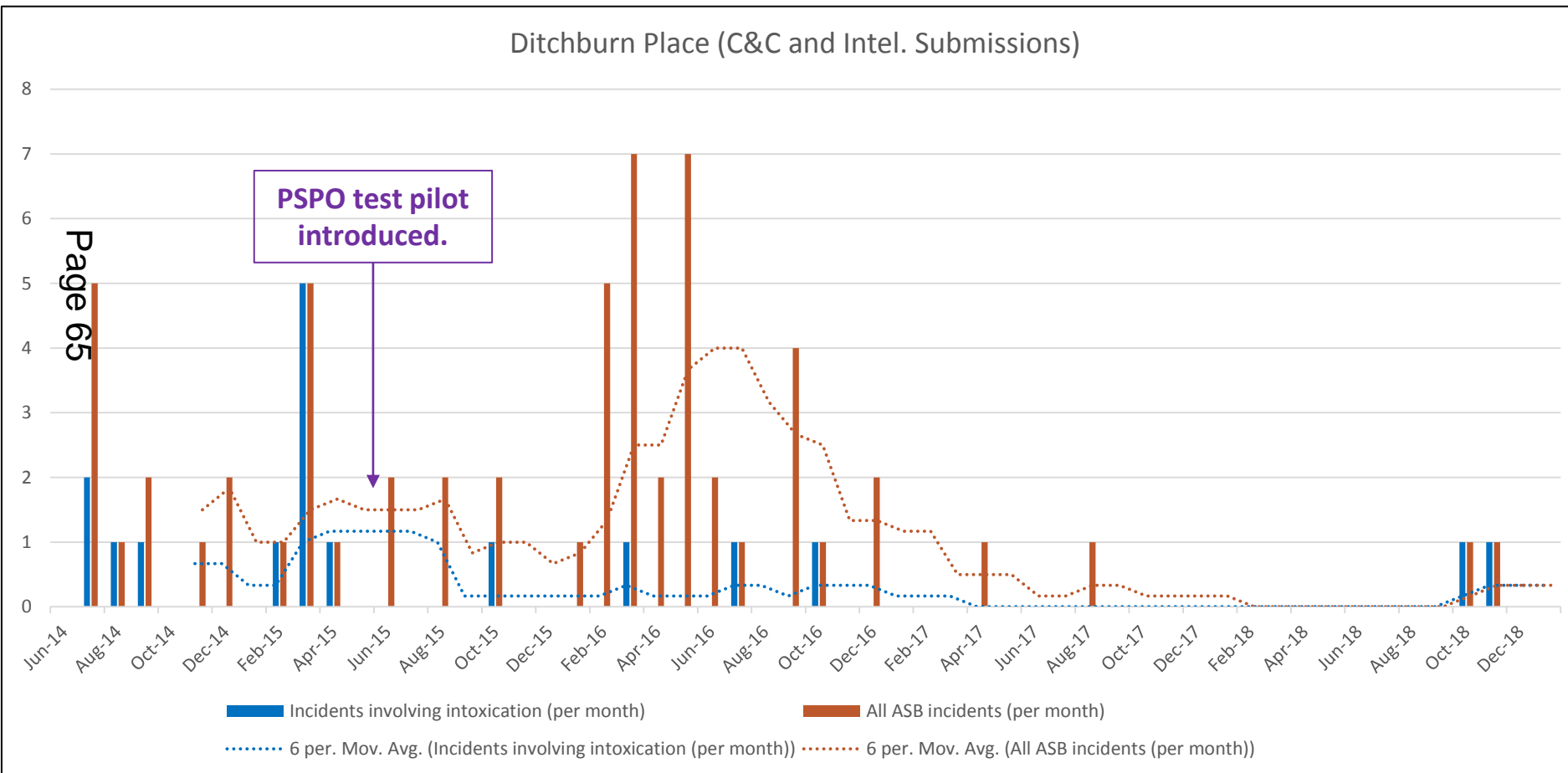
- Decline in both types of incidents following PSPO introduction.
- However, this trend reversed in 2016, and seems to be better explained by seasonal variations, with peaks in summer and troughs in winter.
- Possible long term decline in incidents over whole period – however this could be due to a quiet 2017, rather than systemic change.

Petersfield Green



- Decline in both types of incidents shortly following PSPO introduction.
- However, this trend also reversed in 2016, and mirrors seasonal trends in behaviour.
- 2017 experienced a quiet summer for some reason, however incidents increased again at the end of 2018/start of 2019.

Ditchburn Place Garden

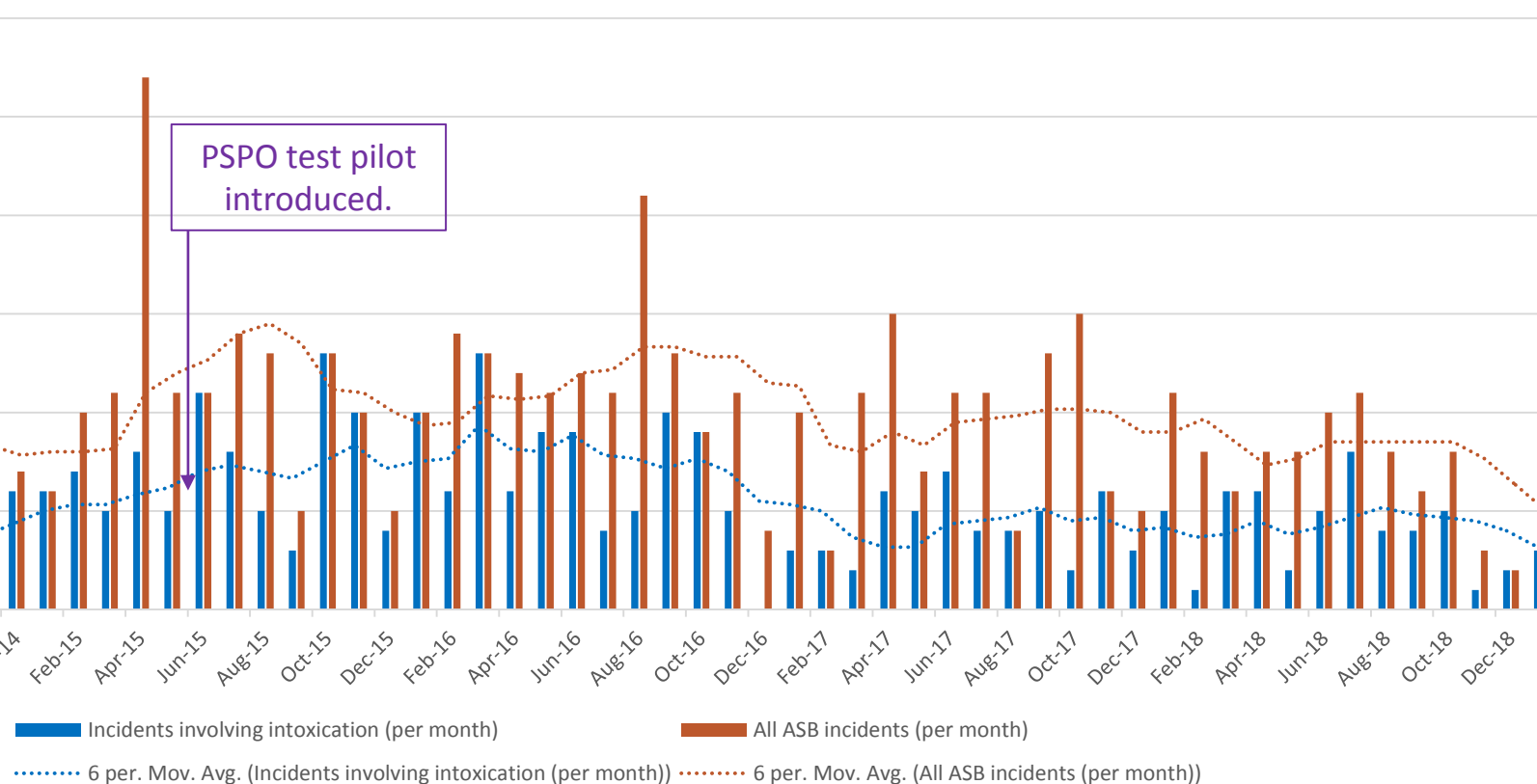


- A clear long-term decline in alcohol fuelled incidents around Ditchburn Place following PSPO introduction.
- ASB incidents did not follow this trend. However, this data includes incidents with any location around Ditchburn Place, and is therefore not restricted to the front gardens. This could explain why drinking ASB went down while general ASB did not.
- Again 2017 was particularly quiet.

