

Cambridge City Council

Final Draft - 14/12/2011

**Environmental and Waste Services
Portfolio Plan 2012-13**

Portfolio Holder: Councillor Jean Swanson

Lead Officer: *Jas Lally – Head of Refuse and Environment*

Email address: *jas.lally@cambridge.gov.uk*

Phone number: *01223 - 457881*

Introduction

This portfolio plan details the strategic direction for a number of frontline statutory services relating to environment and waste including; refuse collection, recycling, cleanliness of the city, food safety, health and safety at work, pest control, noise, air and land pollution.

Context

The City generally has very good local environmental quality that is valued by residents and visitors alike. The Council operates a number of services that maintain and enhance that quality alongside others that protect individuals from unwarranted pollution and safety whilst at work or from the food they eat.

Local government finance is under extreme pressure. It is essential that savings be made and that these are examined in the light of efficiency, effectiveness and economy and undertaken in such a way that services are protected as far as practical. 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.

Secondly climate change is a serious threat and a national as well as local strategic issue that needs to be addressed. This plan seeks to support the aim of reducing CO₂ and other greenhouse gas emissions via our operations, as well as by encouraging and assisting the local community improve energy efficiency and save money.

The service has been working strategically to reach a 50% recycling rate by providing improved and a wider range of recycling services. This work will continue into 2012/13 and beyond. Work is progressing well on examining the efficiency of the refuse collection rounds and rerouting. It is expected that this work will result in efficiencies and savings as well as CO₂ reductions from fleet operations. Changes to disposal costs for certain premises such as schools will have a significant impact on the service.

There will be a need to continue to work formally and informally with other councils and agencies to ensure we maximise the benefits and savings from joint working and procurement as well as ensuring we operate in accordance with best practice.

The coalition Government has set out a road map of substantial change. This change falls across a number of legislative areas that impact on services in this portfolio. Whilst some are direct and easy to understand others are less obvious such as planning guidance change, freeing up free schools from requiring planning consent. Details are scarce but raise concerns about how the Council can protect communities from risks associated with contaminated land and air quality in these circumstances. Strategically it will be very important that we respond to consultations and consider the wider implications.

Nationally the proposed changes to the National Health Service and in particular placing public health and well being responsibilities back at a local level creates new challenges and the need for new local partnership working arrangements.

There are moves from national agencies some of which are seeking to remove local enforcement and accountabilities from local authorities in areas such as food hygiene. Services will need to work in association with other bodies to ensure we contribute to any national consultations and ensure public protection services are maintained adequately to protect public health

Services provided in this portfolio plan are completing the restructuring started last year. Nevertheless further restructuring is likely to be required.

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

Streets and open spaces
Refuse and Environment
Customer Service Centre

Vision Statements applicable to this portfolio

The ruling group has amended the vision statements that were adopted alongside the annual statement at Full Council in May. The revised first and fifth statements emphasise the Council's commitment to protecting the disadvantaged and recognise the wide base of Cambridge's economic growth.

So, "A city which is diverse and tolerant, values activities which bring people together and where everyone feels they have a stake in the community" becomes "**A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing**"; and "a city with a thriving knowledge-based economy that benefits the whole community and builds on its reputation as a global hub of ideas and learning" becomes "**A city with a thriving local economy that benefits the whole community and builds on its global pre-eminence in learning and discovery**".

The vision statements most pertinent to this portfolio plan are:

- A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing

- 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
- A city where people behave with consideration for others and where harm and nuisance are confronted wherever possible without constraining the lives of all
- A city where getting around is primarily by public transport, bike and on foot

Strategic Objectives 2012-2013

Vision Statement:	<p>A city which celebrates its diversity, unites in its priority for the disadvantaged and strives for shared community wellbeing</p> <p>A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution</p>
Strategic Objective 1:	<p>To improve the understanding of the needs of customers and plan new delivery alternatives that better match need.</p>
By March 2013 we will have:	<p>EW 1.1 Actively engaged with the business community to establish how enforcement services can be aligned to assist the development of successful and compliant business.</p> <p>EW 1.2 Mapped noise complaints across the City and planned for education and empowerment of local communities to address issues found.</p> <p>EW 1.3 Increased our trade waste recycling service, making businesses aware of the environmental and financial benefits.</p> <p>EW 1.4 Involved our volunteer community recycling champions in community events where they can promote recycling by increasing awareness and improve community participation.</p>
Lead Officer:	<p>Jas Lally</p>
Performance Measures:	<p>1.1 Record feedback from, and the action taken by, businesses to comply with legislative requirements. Assess the level of compliance by all businesses that are inspected.</p> <p>1.2 A reduction in the number of noise complaints from the 2010/11 baseline.</p> <p>1.3 An increase in the number of existing trade customers signed up to recycling services</p>

