

**Cambridge City Council**

**15.02.11**

## **Environment and Waste**

**Portfolio Holder: Executive Cllr Mike Pitt**

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## **Introduction**

The Executive Councillor is responsible for a number of frontline statutory services relating to environment and waste such as; refuse collection, recycling, cleanliness of the city, noise, air and land pollution.

## **Context**

The Waste Strategy for England 2007 states a target of at least 50% recycling and composting of household waste in 2020. In Cambridge our current recycling rate is 44% following the introduction of the blue wheelie bin, and growing. With a high turnover in students and as a popular location for tourists, there is a constant need to communicate and educate about our service to those visiting or residing within the city. Providing the waste and street cleansing service ensures that we reduce the amount of waste going to landfill and that the city looks good for all.

A recent survey of residents showed that collecting rubbish, giving advice on recycling and cleaning the streets is highly important. With reductions in resources we are currently exploring ways of working with other Councils in partnership to deliver ongoing savings. For example we have jointly procured with the other Councils a service to look at obtaining the widest range of recycling material at our Bring Bank sites within the city. Over the next twelve months we shall be seeking feedback from residents on the type of material to be collected at these sites and communicating the changes to residents.

Both Refuse and Environment and Streets and Open Spaces have been restructured with teams amalgamating from various sections of the Council. These changes in management and functions will require a period of time to settle down and to examine how services are delivered. Use of technology to assist with service delivery will play a key part for each service and help towards contributing to savings and responding to specific needs from residents.

## **Achieving efficiencies and savings**

We anticipate that in 2011-2012 the council will need to achieve about £2 million of the overall £6 million savings that we need to make over the next four years. We have put in place a programme of service reviews that goes across all portfolios, where we are looking very closely at what we do, how we do it, what the service costs and whether we could do things differently in the future. The programme of reviews is a rolling programme and early in 2011 all portfolios will be looking to identify further areas for review during 2011-2012 that will deliver savings from 2012-2013 onwards.

In looking to see where we might make savings we will seek to:

- protect services for vulnerable individuals and communities
- protect the basic services that keep our city looking good and working well
- make sure that we get right the things that we only have one chance to get right – such as planning new communities.

The following service divisions will contribute to the achievement of this Plan's Objectives:

- Refuse and Environment,
- Streets and Open Spaces and
- Customer Service Centre.

## **Vision Statements applicable to this portfolio**

- A city which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community
- A city which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well designed buildings
- A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution
- A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives

## Strategic Objectives 2011-2012

<b>Vision Statement:</b>	<b>A city which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community</b>
<b>Strategic Objective EW1:</b>	<b>To improve communications about environmental quality and respond to customers requirements</b>
<b>By March 2012 we will have:</b>	<p>EW1.1 - Made it easier for customers to report service requests using online or texting services.</p> <p>EW1.2 - Carried out a litter pick and clean-up campaign within each area committee assisted by the Probation Service who operates a community payback scheme.</p> <p>EW1.3 - Helped residents and organisations feel empowered to respond to licensing applications and improved the service where possible</p>
<b>Lead Officer:</b>	Toni Ainley (1 & 2), Jas Lally (3)
<b>Performance Measures:</b>	<p>Whether or not the IT solution is in place, has been communicated to the public and is being used effectively.</p> <p>Whether or not at least one successful tidy up has been carried out in each Area Committee area assisted by Probation Service</p> <p>Level of street cleanliness as measured by former national indicator 195</p> <p>Customer feedback on licensing process as measured by satisfaction survey</p>