Possible displacement to Mill Road

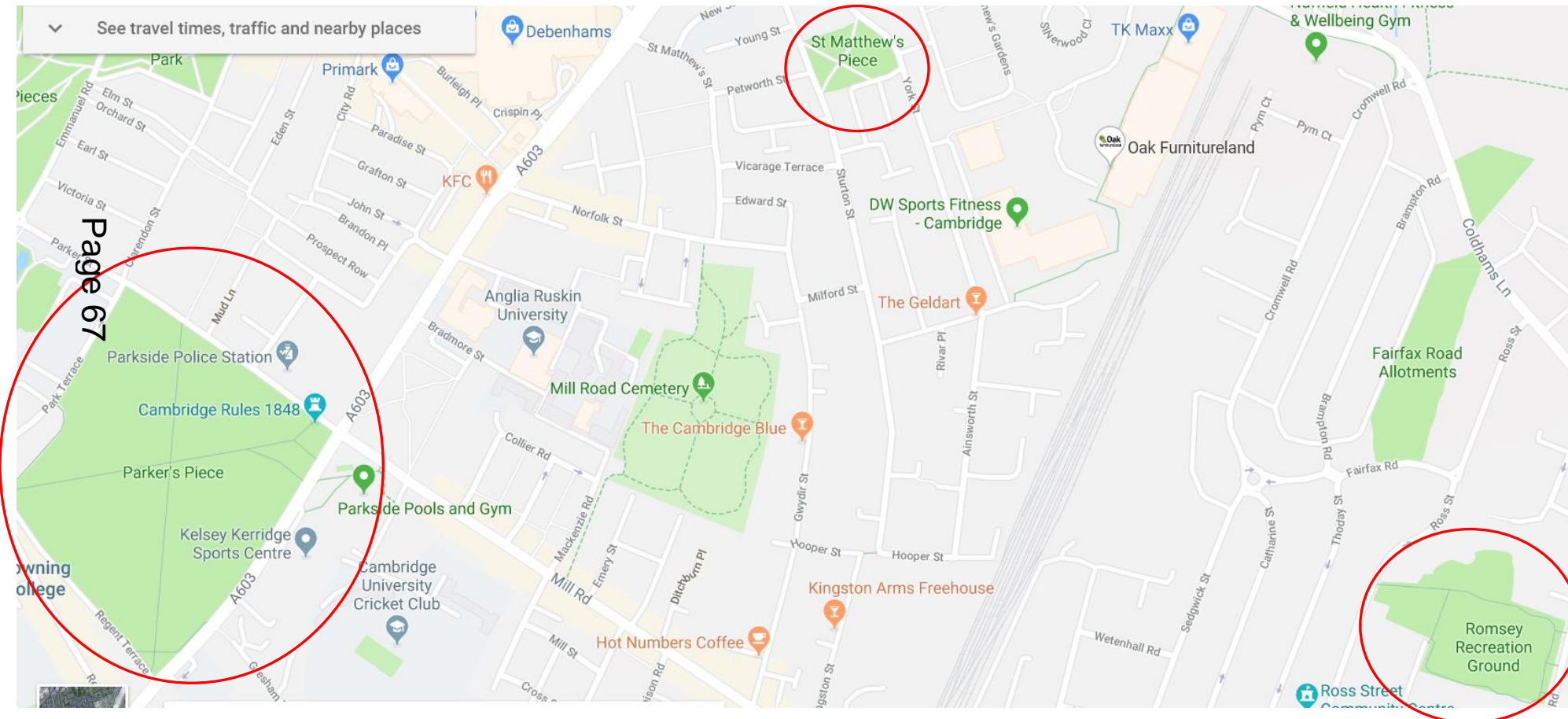
Page 66

Petersfield Stretch of Mill Road (C&C only)



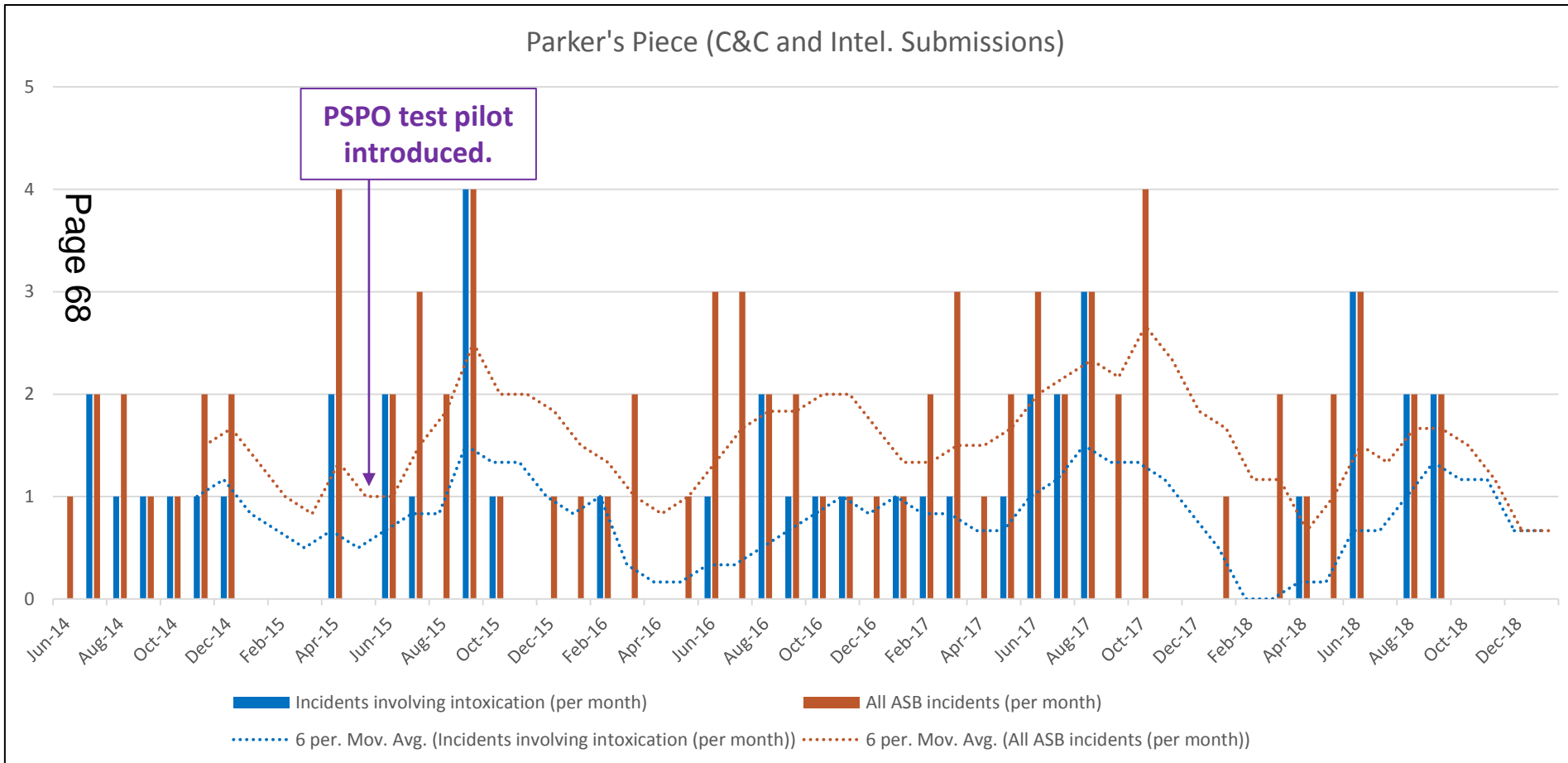
- An initial increase, followed by a sustained decline in both types of incidents.
- This suggests there has not been displacement of street drinking to adjacent parts of Mill Road.
- This could be explained by what scholars such as Weisburd et al. (2006) call “a diffusion of crime control benefits”, whereby deterrence has a spill-over effect. This is because offenders assume the crackdown is not limited to a specific geographical area and thus overestimate the scope of intervention.
- Furthermore, green spaces/parks offer specific characteristics that attract antisocial drinkers. Other parts of Mill Road do not have these pull factors.

Possible displacement to other nearby green areas



- Examined C&C data and intel on St Matthew's Piece and Romsey Recreation Ground.
- There were not enough reported incidents to plot on chart.
- However, there was no sign of displacement of street drinking/ASB to these areas.

Possible displacement to Parker's Piece



- Does not appear Parker's Piece has suffered from the displacement of street drinking or ASB.
- Number of reports seem to follow a regular seasonal pattern, rather than increasing appreciably following PSPO introduction.
- It could be that any displacement to Parker's Piece would not show up in data, as public are ossified to groups drinking there. It is a larger space and not close to residences. Therefore, people are less likely to report public drinking/other ASB.
- This could be an example of what Berk and Macdonald (2010) term desirable displacement, where crime is moved to an area where it causes less harm.

Views of experienced officers

The following 3 questions were put to all members of the Neighbourhood Policing Team in Cambridge.

1. Has the introduction of the PSPO reduced street drinking around Petersfield Green, Mill Rd Cemetery and Ditchburn Place?
2. Has the PSPO reduced street drinking in the Mill Rd area more broadly?
3. Do you have any view on/evidence whether street drinking has been displaced to other parts of the city as a result?

Results of survey: Five officers and one PCSO responded to survey.

Question 1 – Four officers and one PCSO said the PSPO has improved the problem of street drinking. All have many years of experience as Cambridge City officers. Furthermore, one officer is the lead community officer for East Cambridge, covering Mill Road, while the PCSO worked as a Mill Road dedicated officer for many years. The East Cambridge officer described a time prior to the PSPO when there was a lot of antisocial drinking in Petersfield Park and Ditchburn Place, with groups of street-life individuals regularly congregating and drinking cans/bottles of beer, which led to noise problems and violent incidents. Another officer corroborated this, saying that prior to the PSPO kids could not use the Petersfield play area. They went on to say the situation had vastly improved with one replying, *“After the PSPO was implemented, I have noticed that it has been a positive impact. Without looking at police systems for data, from solely listening to my police radio and patrolling the mill road area I have experienced less sightings of these street drinkers and the anti-social behaviour that it brings in general.”* Meanwhile, the PCSO said the drinking ban had particularly benefitted Ditchburn Place, *“and even though drinking in the cemetery and on Petersfield Green has not stopped completely, having the PSPO gives us a power to deal with it effectively if required.”*

Conversely, one officer said they did not have enough experience to remember the time before PSPO. They did claim that, *“The Petersfield Common certainly has daily drinking but I can’t say I’ve ever seen the handful of people being an issue for public passing through the park. The play area there is still used all the time and the bench drinking occurs on is set back from the park path.”*

Question 2 – The same four officers said the PSPO produced benefits for the wider Mill Road area. The East Cambridge officer said, *“Recently, Mill road appears to be a less problematic location in general but definitely in terms of the amount of street drinking. I can only think this is because of the PSPO as I don’t think that there has been any other factor that would cause this success, for example reduction in business selling alcohol, increased police presence.”*

On the other hand, one responder was more ambivalent, claiming, *“From a very subjective point of view (I live on Mill Road rather than work it and have only been here post-PSPO). There is street drinking daily near to the salvation army church but much less of it over the bridge towards the Coop, or the other way towards Parkside.”*

Question 3 – Three officers suggested some sort of displacement might have occurred, however were reluctant to definitely link this to the PSPO. One of these officers stated, *“Yes. Jordans Yard. Kings Street. However there is no way of linking this directly to the PSPO.”* Another officer said that while displacement had occurred, this was still beneficial as *“it is not concentrated within a particular area as it was before the PSPO and it’s not done so near an area next to vital support services which sends a strong message to that particular community of people.”* On the other hand, one officer said he was not aware of any displacement, claiming, *“In my role I am not aware of another part of the city where street drinking has increased significantly enough to indicate that it was because of the current PSPO”.*

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Appendix C: Ward Councillors who have supported the extension of the PSPO.

