

Appendix A - Project Initiation Document for Developing a Litter Strategy

Project Name	Developing a Litter Strategy	CPO ref: 1326
Project Lead	Alistair Wilson	
Sponsor	Joel Carré	
Board	Place	

Description

This PID sets out a recommended approach to the development of a litter strategy for the City. The strategy will cover the management of streets and open space litter including fly tipping. It will not make recommendations on domestic and commercial waste services. It is accepted that there may be areas of mutual interest and these will be shared and worked on collaboratively outside the scope of this Strategy.

The Litter Strategy will identify policies, plans and actions to help us to: -

- Support behaviour change to reduce littering and promote responsible disposal.
- Complete an audit of existing public street/ open space bin provision and litter hotspots, including the characteristics of different types of land, such as roadsides, public open spaces, and waterside land, which might lead to them becoming litter hotspots.
- Appraise bin design and considerations affecting access for emptying and maintenance, as well as aesthetic considerations, behavioural insights, and new technologies such as smart bins and underground refuse systems.
- Consider how aspects of street scene and the design of public spaces can support cleaning and litter removal/prevention.
- Understand the types of items that are commonly littered and looks at the infrastructure options that may be appropriate to address types of litter, including chewing gum, dog fouling, and smoking-related items.
- Make recommendations on a service action plan.

Objectives

The Litter Strategy seeks to achieve the following objectives: -

- To create links with the Environmental Management System ISO14001 proposed for the service.
- To identify litter reduction strategies as part of community response/ recovery strategies in response to Covid-19.
- To reflect on and understand the impact of national waste management policies/ plans/ initiatives on littering and recycling.
- To consider the cost effectiveness of utilising enforcement powers against littering.
- To reaffirm the importance of compliance with waste regulations to protect environmental and human health.
- To establish partnerships between local stakeholders to deliver more effective and efficient litter management service.
- To reflect on and understand the relationship between consistency of services and recycling/litter rates.
- To promote non-environmental benefits of recycling to stakeholders, such as generating additional revenue.
- To consider resources and guidance available from The Waste and Resources Action Programme to support development and implementation of litter strategies,
- To share common challenges with Shared Waste Service in promoting recycling services and waste minimisation and ways to overcome them.
- To identify new opportunities to further improve delivery of litter management service.
- To help give knowledge and understanding to be able to reorganise management structures of litter

services for greater efficiency.

- To seek and source solutions to securing investment into litter and recycling collection services.
- To identify local community projects with residents and businesses to encourage civic pride, support behaviour change and reduce fly-tipping.
- To standardise data collection methods on fly-tipping and prosecutions in relation to incidents to identify hotspots and simplify comparisons across local government.

Deliverables

The strategy will be formed of four parts:

- A strategic vision including a set of principles and policies.
- An appraisal of current service issues identifying areas of opportunity and setting out a current position statement, including: -
 - an assessment of current infrastructure provision.
 - an analysis of current litter hotspots.
 - a comparison of current provision against hotspots to identify problem areas.
 - an outline of the causes of the problems based on best available information, and ways in which the Council can contribute to improving the situation.
 - Investment need based on current service performance and appraisal.
- A review of current and potential future behavioural change activities, including awareness raising, education and enforcement, in accordance with the strategy to help deliver the Strategy.
- An action plan which sets out a phased programme of activity to deliver the strategy.

Stakeholder & Comms Plan (PID only)

The development of the strategy will be informed by a public survey, to be undertaken in February and March 2021.

A task and finish group will compile and commission a survey. The aim of the survey will be to establish the current public perception of litter and littering in Cambridge.

The task and finish group will use the following objectives which included: -

- Determine what respondents think about the various types of litter in Cambridge.
- Understand levels of awareness of existing regulations and penalties relating to these issues and views on the effectiveness of its enforcement and,
- Seek and understand views on initiatives they believe will help to reduce litter in Cambridge.

The survey will follow this methodology: -

- The questionnaire online for 6 weeks.
- Stakeholders used to help distribute the questionnaire, for example, Businesses, equalities network, local businesses, local groups.
- Hard copies distributed to certain groups.
- Follow up communication made to ensure buy-in.
- Communications team (twitter, Newspapers, staff email),
- All secondary schools and older people's forum will also be contacted.

Impact Assessments

The equality implications for policy proposals will be considered at the development stage of this Strategy. Climate change, community safety and other considerations will form part of the T&FG terms of reference and will form part of the key findings reported back to Scrutiny Committee.