	<p>by 5% from the 2010/11 baseline.</p> <p>1.4 Whether Recycling Champions attend at least at 10 events.</p>
Delivery Risks:	<p>1 Failure to obtain engagement in the process from businesses</p> <p>2,4 Unable to obtain engagement with communities</p> <p>3 lack of demand for new recycling services due to cost of service</p>
Strategic Objective 2:	To improve communications about environmental quality and respond to customers requirements
By March 2013 we will have:	<p>EW 2.1. Made it easier for customers to report service requests using online or texting services</p> <p>EW 2.2. Carried out litter picks and clean-up campaigns, assisted by local community groups, including at least two community based litter picks led by the City Ranger in each area.</p> <p>EW 2.3. Investigated the feasibility of setting up a Street Pride scheme with neighbourhood champions and piloted the project.</p> <p>EW2.4. Review toilet provision across the City with the view to investigating the need for a 'Community Toilet' scheme.</p>
Lead Officer:	Toni Ainley
Performance Measures:	<p>Identify baseline and increase in the percentage of reports about litter, detritus, graffiti and fly-posting being made online.</p> <p>Identify baseline and increase in the percentage of sites graded as A (None present) or B (Predominantly free with some minor instances) by the Local Environment Quality framework, which measures litter, detritus, graffiti and fly-posting.</p> <p>Whether at least three (1 general & 2 Ranger led) successful tidy ups have been carried out in each Area Committee area assisted by the community.</p>

Delivery Risks:	<p>IT constraints</p> <p>Low take up of service</p> <p>Conflicting demands for clean up campaigns</p> <p>Poor take up by local communities on campaigns</p> <p>Lack of resources from the Probation Service</p>
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Vision Statement:	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
Strategic Objective 3:	Protect the community and environment through the planning system, especially in relation to significant growth of the City
By March 2013 we will have:	EW 3.1. Provided advice within timescales for planning applications and monitored implementation at new sites for protecting individuals and the environment.
Lead Officer:	Jas Lally
Performance Measures:	<p>3.1 Respond to 95% of planning applications within the timescale of each consultation.</p> <p>3.1 Set up regular liaison meetings with planning officers and developers in order to reduce the number of planning applications that are rejected.</p>
Delivery Risks:	<p>Unable to meet deadlines due to increased and complex applications.</p> <p>Insufficient detail from applicants in planning applications</p>

Strategic Objective 4:	Maintain local environmental quality by continuing to provide high standards of cleansing.
By March 2013 we will have:	EW 4.1. Delivered high standards in the environment particularly for street cleansing, fly tipping and graffiti and introduced new and effective ways of working that empower staff. EW 4.2. In partnership assisted in the refurbishment of Lion Yard toilets in a way which reflects the needs of customers.
Lead Officer:	Toni Ainley
Performance Measures:	Identify baseline and increase in the percentage of sites graded as A (None present) or B (Predominantly free with some minor instances) by the Local Environment Quality framework, which measures litter, detritus, graffiti and fly-posting. Identify a baseline and increase in the percentage of residents satisfied with the City Council's management of open spaces in a survey conducted during in Environment Week in our parks and on our website.
Delivery Risks:	Service distribution could become biased towards areas of greatest needs causing customer complaints. Devaluing of some activities.