Cllr. Dave Baigent

Cllr. Sophie Barnett

Cllr. Kevin Blencowe

Cllr. Kelley Green

Cllr. Lewis Herbert

Cllr. Richard Robertson

Cllr. Anna Smith

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Item:

UPDATE ON THE WORK OF KEY EXTERNAL PARTNERSHIPS

To:

Councillor Anna Smith, Executive Councillor for Communities,
Environment and Community Scrutiny Committee, 21 March 2019

Report by:

Graham Saint

Tel: 01223 - 457044

Email: Graham.Saint@cambridge.gov.uk

Wards affected:

Abbey, Arbury, Castle, Cherry Hinton, Coleridge, East Chesterton, King's Hedges, Market, Newnham, Petersfield, Queen Edith's, Romsey, Trumpington, West Chesterton

Not a Key Decision

1. Executive Summary

- 1.1 This paper provides an update on the work of the Health and Wellbeing Board, Cambridge Community Safety Partnership and Children's Trust as a part of the Council's commitment given in its "Principles of Partnership Working", to set out annual reports on the work of the key partnerships it is involved with.
- 1.2 The paper highlights the considerable amount of change that is taking place within the health and social care system and the move towards improving collaboration and joint-working between partners. It also shows the continuing work of the Cambridge Community Safety Partnership and outlines the demise of the Children's Trust as a supported partnership body.

2. Recommendations

2.1 The Executive Councillor is recommended to:

- a) Continue to work with the Health and Wellbeing Board and Cambridge Community Safety Partnership to ensure that public agencies and others can together address the strategic issues affecting Cambridge and that the concerns of Cambridge citizens can be addressed.

3. Background

3.1 The strategic partnerships that are covered in this paper include:

- Cambridgeshire's Health and Wellbeing Board (HWB)
- Cambridge Community Safety Partnership, and
- Cambridgeshire's Children's Trust.

4. Cambridgeshire's Health and Wellbeing Board (HWB)

4.1 Cambridgeshire's Health and Wellbeing Board ("the Board") and its network bring together leaders from local organisations that have a strong influence on health and wellbeing, including the commissioning of health, social care and public health services, to help plan services for Cambridgeshire that will secure the best possible health and wellbeing outcomes for all residents.

4.2 Health and Wellbeing Boards have a statutory duty under the Health and Social Care Act (2012) to agree a Joint Health and Wellbeing Strategy (JHWS) to meet the need identified in their Joint Strategic Needs Assessment.

4.3 The current priorities for the Cambridgeshire HWB are:

- Health inequalities, including the impact of drug and alcohol misuse on life chances
- New and growing communities and housing

- Integration – including the Better Care Fund and delayed transfers of care.

Progress in the priority areas during the year has included:

Health Inequalities

- 4.4 The multi-agency Public Health Reference Group, led by Public Health, leading on behalf of the HWB in looking at ways that the partnership can help address health inequalities in Cambridgeshire, working closely with the place based Living Well Partnerships. The latest Public Health England Health Profile (2018) shows that life expectancy is 10.1 years lower for men and 9.9 years lower for women in the most deprived areas of Cambridge City than in the least deprived areas, so this is a significant issue.
- 4.5 The Public Health Reference Group presented a paper to the 15 January 2019 HWB on potential approaches to tackling local health inequalities with the aim of informing a future action plan. The Group recognised that in order reduce health inequalities actions were needed at multiple levels (Civic, Community and Service levels) and initially agreed to focus on Civic level interventions. It was agreed to map out what is already happening locally for the different approaches and to identify and prioritise potential actions for quick and longer-term wins.

Drug and Alcohol Misuse

- 4.6 Action on drug and alcohol misuse is overseen by the multi-agency Cambridgeshire and Peterborough Drug and Alcohol Misuse Board. The Board met in December 2018 and carried out an annual review of progress against the Drug and Alcohol Misuse Action Plan. It found that work has been significantly advanced by partners since the plan was developed 12 months ago
- 4.7 Public Health England invited bids for £10M capital funding to improve access to alcohol misuse treatment. Change Grow Live (CGL), the new provider of drug and alcohol treatment services in Cambridgeshire, has put forward proposals for alterations and refurbishment to current premises.

New and Growing Communities

- 4.8 The NHS Healthy Town Programme has resulted in an additional £4.7m being invested in additional built environment measures for Northstowe Phase 2 as part of the delivery of the Healthy Living, Youth and Play Strategy. The next steps for the Healthy Town Programme are to take the learning from Northstowe and apply it to the other major growth sites across Cambridgeshire and Peterborough.

Better Care Fund

- 4.9 The Better Care Fund (BCF) creates a joint budget to help health and social care services to work more closely together in each Health & Wellbeing Board Area. The Cambridgeshire BCF came into effect in April 2015. The 2017/19 plan is the third Cambridgeshire BCF Plan.
- 4.10 Delayed Transfers of Care (DTOC) have remained a significant challenge in Cambridgeshire and Peterborough throughout the first two quarters of 2017/18 and into the third. Through the Better Care Fund, local partners have invested in a number of immediate initiatives to reduce DTOC days.

Closer Working with the Peterborough Health and Wellbeing Board

- 4.11 During the year Cambridgeshire's Health and Wellbeing Board (the HWB") looked to establish joint working relationships with the Peterborough Health and Wellbeing Board, establishing a sub-committee comprising of both boards that will meet alternately between the parent Board meetings.
- 4.12 Taking into account the closer relationship with Peterborough HWB it was decided to develop a new shared JHWS in 2019 for Peterborough and Cambridgeshire. The Cambridgeshire and Peterborough Combined Authority also commissioned a project to scope a potential health and social care devolution proposal.

Annual Public Health Report

- 4.13 The Director of Public Health's Annual Public Health Report (2018) this year focused on two topics: health in the early years for children aged under five, and a breakdown of data on premature death and disability and their causes, at upper tier local authority level. It also looks at the

recommendations from last year's annual report and how these have been progressed and makes further recommendations for the coming year.

- 4.14 One of the main areas of concern requiring further close attention, according to the APHR, is the low rates of school readiness for children eligible for free school meals in Cambridge City. The recent Early Years Social Mobility Peer Review for Cambridgeshire and Peterborough provided a range of recommendations to support outcomes for children in their early years and reduce inequalities in school readiness, and the Director of Public Health recommends these should be taken forward.

Other HWB Work in the Year

- 4.15 The Cambridgeshire Health and Wellbeing Board continued to monitor the delivery of Cambridgeshire and Peterborough's Sustainability and Transformation Plan (STP). It is also supporting the development and implementation of the Cambridgeshire and Peterborough Suicide Prevention Strategy and a local Campaign to End Loneliness, which the City Council contributes actions shown in our Single Equalities Scheme.

Continuing Reduction in Public Health Spend

- 4.16 In Cambridgeshire, the public health function receives a ring-fenced grant from the Department of Health that currently totals approximately £26.3M. Central government made the decision to reduce the national Public Health Grant over a five year period from 2016/17. In 2016/17 the grant was reduced by £2.3M and from 2017/18 to 2019/20 the grant is reducing by approximately £0.7M per year. These are cash reductions to the grant, which do not take account of local inflation, pressures or demography.
- 4.17 At Cambridgeshire's Health Committee on 11 October 2018 reductions in public health preventative services, to make the required savings for the year, were agreed. Smoking cessation services had the largest reduction. Because these services currently fall outside of the NHS, they will not benefit from any additional NHS investment.
- 4.18 The City Council is a partner in the delivery of the "Let's Get Moving" programme, approved by the Health Committee, and funded with £513,000 public health earmarked reserves over a two year period. It

aims to provide a countywide physical activity programme that will increase levels of physical activity, especially in areas and groups with high needs. It also has a key role in the delivery of the Cambridgeshire Healthy Weight Strategy with its central themes of collaboration across the system to support healthy behavioural change and communities taking responsibility for their health and wellbeing.

Governance

- 4.19 The HWB includes a balance of representatives from NHS based organisations (NHS England, Clinical Commissioning Group, NHS providers and Healthwatch) and local authorities, including officers (Public Health, People and Community Services) and members (County Council and District Council). The HWB is chaired by a County Council member and the lead officer is the Director of Public Health. The Council's representative is Councillor Nicky Massey.
- 4.20 During the year the Greater Cambridge Living Well Partnership, covering Cambridge City and South Cambridgeshire (that replaced the Local Health Partnership) met five times. This is intended to be an officer body that aims to develop more joined-up local approaches between health and social care, district councils and community and voluntary sector organisations and was led, until recently, by an officer from the Clinical Commissioning Group (CCG).
- 4.21 The five Living Well Partnerships across Cambridgeshire and Peterborough emerged from CCG Area Boards that were intended to help consider how any new ways of working could be taken forward at a local as part of the STP development. Since the instigation of the Living Well Partnerships the CCG and STP have undergone various restructures and with the introduction of Local Integrated Care Systems, set out in the new NHS Long Term Plan, in the near future the CCGs will take on a different role, one that is more about supporting providers rather than direct engagement.

NHS Long Term Plan

- 4.22 The new NHS Long Term Plan (LTP) sets out the direction of travel for the NHS over the next five years, describing in broad terms how additional investment will be spent. NHS England is committed to

increasing investment in primary medical and community health services.

- 4.23 The NHS Long Term Plan (LTP) also provides for a whole new world of local partnerships, with a renewed emphasis on prevention, early support and reducing health inequalities, including giving children the best start and living well in older age.
- 4.24 Local Integrated Care Systems (ICS) at “Place Level” are identified as central to the delivery of the LTP and are seen as a way of integrating primary and specialist care, physical and mental health and health and social care. ICS Partnership Boards will be drawn from and represent commissioners, trusts, primary care networks and will be put in place by April 2021. There is an expectation that local authorities (upper tier) and voluntary and community sector partners will participate. Funding flows and contract reform will support the move to ICSs and the intention is that they will grow out of the present Sustainability and Transformation Partnerships (STPs) for local areas.
- 4.26 In the LTP there is no reference about how ICSs will relate to Health and Wellbeing Boards, their Health and Wellbeing Strategies or joint strategic needs assessments. There is reference to current preventative services that local authorities (Public Health) commission, including smoking cessation, drug and alcohol services, sexual health and early years support for children, such as school nursing and health visitors.