<b>Delivery Risks:</b>	IT not suitable Low take up of service Conflicting demands for clean up campaigns Poor take up by local communities on campaigns Lack of resources from the Probation Service Residents and organisations holding greater expectations on decisions for licences
<b>Vision Statement:</b>	<b>A city which draws inspiration from its iconic historic centre and achieves a sense of place in all of its parts with generous urban open spaces and well designed buildings</b>
<b>Strategic Objective EW2:</b>	<b>Maintain local environmental quality by continuing to provide high standards of cleansing.</b>
<b>By March 2012 we will have:</b>	EW2.1 - Delivered high standards in the environment particularly for street cleansing, fly tipping and graffiti
<b>Lead Officer:</b>	Toni Ainley
<b>Performance Measures:</b>	Reporting on street cleansing performance against published standards be maintained at 2010/11 standards. Improved response times for fly tipping and graffiti Through Citizen survey obtain results on perception of street cleansing, fly tipping and graffiti
<b>Delivery Risks:</b>	Service distribution could become biased towards areas of greatest needs causing customer complaints. Devaluing of some activities.

<b>Vision Statement:</b>	<b>A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution</b>
<b>Strategic Objective EW3:</b>	<b>Reduce the total volume of waste generated in the city, and within that total reduce the proportion going to landfill by increase waste prevention activities and expanding the range of recyclate collected within the City.</b>
<b>By March 2012 we will have:</b>	<p>EW3.1 - Consulted with residents and at area committees regarding recycling provision before deciding improvements to services such as the 23 Bringbank sites.</p> <p>EW3.2 - Provided customers with better facilities for 'recycling on the go' on our streets and open spaces.</p> <p>EW3.3 - Increased our income from trade waste collection by 4% by making our offer more competitive and more attractive, and by encouraging businesses and working with them to recycle more and improve their waste management.</p>
<b>Lead Officer:</b>	Jas Lally (1 & 3), Toni Ainley (2)
<b>Performance Measures:</b>	<p>Recycling rate increase from 44% to 45%</p> <p>Whether or not we have attended each area committee at least once in 2011/12 and identified each area's waste priorities.</p> <p>Whether or not we have carried out an online consultation on changes to waste service</p> <p>Increased by at least 4 units the number of street and open space recycling facilities.</p> <p>Less business waste going to landfill and businesses being recognised for good practice.</p>
<b>Delivery Risks:</b>	<p>Recycling rates do not increase</p> <p>Systems become too fragmented and complicated for residents</p> <p>Changes to waste legislation</p> <p>Resources to implement not available</p>

<b>Strategic Objective EW4:</b>	<b>Improve value for the public money the Council spends on environment and waste services</b>
<b>By March 2012 we will have:</b>	EW4.1 - Reviewed how the waste service is provided, implemented route optimisation on our waste collection routes (incorporating new developments into the routes efficiently), communicated new routes to residents and started achieving cost savings; EW4.2 - Carried out an end-to-end review of the service and implemented phase one of business process re-engineering on the service, completing the merger of client/provider so as to reduce duplication and drive efficiency; EW4.3 - Completed scoping of a review of ICT provision to streamline and rationalise systems in the service and reduce costs.
<b>Lead Officer:</b>	Jas Lally
<b>Performance Measure:</b>	Reduced costs of service £150,000 savings by 2012-13
<b>Delivery Risks:</b>	Inaccuracy of data for route optimisation software Procurement of software Communication of changes to residents Growth of households Insufficient ICT support due to capacity



<b>Vision Statement:</b>	<b>A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives</b>
<b>Strategic Objective EW5:</b>	<b>Increase resident involvement in setting local priorities</b>
<b>By March 2012 we will have:</b>	EW5.1 - Set local priorities for street cleaning through area committees and other forum EW5.2 - Focused resources on high priorities and high demands especially at weekends.
<b>Lead Officer:</b>	Toni Ainley
<b>Performance Measures:</b>	Street cleanliness (NI195) by ward shows improvements to reflect residents' priorities Whether we have visited each area committee at least once during 2011/12 and one other residents for and established clear priorities as a result. Whether we have updated information on website. Fewer complaints received regarding littering on Open Space Whether we have been involved in at least one national campaign across the whole of the City.
<b>Delivery Risks:</b>	No consensus on priorities Unable to meet expectations. Unable to adapt services to be flexible. Failure to take opportunities offered due to lack of internal resources.