Key Milestones			
WorkStream	Name	Owner	Planned Date
Reporting	Place Board approval	Alistair Wilson	18.01.2021
Reporting	Committee Report and Decision on principles	Alistair Wilson	28.01.2021
Reporting	Prepare summary financial report for consideration in the Budget Setting Round for 2022/23 onwards	Alistair Wilson	07.06.2021
Reporting	Committee Report and Decision on final Strategy and associated policies	Alistair Wilson	01.07.2021

Non-Key Milestones			
WorkStream	Name	Owner	Planned Date
Task and Finish Group tasks	Current service performance and opportunities to improve	Don Blair	11.01.2021
Task and Finish Group tasks	Bin types, locations, and methods of collection	Don Blair	11.01.2021
Task and Finish Group tasks	Assessment of, a range of activities based around awareness raising, education and enforcement to support the behaviour change.	Alistair Wilson	01.02.2021
Consultation Process	Stakeholder consultation	Alistair Wilson	01.02.2021
Research Phase	Review best practice and case studies	Anthony French	01.02.2021
Task and Finish Group tasks	Consider research findings and develop Policies	Alistair Wilson	08.03.2021
Policy Drafting	Review stakeholder consultation feedback	Alistair Wilson	09.03.2021
Research Phase	Development of a service action plan to support the strategy	Alistair Wilson	24.05.2021
Policy Drafting	Complete EQIAs and Climate Change rating templates	Alistair Wilson	07.06.2021

Financials				
Financial Year	Budget	Forecast	Actual	Variance
2021	£0.00	£0.00	£0.00	£0.00
Total	£0.00	£0.00	£0.00	£0.00

Assumptions		
Assumption	How will you test the assumption	Date to test
Achieving Net Zero	The Council has started a review of its vehicles to reduce the fleet's carbon emissions to zero over the next six years by purchasing electric vehicles when replacing its current internal combustion engine vans. The proposed Litter Strategy should research and make recommendations on achieving this corporate objective.	2021-07-01
Use of Environmental Management System ISO14001.	Climate change policies at the forefront of new sustainable approaches. New operational improvements, resilience, and ability to anticipate and respond to shifts in position. EMS will provide an opportunity to build on existing achievements and drive more transformation.	2021-07-01

Dependencies

Project or initiative name	Description	Impact type	Impact description	Owner	Status	Date raised
Cowley Road Relocation Project	The Cowley Road relocation project/programme is an opportunity to consider how Depot based services can contribute to key project/programme objectives and to corporate objectives by considering efficient operation particularly about where they are based, efficient use of space, adaption to new technologies and ways of working, including movement around the city between work and job locations.	Change of Scope	The availability and suitability of replacement facilities for Cowley Road, may limited the scope of the Litter Strategy objectives.	James Ogle	1 - Accepted	2021-01-04
Working to an EMS	The purpose of this Environmental Management System Manual is to provide guidance for establishing an EMS that is implemented, maintained, and continuously improved to achieve the intended outcomes.	Change of Scope	The EMS takes into consideration all compliance obligations and follows the requirements for registration under BS EN ISO 14001 - 2015 Environmental Management Systems standard and Cambridge City Council's environmental strategy.	Alistair Wilson	1 - Accepted	2021-01-04

Risks						
Risk Owner	Category	Risk Description	Inherent Risk Rating	Residual Risk Rating	Status	Avoidance/ Mitigation Action
Alistair Wilson	Business continuity	COVID relating service pressures may influence the capacity to achieve the task and finish work.	6	6	Open	Identify skills required and available resources from within Team. Identify alternatives and seek external support at the earliest opportunity if capacity is identified as a concern.
Alistair Wilson	Stakeholder	Failure to develop and establish partnerships between local stakeholders to deliver input and feedback on how to deliver consistent and reliable services.	6	4	Open	Identify stakeholders with interest and influence at early planning stage. Ensure that the stakeholders are engaged with appropriate interventions and information.
Alistair Wilson	Financial	Failure to complete research that helps to develop a strong business case to support securing investment into litter and recycling collection services	4	2	Open	Identify research needs using Moscow principles. Decide on a hierarchy of importance and need and priorities these are primacy.

Issues						
Issue Owner	Category	Issue Description	Inherent Severity	Residual Severity	Status	Avoidance/ Mitigation Action
Alistair Wilson	Equality and social exclusion	Ensuring a range of views and perspectives will influence policy development and the future vision. It is paramount that a range of stakeholders with varying levels of interest and influence are engaged in the development of the strategy. These stakeholders could become partners to achieving the overall objectives.	3	2	Open	Identify stakeholders with varying interests and influence. Design the consultation and research so as to achieve their contributions and input. Set clear roles and responsibilities and where stakeholder contributions are required or requested.
Alistair Wilson	Change management	The Litter Strategy seeks to identifying new opportunities to further improve delivery of litter management services.	3	3	Open	Investigate how street and outdoor public space litter is managed in Cambridge. Review the statutory and non-statutory obligations that the Council has. This will include consideration of key areas such as: <ul style="list-style-type: none"> • Dog fouling • General street litter (including cigarettes, gum, street flyers, fast food litter)

						<ul style="list-style-type: none"> • Roadside litter (including litter from cars, gulleys and weeds, fly tipping) • Litter in green spaces (focusing on litter in parks and other green spaces). <p>To consider how other authorities, in the UK and abroad, manage the issue of litter and identify and evaluate examples of best practice and their potential application in Cambridge.</p> <p>Raise community awareness of litter in Cambridge and investigate how it can become a cleaner city.</p> <p>Review the Council's performance in terms of managing litter, including benchmarking against comparator authorities.</p>
Alistair Wilson	Change management	The Litter Strategy seeks to provide research and information to support the reorganisation of management structures of litter services to deliver greater efficiency	3	3	Open	Produce quality information and data to support service improvements. This could include time saved, financial gain, improved service delivery and improved management of service resources