5. Cambridge Community Safety Partnership (Cambridge CSP)

- 5.1 The Cambridge CSP continues to seek to understand the community safety issues residents, visitors and local businesses are experiencing and select issues where the CSP feels it can add value and take appropriate collective action to make a difference. It will then assess the effectiveness of its interventions.

Strategic Assessment

- 5.2 During the year the Cambridge CSP received a Community Safety Strategic Assessment, End of Year Review. It looked at local trends in crime and disorder, with an in-depth analysis of progress against the

priority areas of the CSP over the preceding year. This was prepared by County Research Group. Local Police recorded data showed an increase in the “violence without injury” category, which now includes stalking and harassment, in the year. The “violence with injury” category remained at a similar volume to the previous year. The number of domestic abuse incidents fell slightly and overall anti-social behaviour continued its reduction compared to previous years.

- 5.3 The annual Crime Survey for England and Wales is helpful in providing an insight into how people feel in the priority areas the CSP has selected, especially where recorded crime doesn’t give the full picture, such as with domestic abuse, which continues to be substantially under-reported. Overall the Crime Survey (2017/2018) showed that high volume crimes are at a similar level to the previous year or slightly lower.
- 5.4 The Strategic Assessment made recommendations about priorities Cambridge CSP should consider adopting in its annual Community Safety Plan 2018-19. Cambridge CSP, after taking into account the recommendations, its existing work and the pledges of the Police and Crime Commissioner in the Police and Crime Plan 2017-20, accepted these recommendations.

Priorities for the Community Safety Plan (2018/19)

- 5.5 The priorities identified in the Community Safety Plan 2018/19 are:

Priority 1: Safeguarding people against violence and exploitation - this priority focuses on tackling harm against some of the most vulnerable in Cambridge City at risk of victimisation and exploitation by others. This is made up of two strands: children at risk from expanding drug dealing networks, and; adults at risk of harm and exploitation.

Priority 2: Identifying and responding to vulnerable locations - this priority will ensure that fit-for-purpose governance and delivery arrangements exist both within and across the Partnership’s contributing agencies to identify and tackle community safety matters that centre on any identifiable geographic location(s).

Priority 3: Domestic Abuse - there is an existing county wide structure in place to develop needs assessments and a strategy to respond to violence against women and girls (VAWG). The Cambridge CSP will

support the countywide strategy and provide action where the Partnership can add value.

- 5.6 The Community Safety Plan 2018/19 is accompanied by an **Action Plan** showing how the identified priorities would be translated into local action. Lead officers were nominated to deliver and report on progress to each of the CSP's quarterly meetings and strategic assessments prepared for each priority area to help guide officers in preparing and targeting local projects.
- 5.7 Following the publication of the Community Safety Plan 2018/19 the CSP revised its terms of reference to incorporate the new priorities it had selected for 2018/19. They also noted that from October 2018 it will be holding two joint meetings a year with South Cambridgeshire Crime and Disorder Reduction Partnership.

Annual Review of Work Programme 2018

- 5.8 Cambridge CSP then published its own **Annual Review 2018** as a public facing document, outlining the projects that it had carried out during the year using its allocation from the Police and Crime Commissioner (£39,000) and its own Pooled Fund (£5,000). These projects have been evaluated and a summary evaluation for each is shown below. Full evaluations are available from CSF.
- 5.9 The Taxi Marshal Scheme, Care Venue and Safe Refuge projects are interlinked and complimentary to each other, targeting violent crime in the night-time economy, preventing crime and supporting vulnerable people. The Taxi Marshals were successful in moving people through the rank and reducing tension during a peak period. The Safe Refuge continued to provide a safe place for vulnerable people on most Saturday evenings, with just over 1,200 people visiting, and the Care Venue, operating within the Safe Refuge, provided immediate medical assistance to 37 people.
- 5.10 The Supporting People and Preventing ASB project focused on the most problematic street based individuals, with individuals identified for support and enforcement action, if necessary, by the Street Life Working Group at its regular meetings. Street based ASB issues were resolved in areas using this approach. Street Aid continued to raise money and pay out grants to individuals wanting to move away from life on the streets

- 5.11 Healthy Relationship Workshops covering issues around teenage relationship abuse, supported by CSP, were also delivered during the year and involved 360 secondary school pupils. The play “Chelsea’s Choice”, covering the themes of drugs and alcohol, child sexual exploitation, healthy relationships and sexual consent was performed to over 900 Year 9/10 pupils in City schools.
- 5.12 During the year the CSP also funded the appointment of a Chair and author to carry out a Domestic Homicide Review in Cambridge City. The responsibility for initiating and establishing a DHR lies with the local CSP. This is a statutory duty for CSP members established under the *Domestic Violence, Crime and Victims Act 2004*, outlined in the *Home Office Guidance on Domestic Homicide Reviews*. The costs related to this are shared among the CSP members. The final draft of this DHR report was considered at the Domestic Abuse and Sexual Violence (DASV) Delivery Board, including its recommendations and actions, and it has now been sent to the Home Office for endorsement.
- 5.13 The Council also offers **Safer City** grants to help local community and voluntary groups contribute to reducing crime, the fear of crime and anti-social behaviour. For 2018/19 this fund is £10,000. Projects funded to date include a Cambridge Churches Homeless project for a winter (December to March) night shelter and associated support for rough sleepers, using faith venues. The latest project is for a replacement lighting column on Fen Road for a re-deployable CCTV camera.
- 5.14 The Council’s Area Committees consider Local Issues of Focus for the Police and the Council’s ASB team at meetings to help understand and respond to matters of local concern.

Future Work and Challenges

- 5.15 Each year the Cambridge Community Safety Partnership (CCSP) has a Development Day to look back at achievements for the year and to discuss future work and challenges for the Partnership. This year it was held in December (2018).
- 5.16 At the Development Day the Chief Executive Office of the Cambridgeshire Police and Crime Commissioner (OPPC) asked Cambridge CSP to consider how to take forward proposals on managing demand, including the incorporation of a “Transformation Topic”, to give the opportunity to work with a wide number of agencies in the city and county in order to utilise their wider knowledge and

The Cambridge CSP agreed to accept the “Transformation Topic” approach to manage demand and endorsed a new way of working, in the form of a Multi-Agency Steering Group led by the Police, to allow it to better link-up with county structures, to help shape any theme where city partners can offer expertise, and drive forward the present priorities. The first “Transformation Topic” for consideration will be Serious Violence – Young People and Crime. The new framework is shown in the revised structure chart, shown below.



5.19 The Council also has a representative, Councillor Nicky Massey, in the **Cambridgeshire Police and Crime Panel**, which oversees and scrutinises the work of the PCC. The PCC is required to consult with the Panel on his plans and budget for policing, as well as the level of

council tax and the appointment of a Chief Constable. The Panel will maintain a regular check and balance on the performance of the Commissioner.

6. Cambridgeshire Children's Trust

- 6.1 The Children's Trust Executive Partnership is no longer supported by the County Council. The former Children's Trust Plan ran until the end of 2017 and has not been refreshed. It is recommended that this body no longer forms a part of the Council's Annual report on key strategic partnerships in the future.
- 6.2 A Partnership Governance Board has been formed to deliver an Early Help Strategy for children and families in Cambridgeshire but the Council is not involved in this arrangement as the strategy focuses on the County Council's contribution, although it recognises there are many other agencies in Cambridgeshire that provide Early Help support both through universal and targeted services. The main purpose of targeted Early Help is to addresses problems that families may be experiencing, to prevent them escalating and the possibility of Children's Social Care needing to be involved.
- 6.3 Area Children's Partnership Boards in Cambridgeshire, as officer forums, have sought to join-up and coordinate local work with children and families but have been meeting less frequently in the past year and it is likely that they will be more formally "incorporated" within the emerging strategies and plans arising from the implementation of the County Council's Children's Change programme.

7. Implications

(a) Financial Implications

The partnerships will be responsible for putting in place new ways of working as part wider transformation plans. By working together with other public agencies the Council may be able to achieve more than working on its own.

(b) Staffing Implications (if not covered in Consultations Section)

This will depend on how the development of joint working opportunities is taken forward within each partnership.

(c) **Equality and Poverty Implications**

The partnerships will be looking to target services at those who are most vulnerable and to reduce inequalities, especially health inequalities as much as possible.

(d) **Environmental Implications**

Systems that promote low carbon use and improve the sustainability of developments will be supported.

(e) **Procurement**

The partnerships are likely to procure or commission some services to achieve their aims.

(f) **Consultation and communication**

Where service delivery is modified, local communities and users will be consulted about changes.

(g) **Community Safety**

Vulnerable groups of people will form a large part of the target users of services and it will be important that their wellbeing is taken into account. This is part of the core work of the Cambridge Community Safety Partnership

8. Appendices

No Appendices are attached.

9. Consultation and communication considerations

Individual bidding streams and plans will specify the groups of people to be consulted, especially where targeted work is required.

10. Background papers

Background papers used in the preparation of this report:

Principles of Partnership Working

<https://www.cambridge.gov.uk/content/guide-partnership-working>

Cambridgeshire Health and Wellbeing Board Committee details

https://cmis.cambridgeshire.gov.uk/ccclive/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/12/Default.aspx

Joint Strategic Needs Assessments

<http://cambridgeshireinsight.org.uk/jsna>

Annual Public Health Report

<http://cambridgeshireinsight.org.uk/health/aphr>

Public Health Profiles

https://fingertips.phe.org.uk/profile/health-profiles/area-search-results/E07000008?place_name=Cambridge&search_type=parent-area

LGIU: Policy Briefing on NHS Long Term Plan

<https://www.lgiu.org.uk/briefing/the-nhs-long-term-plan-how-this-relates-to-local-government/>

Papers for Community Safety Partnership, including End of year Review, Strategic Assessments, Community Safety Plan 2018/19 and agenda and minutes:

<https://www.cambridge.gov.uk/cambridge-community-safety-partnership>

11. Inspection of papers

To inspect the background papers or if you have a query on the report please contact GRAHAM SAINT, CORPORATE STRATEGY OFFICER, tel: 01223 - 457044, email: graham.saint@cambridge.gov.uk.