Vision Statement:	A city in the forefront of low carbon living and minimising its impact on the environment from waste and pollution
Strategic Objective 5:	Establish the best mechanisms to move recycling in the city beyond 45%
By March 2013 we will have:	EW 5.1 Identified waste types that are not being recycled and groups who are not participating and taking action to increase recycling. EW 5.2. Started work on an enhanced communication programme for waste and recycling to encourage increased recycling behaviour, using the information from the compositional analysis and targeting particular groups within the city EW 5.3. Provided customers with better facilities for 'recycling on the go' on our streets and open spaces.
Lead Officer:	Jas Lally EW 5.1 and 5.2 Toni Ainley EW 5.3
Performance Measures:	5.1 Whether we have completed a waste compositional analysis. 5.2 Whether we have delivered a communication programme within the city and its impact on each recyclate identified as a priority in the waste compositional analysis. 5.3 Reduction in the % of street litter sent to landfill from the 2010/11 baseline.
Delivery Risks:	The waste compositional analysis does not highlight any areas to target. Poor communication plan with residents.
Strategic Objective 6:	Improve value for the public money the Council spends on environment and waste services
By March 2013 we will have:	EW 6.1. Implemented Route Optimisation in order to gain efficiencies both environmental and financial EW 6.2. Dealt with customer initial inquiries in a manner that avoids escalation into a customer complaint EW 6.3. Carried out an evaluation of the Environmental Cleansing Apprenticeship Scheme with a view to, dependant on success, running another scheme in 2012/13.

	EW 6.4 Explored the potential for further efficiencies arising from greater partnership working on waste services.
Lead Officer:	Jas Lally EW 6.1 and 6.2 Toni Ainley EW 6.3
Performance Measures:	6.1 Reduction in the cost of the service per household from the 2010/11 baseline. 6.2 Reduction in the number of customer complaints compared to those dealt with in 2010/11. 6.3 Percentage of apprentices that gain an NVQ.
Delivery Risks:	Project does not produce expected savings environmentally and financially. Poor recording mechanisms for complaints.

Vision Statement:	A city whose citizens feel they can influence public decision making and are equally keen to pursue individual and community initiatives
Strategic Objective 7:	Work in partnership with relevant bodies and agencies to assist the Business Improvement District and in particular the impact of the late night economy
By March 2013 we will have:	EW 7.1. Reviewed the results of the Taxi Demand Survey to ensure there are sufficient services for the public EW 7.2. Planned for the introduction of new legislation in relation to licensing and in particular the nighttime levy including appropriate consultation. EW 7.3. Engaged with the NHS reforms and the new public health arrangements at County level to reduce public health impacts of alcohol and the night time economy.
Lead Officer:	Jas Lally
Performance Measures:	7.1 Whether the Taxi Demand Survey has been completed. 7.2 New arrangements delivered on time and agreed with partners and income used to

	<p>improve public safety and the night time economy</p> <p>7.3 Whether the Council's active participation in the new arrangements results in improved public health statistics over time, including the level of hospital admissions.</p>
Delivery Risks:	<p>Legal challenge to demand survey</p> <p>Legislation and guidance not published</p> <p>Lack of engagement with partners</p>
Strategic Objective 8:	Increase resident involvement in setting local priorities
By March 2013 we will have:	<p>EW 8.1. Investigated and, wherever possible, set local priorities for street cleaning either through area committees or other forums</p> <p>EW 8.2. Focused resources on high priorities and high demands, especially at weekends.</p>
Lead Officer:	Toni Ainley
Performance Measures:	<p>Whether Area Committee Action Plans include suggestions made by residents and community groups.</p> <p>Identify baseline and increase in the percentage of sites graded as A (None present) or B (Predominantly free with some minor instances) by the Local Environment Quality framework, which measures litter, detritus, graffiti and fly-posting.</p> <p>Reduction in the number of service requests for, and complaints about, litter removal.</p>
Delivery Risks:	<p>No consensus on priorities</p> <p>Unable to meet expectations.</p> <p>Unable to adapt services to be flexible.</p> <p>Failure to take opportunities offered due to lack of internal resources.</p>

Vision Statement:	A city where getting around is primarily by public transport, bike and on foot
Strategic Objective 9:	Improve air quality by seeking emission improvements from public transport and engaging the public to use alternatives to the private car.
By March 2013 we will have:	EW 9.1. Worked with the County Council via the Quality Bus Partnership and the local transport Plan to improve the air quality and reduce emissions, promote transport options other than the private car EW 9.2. Provided advice to support the review of the plan with clear and effective policies and proposals to address air quality issues.
Lead Officer:	Jas Lally
Performance Measures:	Monitor change in emissions in the bus fleet, as well as trends in air quality pollutant data, from the 2010/11 baseline.
Delivery Risks	Failure to engage with the operators and County with so significant agreement or change process.