Item

SHARED SERVICES 2019/20 Greater Cambridge Waste Business Plan

To:

Councillor Rosy Moore, Executive Councillor for
Environment and Community Scrutiny Committee 21 March 2019

Report by:

Trevor Nicoll, Head of Shared Waste Service
Email: trevor.nicoll@scambs.gov.uk

Suzanne Hemingway, Strategic Director
Tel: 01223 – 457461 Email: Suzanne.Hemingway@cambridge.gov.uk

Fiona Bryant, Strategic Director
Tel: 01223 – 457325 Email: Fiona.Bryant@cambridge.gov.uk

Wards affected:

All

Non Key Decision

1. Executive Summary

1.1 The Shared Services Business Plans 2019/20 demonstrate that continued progress has been made over the last year against the Shared Services objectives. Shared Services continue to explore new ways of working. They are an important feature of the transformation agenda, particularly through the use of technology.

1.2 The Business Plan has been considered by the Shared Service member Steering Group, the Shared Service Management Board, and the Chief Executives and Leaders/Portfolio holders for each Council. It is now presented for scrutiny in all partner authorities. Consequently, it is recommended that the Shared Services Management Board is authorised to consider any proposed amendments to the Business Plans in line with the Exec Cllr approval following scrutiny by committee.

2. Recommendations

- 1) Approve the Business Plan for each of the Shared Services attached as Appendices hereto; and
- 2) Authorise the Shared Services Management Board to approve final amendments to the Business Plans in line with comments received from all partner councils.

3. Background

- 3.1 In July 2015, Cambridge City, Huntingdonshire District and South Cambridgeshire District Councils (3Cs) or South Cambs and Cambridge City as appropriate (Greater Cambridge Shared Services) each approved a lead authority model for shared services, where an agreed lead council would be responsible for the operational delivery of a service.
- 3.2 The partner councils agreed the following shared services objectives:
 - Protection of services which support the delivery of the wider policy objectives of each council.
 - Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
 - Savings through reduced managements costs and economies of scale.
 - Increased resilience and retention of staff.
 - Minimise the bureaucracy involved in operating the shared service.
 - Opportunities to generate additional income, where appropriate.
 - Procurement and purchasing efficiencies, and sharing of specialist roles which individually, are not viable in the long-term.
- 3.3 For those services which have been in place for a while, much of the work to develop staffing structures, working practices and service parameters has been completed, allowing the development of business plans using a consistent format containing key priorities, objectives, activities and measures of success.
- 3.4 The format of the Business Plans continues to evolve, with a template format provided for consistency, although there is some variation that reflects the requirements of different services.
- 3.5 The Business Plans contain performance information to the point in the year that they were produced. The Shared Services Management Board monitors performance on a quarterly basis. The Annual Report will contain a comprehensive appraisal of performance and will be submitted for scrutiny in June / July.

- 3.6 A particular feature of the Business Plans for 2019/20 is their emphasis on financial performance compared with the baselines. The Business Plans for consolidated services demonstrate significant levels of savings.
- 3.7 The Business Plans will be implemented within each Shared Service during the year 2019/20. The Head of each Shared Service will be responsible for the overall operation of their service, the delivery of the Business Plan and the achievement of performance and financial targets. These will be monitored by the Shared Services Management Board.
- 3.8 Lead Members at each of the partner councils have been consulted on these plans, Their role is to provide advice and oversight, to challenge and recommend for endorsement the Shared Services Business Plans and the aligned budget report provisions. Equally, each of the Shared Services has consulted with the partner councils' management teams and with their customers. Details are contained within each of the Business Plans attached.
- 3.9 The Shared Services Agreement requires business plans to be approved every year. The Business Plans ensure the services adhere to the original objectives and contribute towards the partner councils' strategic objectives.

4. Implications

(a) Financial Implications

Financial implications are reflected in the BSR reports at the partner Councils.

(b) Staffing Implications

There are no staffing implications.

(c) Environmental Implications

Reduction in accommodation and energy use associated will have a positive impact. Potential negative impact from increased travel will be mitigated by increased mobile and remote working.

(d) Procurement

There are no procurement implications.

(e) Community Safety

There are no community safety implications.

(f) **Equality and Poverty Implications**

An EqIA has not been required for this business plan.

(g) **Consultation and communication**

This will be conducted in accordance with the Council's agreed policy.

5. Background papers

- 5.1 The background papers used in the preparation of this report are listed in the appendices below.

6. Appendices

1. Greater Cambridge Waste Service Business Plan

7. Inspection of papers

To inspect the background papers or if you have a query on the report, please contact:

Trevor Nicoll , Head of Shared Waste Service

Email: Trevor.Nicoll@scambs.gov.uk

Fiona Bryant, Strategic Director

Tel: 01223 – 457325 Email: Fiona.Bryant@cambridge.gov.uk

Suzanne Hemingway, Strategic Director

Tel: 01223 – 457461 Email: Suzanne.Hemingway@cambridge.gov.uk

Appendix 1

BUSINESS PLAN FOR Greater Cambridge Shared Waste Service (GCSWS) 2019/20

Service Leads		
Head of Shared Service	Trevor Nicoll	
	Cambridge City Council	South Cambridgeshire District Council
Director of Shared Service	Suzanne Hemingway	Mike Hill
Lead Councillor	Cllr Rosy Moore	Cllr Neil Gough

APPROVED BY	Status	Date
Waste Management Board	Agreed	24/1/19
Joint Leaders and CEX Group		
Cambridge City Council		
South Cambridgeshire District Council Cabinet		

Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the quarterly Waste Board Meetings and subsequently Management Board meetings. Quarter 2 and end of year performance will be submitted to the Joint Leaders and CEX Group. The Annual Report and draft Business and Finance Plans will feed into the corporate planning / MTFS cycles in July and January each year.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2019</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
Version	Date
Final	24/01/19

SECTION 1: CONTEXT AND OVERVIEW

A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Greater Cambridge Shared Waste Service (GCSWS), for 2019/20. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council.
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service.
- Savings through reduced managements costs and economies of scale.
- Increased resilience and retention of staff.
- Minimise the bureaucracy involved in operating the shared service.
- Opportunities to generate additional income, where appropriate.
- Procurement and purchasing efficiencies.
- Sharing of specialist roles which individually, are not viable in the long-term.

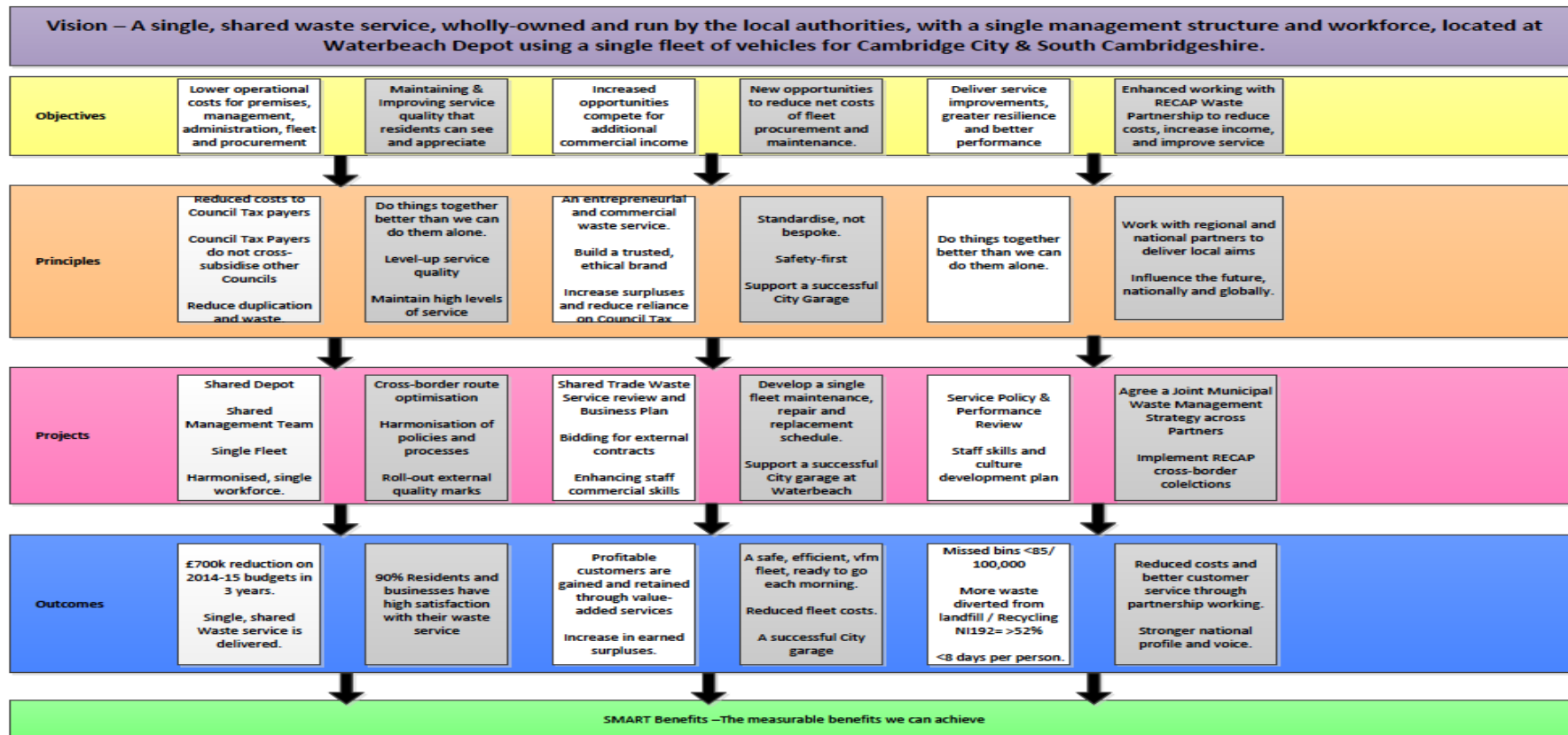
The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

B. DESCRIPTION OF THE SERVICE

Vision

A shared waste service, wholly-owned and run by the local authorities, with a single management structure and workforce, located at Waterbeach Depot using a single fleet of vehicles for residents Cambridge City and South Cambridgeshire.



Description of the service

The Cambridge City and South Cambridgeshire Single Shared Waste Service now includes:

	CCC	SCDC	Notes
Domestic Refuse Collection			
- Residual Waste	✓	✓	
- Organic Waste	✓	✓	CCC & SCDC operate a monthly winter collection service (for 3 month) and charge for additional organic bins.
- Recycled Waste	✓	✓	SCDC and CCC operate a fully co-mingled service.
Policy and communications on Waste Management	✓	✓	Fully aligned policies
Commercial Waste	✓	✓	
Street Cleansing	x	✓	CCC retains Streets and Open Spaces separate from the GC Shared Waste Services.

The Service collects recycling and waste from approximately **121,600** households and over 2,700 commercial customers across both council areas.

Governance

The role of the Shared Waste Board is to:

- oversee delivery of the shared waste service;
- oversee performance within the budget and policy framework set by both Councils
- provide advice and recommendations on waste policy matters to both Councils; and
- deliver the Councils' objectives.

Aims & Priorities

The key objectives of the shared waste service are to:

- deliver a safe and legally compliant service;
- maintain and improve service quality that residents can see and appreciate;
- lower operational costs, particularly in the areas of premises, management, administration, fleet and equipment costs;
- increase opportunities to market and compete for additional business, for instance in relation to trade waste;
- find new opportunities to reduce net costs in relation to fleet procurement and maintenance;
- achieve service improvements, greater resilience and better performance, through shared knowledge and experience;

- enhance opportunities to work with other Cambridgeshire local authorities via the RECAP Waste Partnership to reduce waste collection and disposal costs, improve income and secure service improvements;
- Deliver the KPIs for the service; deliver the ongoing benefits of a shared service through change and innovation.

Key external stakeholders are:

- Cambridge City and South Cambridgeshire Councils residents and businesses;
- RECAP Partnership (other partners are Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council and Peterborough City Council);
- Elected Members;
- Area Committees and Parish Councils;
- Commercial supply – chain contractors;
- Community Groups and Volunteers – Recycling Champions, Cambridge Sustainable Food, Cambridge Carbon Footprint, Parish and Area groups;
- ICT System Providers;
- Local Media.

C. FINANCIAL OVERVIEW

	2017-18 Budget GCSWS £000	2017-18 Outturn GCSWS £000	2018-19 Budget GCSWS £000	2018-19 Outturn GCSWS £000	2019-20 Budget GCSWS £000
Staffing	4,877	5,116	5,053	5,256	5,326
Premises Related Expenses - inc Depot Running Costs	248	238	241	241	237
Transport Related Expenses	2,065	1,971	1,525	1,456	1,578
Supplies and Services	466	625	463	652	473
Communications	34	44	35	43	36
Contracted Services - including waste disposal	1,685	1,625	1,767	1,639	1,902
Miscellaneous	20	24	21	8	21
Capital Charge (Depr'n) – SCDC Only	223	223	223	223	223
Sinking Fund Contribution – SCDC Only	303	259	640	640	650
Support Service Recharges – SCDC Only	525	338	514	514	508
TOTAL GROSS EXPENDITURE	10,384	10,463	10,482	10,672	10,954
INCOME	(5,418)	(5,082)	(5,285)	(5,393)	(5,504)
TOTAL NET EXPENDITURE	5,028	5,381	5,198	5,279	5,450

2019/20 Budget assumptions are as follows:

- Inflation increase of 2% on pay for SCDC staff, 2% on staff still on City pay scales
- Inflation on non-pay is at 2%

- Fuel is budgeted at the same budget level as last year i.e.:
 - £800k for waste services and £59k for street cleansing based on 2018-19 fuel usage budget (846,000 litres at £1.015 per litre)
- The only other changes for GCSWS built into the base budget were in relation to the bids:
 - £200k additional budget for MRF costs
 - £40k for additional for direction Communications/Contamination Officer
 - (£10k) net commercial trade surplus
 - (£70k) additional garden waste income SCDC

Housing Growth Budget Pressure

The number of households has a direct effect on the cost of collection, for every 3,000 new houses built in the collection area the service will require one additional staffed collection vehicle. A collection vehicle cost £185,000 to purchase and £155,000 per year to operate split between vehicle operating cost of £50,000 and staffing costs (3 people) of £105,000

	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024
City Completion	535	906	991	1008	927
SCDC Completions	1830	1830	1742	1621	1583
Total per year Growth	2365	2736	2733	2629	2510
Ongoing Growth	2365	5101	7834	10463	12973

Additional vehicle requirement		1 vehicle	1 vehicle		1 vehicle
Additional Staffing Requirement		3 Staff	3 Staff		3 Staff

Capital	£0	£185,000	£185,000	£0	£185,000
		0	0		0
		£105,00	£105,00		£105,00
Revenue Staff	£0	0	0	£0	0
Revenue other	£0	£50,000	£50,000	£0	£50,000

Total Revenue	£0	£155,000	£155,000	£0	£155,000
Revenue City additional	£0	£43,787	£56,204		£58,363
Revenue SCDC additional	£0	£111,213	£98,796		£96,637
					£158,353
City Revenue pressure	£0	£43,787	£99,990	£99,990	£306,647
SCDC Revenue pressure	£0	£111,213	£210,010	£210,010	£7
Service Revenue Pressure	£0	£155,000	£310,000	£310,000	£465,000

D. STAFFING OVERVIEW

Staffing

All staff in the Shared Service are now employed by SCDC and work on behalf of CCC and SCDC. A Shared Management Team comprises of a Head of Waste; Waste Operations Manager; Waste Policy, Change and Innovation Manager; and Commercial Waste Manager. The current organisational structure of the service is shown below. All staff and vehicles are now located at Waterbeach depot.

Currently there are 186 posts within the service, the following tables provide some information and an outline of the current organisational structure is in Appendix 1.

Office	23
Operational – Waste	147
Operational – Cleansing	16
Grand Total	186

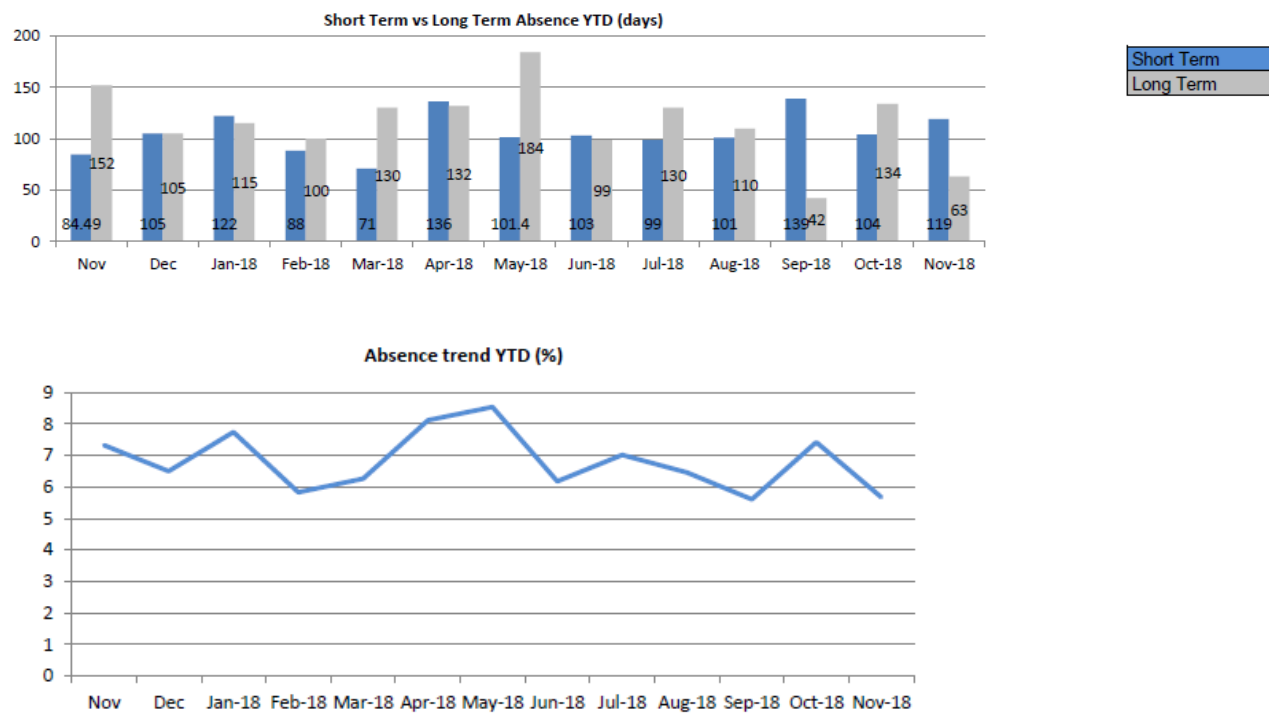
Recruitment

The service has been carrying a high number of vacancies particularly HGV drivers, currently eight positions, which due to a national shortage of drivers is making these posts difficult to fill. To try to reduce this risk the service has undertaken an active recruitment programme, including developing a driver training programme, within our loading staff, currently we have six staff on this programme.

To reflect that the service requirements change since the formation of the shared service there has been a couple of slight changes to structure in the Commercial Waste Team and the Operations Management Team. The service is also hosting a Compliance Officer to support the Councils currently contracting Amey to manage the dry recycle MRF contract.

Sickness issues

During 2018 the service has continued to experience high levels of sickness, both short and long term. An active programme has been implemented to reduce sickness as the high level will have a direct financial burden on the service as sick drivers and operatives need to be replaced with agency staff to ensure that all work is completed. Whilst this is still very high it is a reduction of 3.17* sick days per FTE per year from 2017 figures.



Quarter	Sick days per FTE per quarter	
	2017	2018
01/01 - 31/03	5.33	3.78
01/04- 30/06	4.67	4.38
01/07 - 30/09	4.54	3.67
01/10 - 31/12	4.22	3.69
Total	18.76	15.52

Dec 2018
Phone numbers begin
(01954) 71XXXX



**Greater Cambridge Shared Waste
Contacts**

Missed Bins and new bins
www.scams.gov.uk/recycling

General waste and street care
refuse@scams.gov.uk
Depot X3484
Trade Waste X3496

Mike Hill
Director Health &
Environmental
Services X2921

**Suzanne
Hemmingway**
Cambridge City
Council

Trevor Nicoll
Head of Shared Waste
Services

Michael Parsons
Waste Operations
Manager

Greg Hutton-Squire
Commercial Waste
Manager

Rebecca Weymouth
Wood Waste Policy,
Change & Innovation
Manager

Lee Hilliam
Assistant Operations
Manager
Health & Safety/
Projects

Vacant
Assistant Operations
Manager
Service Delivery

Robin Moore
Assistant Operations
Manager
Fleet & Service

Pat Matthews
Drainage Manager
P/T

Vacant
Commercial
Waste Business
Support Officer

Billy Knowles
Commercial
Sales Officer

John Caulkett
Commercial
Sales Officer

Richard Richards
Commercial
Sales Officer

Vicky Lacey
Waste Project
Offier
(job share)

Izabela Obiye
Waste Project
Offier
(job share)

Emma Will
Waste Project
Offier

Birgitta Laurent
Recycling
Coordinator (FTC)

Dee Wood
Waste Policy
Offier
(temporary)

Richard Russell
Data Analyst

Helen Taylor (P/T)
Development
Offier X3192

Marco Deluca
Team Managers

Aurimas Zidziunas
Team Managers

David
Team Managers

Amie Leader
Team Manager
Commercial
Waste

Chris Ball
Watercourse
Operative

Karl Ball
Watercourse
Operative

David Wall
Watercourse
Operative

Dave Norman
Data Project
Support Offier

Jason Watson
Data Project
Support Offier

Recycling Crews

Domestic Waste & Street Cleansing Crews

Commercial Waste Crews

E. LOOKING BACK

The service has continued to develop over the last 12 months, it now is providing an efficient service for residents; and internally staff have established into a strong team. Below are a few of the key successes: -

Review of round changes.

The operations team has reviewed most operational collection rounds, looking at the workloads per round. This has enabled rounds to be better balanced across collection streams, and on a number of days they have been able to reduce the number of front-line vehicles which are dispatched. This will enable the service to offset the pressure of new housing growth in the collection area.

Standardised policies

The service is now operating under clearly defined, standardised and documented operational policies. This includes a standard start time which provides increased flexibility for dispatching staff and provision of clearer communication. Garden Waste collection policy was also standardised with the introduction of a winter collection timetable in the City and chargeable second bins in SCDC.

The benefits of this are realised outside the GCSWS across partner departments across both councils, *eg* customer services, planning, communications, councillors etc

Implement new digital end-to-end customer & business processes supported by new, single, shared ICT system.

Lead by the service digital team, Yotta Mayrise has been implemented across the service replacing three incumbent systems. This is making it possible for residents to self-report any query collections issues on-line and enabling round information to be changed more flexibly and quicker than the previous systems. The implementation has also reduced the amount of double entering of service requests from customer. The team is now looking to increase the number of service requests that can be handled this way with the introduction of Yotta Alloy for streets then waste.

Develop structured training and validation scheme, which has H&S at the heart

Robust training and monitoring of operations team now embedded in the service, including structured annual training and scheduled toolbox talks through the year. This programme has included operational monitoring, rough sleeping awareness and poor driver awareness elements.

Service wide material quality campaign to reduce contamination in the recycle

The policy and communications team have completed a service wide rebranding of information with the Greater Cambridge branding. It has undertaken two major campaigns to increase recycle for both plastic & metal materials and reducing contamination. This in addition to our ongoing programme of service and council magazine communication activity. These activities have helped to reduce dry recycling contamination from 10.5% to 7.3% over a comparable period this year and last.

Increased rate of successful collections

The service collects about 675,000 bins every month. The number of successful collections has increased from 99.17% to 99.72% (a drop from 5,600 to 1,800 missed collections per month) over a comparable period this year and last. This has been done by closer supervision of collection crews, the use of the Yotta system and greater involvement of the collection teams.

Over the last quarter this number of successful collections has risen to over 99.87% (less than 900 missed collection per month).

Review commercial waste business

The commercial waste team has worked closely with Cambridge University Judge Business School to undertake detail market and customer analysis within Greater Cambridge and help the team produce a go to market plan to further increase the profitability of the service that is provided.

F. LOOKING FORWARD

Plans for 2019/20

- Service wide and local focused material quality campaign to reduce contamination in the recycle.
- Implement changes to Yotta Alloy for both streets and waste service to further improve digital end-to-end customer processes.
- Roll out chargeable garden waste service within SCDC.
- Review of SCDC Street Cleansing.
- Work with RECAP partners on contract reviews and partnership opportunities.
- Implement robust sales plan to increase the profitability of the commercial waste service.
- Identify and develop operational plans to ensure the service will comply with the national 25 Year Resources and Recycling Strategy.

The further success of the service will be observed by;

- Achievement of savings defined in the business plan.
- Growth of the Commercial Waste Service.
- An increase in the percentage of waste diverted from landfill.
- A High level of resident satisfaction with recycling and waste collections.
- Creation of a team that is proud of the service and take pride in their work (in part measured by Successful Collection, Sickness Absence Levels and Staff Survey)
- High level of satisfaction with street cleanliness – South Cambridgeshire

Opportunities and Risks/Threats

Political

- Increasing financial pressures due to reductions in Central Government funding.
- Political policy and legislative changes at local and national level increasing new 25 Year Resources and Recycling Strategy.
- Bolder decision-making and greater scope for innovation.

Economic

- Fluctuations in recyclable materials prices either increasing or decreasing costs or viability.
- Fluctuating fuel prices either increasing or decreasing operational costs.
- Loss of key contractor.
- Anticipating customer needs and responding to key competitors in trade waste markets.

Environmental

- Legislative requirements to collect recyclable materials separately rather than co-mingled may be extended to include additional materials, such as

food waste which is included in the new 25 Year Resources and Recycling Strategy.

- Increasing industry requirements for better quality recyclable materials to compete with virgin materials markets and opportunities to achieve greater income to the authorities.
- Drive to increase proportion of waste diverted from landfill which can call for simplification rather than segregation.

Social

- Ability to meet the demand of housing growth within Cambridge City and South Cambridgeshire and opportunity through this to develop new recycling schemes e.g. underground banks.
- Residents do not use schemes as designed, increasing collection and processing costs and opportunities for closer engagement with communities/policy review to improve recycling behaviours.
- Media interest in plastics and recycling, such as the Blue Planet effect and focus on single-use plastics.
- Pressure to reduce carbon impact from vehicle fleet.

Technological

- Re-design of vehicles, bins and ICT to support development of optimised collection schemes.
- Development of integrated systems and software to achieve service efficiencies.

G. COMMUNICATION AND ENGAGEMENT

Current key messages for the service include:

- Reduce black-bin waste to reduce landfill, its environmental impacts and its costs.
- Re-use and reduce waste – buy what you need, re-use when you can.
- Focus on high quality recycle.
- Recycle, recycle, recycle via your blue bin.
- Support community volunteering groups to keep the environment clean and litter-free.
- Increase reporting of fly-tipping, littering and dog-fouling.
- Councils' are actively working together to reduce costs to Council Tax payers.

A Communication Plan will be developed, to include:

- Evidence based focus for targeted campaigns.
- Internal and external stakeholders.
- Key messages to communicate and timescales.

SECTION 2: OPERATIONAL PLAN 2019/20

SECTION 2A: BUSINESS PLAN PERFORMANCE INDICATORS

KPI	Priorities for the service	State where these priorities are outlined (Corporate plans, strategies)	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity
A	Collect all residents' and businesses' bins safely and with great customer service on the due day.	Corporate plans.	Fully staffed and trained crews safely collect on safe bin lorries every day.	All bins collected. No health & safety issues. Delivered within budget.	A clean, healthy City and District, with highly satisfied residents and Councillors.
B	Increase in the percentage of waste diverted from black bins & landfill. Increase quality and quantity of recyclate material.	Corporate Plans / Joint Municipal Waste Management Strategy. (JMWMS)	Reviewing and changing policies to support this. Effective resident and business communications and influencing. Effective monitoring.	Reduced tonnage of black bin waste. Less recyclate in black bins. Residents change their behaviours. Less contaminate in blue bins.	Reduced environmental impact from waste. Reduced disposal costs for County Council. Increased income from recycled materials sales for the service.
C	A GCSWS team that is proud of the Service and take pride in their work.	Corporate Plans.	Lead and implement the service plan and improvement projects. champion effective communication within the service.	Colleagues feel part of and pride in the service. High staff engagement with service and Councils' priorities. High job satisfaction for staff.	High staff pride reported. High levels of customer service and resident and business satisfaction. Reduction in sickness rate.

D	Develop the Greater Cambridge Commercial Waste Service to help fund waste and recycling across the area.	MTFS. Corporate Plan.	<p>Sales teams understand customer needs and convert sales.</p> <p>Operational teams collect commercial bins on due day with high levels of customer care and satisfaction.</p> <p>Marketing plan in action.</p>	<p>Increase in customer base with increased satisfaction.</p> <p>Increase in service income.</p> <p>Increased numbers of businesses recycling.</p>	<p>A clean, healthy City and District, with highly satisfied businesses, residents and Councillors.</p> <p>Reduced costs to Council Tax payers.</p> <p>Councils' MTFS targets achieved.</p>
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SECTION 2B: SERVICE KEY PERFORMANCE INDICATORS

KPI	Performance Measures (provide a list only - target information is included in section 4)	Dependencies (ICT, Finance, Human Resources, accommodation etc)	Key risks to delivery (include how these will be mitigated)
KPI-A1	% bins successfully collected on scheduled collection days.	<p>ICT – support web services and Yotta system.</p> <p>Human Resources – whether we have staff available and Agency contracts working well to ensure all crews go out as planned.</p> <p>Vehicles – ensure that we have maintained vehicles via Cambridge City Fleet Service.</p> <p>Traffic – Major Road building programme in area.</p>	<p>Ensure that staffing and funding is available to complete migration to Yotta Alloy.</p> <p>Sickness absence levels and absence of agency staff cover mean staff are unavailable to collect bins. National shortage of HGV drivers means it is challenging to keep the team fully staffed.</p> <p>Vehicles are replaced at the correct timescale and that fleet management is strong.</p> <p>Monitor road closures and have secondary routes if possible.</p>
KPI-B1	% recycling rate.	Resident.	Provision of clear communications via multi streams.
KPI-B2	Kg of residual waste per household.	External contractor - Amey.	This contract is a key risk at present due to global recycling markets uncertainty and quality of material. Strong active management of contractors.
KPI B3	Kg of dry recyclate per household.		
KPI B4	Kg of organic waste per household.		
KPI B5	Contamination rate.		
KPI-C1	Sickness absence (days absence / fte).	Human Resources – to support management.	The increased focus on absence management requires line managers to be trained, supported and unwavering. They also need HR support on an ongoing basis, and to take a consistent approach. Early progress is good.

KPI-D1	Increase in service profit.	Finance.	Not being able to monitor true costs and income.
KPI-D2	Increased total numbers of businesses.		External pressure of other trade waste businesses in the area.

SECTION 3: 2019/20 SERVICE DEVELOPMENT ACTIVITIES

SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

SECTION 3A: SERVICE DEVELOPMENT OBJECTIVES

DEVELOPMENT OBJECTIVE 1

Development objective	Implementation of service wide deployment of Yotta Alloy.	Describe the desired outcome – what will it look like when it has been achieved?	Single system for managing service information.	Lead officer	Tony Allen.
Description	All service information to be managed via Yotta Alloy – including ability for customers to log and queries issues on-line and staff to manage and respond to issues via in-cab devices.				
Business Benefits			How will it be measured?		
1. Single software system to maintain.			Reduction of number of systems.		
2. Increased flexibility for managing data at all level to improve service efficiency.			Increase use in data to make service improvements.		
3. Removing need for double entering data within process.			Reduction of support required from Resources Team.		
4. Increase channel shift to website.			Measuring number of call and web transaction.		
Outputs & products		Resources	Responsible Officer		Target delivery date
New web form Increase reporting		Support from web team and 3CICT for developing system.	Trevor Nicoll.		August 2019.
Key risks		Yotta Alloy system not implemented on time. Resident will not move to self-service model – aging (vulnerable) population has no web access. Staff will not use all elements of Yotta system.			

DEVELOPMENT OBJECTIVE 2

Development objective	Develop the Greater Cambridge Trade Waste Business to increase profitable return.	Describe the desired outcome – what will it look like when it has been achieved?	Growth in Commercial Waste Service increases profitability. Reviewed structure and approach to delivery.	Lead officer	Greg Hutton-Squire.
Description	Implement an active focused marketing and communications programme to increase market share of profitable customers, using information and data from support work undertaken by Cambridge University – Judge Business School.				
Business Benefits			How will it be measured?		
1. Delivery of an additional surplus over 2018/19 budget.			Commercial Waste Service monthly management accounts; and income/expenditure reports.		
2. Reduced costs through service integration / rationalisation.			Reduced operational costs.		
3. Revised pricing strategy and Improved commercial skills amongst staff.			Increased profitable contracts, customer retention and budget surplus.		
4. Increased profitable customer retention, including continued use of weighing.			Increased profitable contracts, customer retention and budget surplus.		
Outputs & products		Resources	Responsible Officer		Target delivery date
Marketing and communication. Re- modelled commercial collection rounds. Services harmonisation / process review. Profit. Structure review.		Commercial waste team, with support from Head of Service, finance, policy team (data analysts) and external contractor as required.	Greg Hutton-Squire.		December 2019.
Key risks		Competition from other businesses. Incorrect pricing model.			

DEVELOPMENT OBJECTIVE 3

Development objective	Communication programme to increase high quality recycle.	Describe the desired outcome – what will it look like when it has been achieved?	Increase in dry recycle collected whilst also seeing a reduction in contamination.	Lead officer	Rebecca Weymouth-Wood.
Description	Implement a coordinated communication and education programme to inform residents and business of the importance of recycling correctly. This programme will include area wide and focused activities.				
Business Benefits			How will it be measured?		
1 Increase in income from recycling credits.			Income from recycling credits and material value.		
2. Improved recycling rate.			Recycling rate and Kg per household of recycling and residual collected.		
Outputs & products		Resources	Responsible Officer		Target delivery date
Marketing and communication Education programme including door knocking		Service communication officers with additional support from corporate communications team. External support with door knocking.	Rebecca Weymouth-Wood.		December 2019.
Key risks		Residents not will to engage.			

DEVELOPMENT OBJECTIVE 4

Development objective	Standardised chargeable additional garden waste system.	Describe the desired outcome – what will it look like when it has been achieved?	Smooth transition from current service and additional income.	Lead officer	Rebecca Weymouth-Wood.
Description	Implement a chargeable additional garden waste service in South Cambridgeshire and transfer of City system using external support.				
Business Benefits			How will it be measured?		
1. Improved invoicing processes via external organisation.			Reduction in time and cost for invoiced process. Increase numbers using web forms and direct debits.		
2. Increase income from chargeable service.			Increase income.		
3. Standardised service and system.			Reduction in time and cost for invoiced process. Increase numbers using web forms and direct debits.		
Outputs & products		Resources	Responsible Officer		Target delivery date
New simplified process and improved online form.		Support will be required from finance teams and web team.	Rebecca Weymouth-Wood		April / October 2019
Key risks		Residents don't sign up for chargeable additional bins. Systems are not in place for residents to subscribe.			

DEVELOPMENT OBJECTIVE 5

Development objective	Determined implications to the service due to 'The Resources and Waste Strategy.'	Describe the desired outcome – what will it look like when it has been achieved?	Develop options for service to comply with 'The Resources and Waste Strategy' which best meets the need of residents locally.	Lead officer	Trevor Nicoll.
Description	The National Resources and Waste Strategy is the government's 25-year environment plan which covers several areas including sustainable production, standardised collection models, separate food waste collections, waste crime. The plan will have implications how the GCSWS provides services to residents.				
Business Benefits			How will it be measured?		
1. Being involved with consultation will provide opportunity to shape the final strategy.			Consultation response.		
2. Understanding implication of the strategy early will enable the service more time to develop options.			Development of options paper.		
Outputs & products	Resources		Responsible Officer		Target delivery date
Development of options paper.	External consultancy support will be required to develop options.		Trevor Nicoll.		October 2019.
Key risks	Additional cost of service. Requirement to engage residents.				

DEVELOPMENT OBJECTIVE 6

Development objective	To reduce fly-tipping with South Cambridgeshire District Council by working in partnership with several agencies.	Describe the desired outcome – what will it look like when it has been achieved?	The number of reported fly-tips will be reduced, increase issuing of FPN or prosecutions of offenders. Residents will be more knowledge about how they can help reduce fly-tipping.	Lead officer	Michael Parsons.
Description	Redesign on how fly-tipping is managed within South Cambridge to increase the speed of dealing with it. Employing a fly-tipping coordinator to work with RECAP and other partners to raise awareness of the issues of fly-tipping. Undertake a communications programme to raise awareness of the issues of fly-tipping.				
Business Benefits			How will it be measured?		
1. Reduce of operations costs by streamlining of fly-tipping clearance process.			Time of clearance.		
2. Increase resident satisfaction.			Customer Complaints/comment.		
Outputs & products		Resources	Responsible Officer		Target delivery date
Change of working processes. New communications.		Communication supports.	Trevor Nicoll.		May 2019.
Key risks		Requirement to engage residents and other agencies.			

SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES

Service Ref No:	Service Objective and Outcome	Lead Officer(s)
1	Objective - Implementation of service wide deployment of Yotta Alloy. Outcome - Single system for managing service information.	Tony Allen.
2	Objective - Develop the Greater Cambridge Commercial Waste Business to increase profitable return. Outcome - Growth in Commercial Waste Service increase profitability; reviewed structure and approach to delivery.	Greg Hutton-Squire.
3	Objective - Communication programme to increase high quality recycling. Outcome - Increase in dry recyclate collected whilst also seeing a reduction in contamination.	Rebecca Weymouth Wood.
4	Objective - Standardised chargeable additional garden waste system. Outcome - Smooth transition from current service and additional income.	Rebecca Weymouth Wood.
5	Objective - Communication programme to increase high quality recycling. Outcome - Increase in dry recyclate collected whilst also seeing a reduction in contamination.	Trevor Nicoll.
6	Objective - To reduce fly-tipping with South Cambridgeshire District Council by working in partnership with several agencies. Outcome - The number of reported fly-tips will be reduce, increase issuing of FPN or prosecutions of offenders. Residents will be more knowledge how they can help reduce fly-tipping.	Michael Parsons.



SECTION 4: KEY PERFORMANCE INDICATORS (KPIs)

Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

KPI Reference and Description		Reporting frequency	2019/20 Target
Key Service PIs (to be selected from the action plan at section 2B)			
KPI-A1	% bins successfully collected on scheduled collection days	Monthly	99.5%
KPI-B1	% recycling rate (and year to date)	Monthly	50%
KPI-B2	Kg of residual waste per household	Monthly	425 kg
KPI-B3	Kg of dry recyclate per household	Monthly	205 kg
KPI-B4	Kg of organic waste per household	Monthly	290 kg
KPI-B5	Contamination rate	Monthly	6%
KPI-C1	Sickness absence (days absence / fte)	Monthly	1 per FTE
KPI-D1	Increase in service profit	Quarterly	£50k
KPI-D2	Increased total numbers of businesses	Quarterly	10
Business Plan KPIs (all PIs in the Business Plan that your service is responsible for should be listed here at Section 2A)			
Customer Satisfaction			