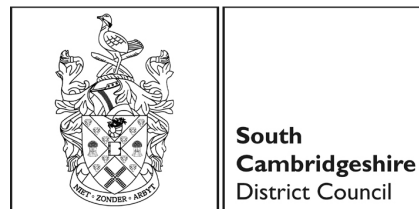


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 03450 450 500
f: 01954 713149
dx: DX 729500 Cambridge 15
minicom: 01480 376743
www.scambs.gov.uk

8 March 2010



To: Councillor Sue Ellington, Portfolio Holder

Deborah Roberts
Hazel Smith
Susan van de Ven

Scrutiny Monitor
Opposition Spokesman
Opposition Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **ENVIRONMENTAL SERVICES PORTFOLIO HOLDER'S MEETING**, which will be held in **JEAVONS ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **TUESDAY, 16 MARCH 2010** at **2.00 p.m.**

Yours faithfully
GJ HARLOCK
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA		PAGES
PROCEDURAL ITEMS		
1. Declarations of Interest		
2. Minutes of Previous Meeting	The Portfolio Holder is asked to sign the minutes of the meeting held on 25 January 2010 as a correct record.	1 - 4
DECISION ITEMS		
3. Final Service Plans 2010/11: Environmental Services	The Portfolio Holder is recommended to approve the attached Health & Environmental Services 2010/11 to 2012/13 service plan.	5 - 60
4. Refuse and Recycling Operational and Service Policies (Key)		61 - 70
5. Review of the Countywide Home Improvement Agency	Appendix 1 is attached to the electronic version of the agenda on the Council's website.	71 - 78
6. Sustainable Drainage System (SuDS) in North West Cambridge (NIAB Development): Future Management, Maintenance and Adoption	A site plan is attached to the electronic version of the agenda on the Council's website.	79 - 82

- | | | |
|-----------|-----------------------------|----------------|
| 7. | Best Bar None Scheme | 83 - 86 |
| 8. | Best Kept Village | 87 - 98 |

STANDING ITEMS

- | | | |
|------------|--|-----------------|
| 9. | Forward Plan
The Portfolio Holder will maintain, for agreement at each meeting, a Forward Plan identifying all matters relevant to the Portfolio which it is believed are likely to be the subject of consideration and / or decision by the Portfolio Holder, or recommendation to, or referral by, the Portfolio Holder to Cabinet, Council, or any other constituent part of the Council. The plan will be updated as necessary. The Portfolio Holder will be responsible for the content and accuracy of the forward plan. | 99 - 100 |
| 10. | Date of Next Meeting
Tuesday 18 May 2010 at 2.00pm | |

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

While the District Council endeavours to ensure that visitors come to no harm when visiting South Cambridgeshire Hall, those visitors also have a responsibility to make sure that they do not risk their own or others' safety.

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- **Do not** use the lifts to exit the building. If you are unable to negotiate stairs by yourself, the emergency staircase landings are provided with fire refuge areas, which afford protection for a minimum of 1.5 hours. Press the alarm button and wait for assistance from the Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

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Toilets

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Recording of Business

Unless specifically authorised by resolution, no audio and / or visual or photographic recording in any format is allowed at any meeting of the Council, the executive (Cabinet), or any committee, sub-committee or other sub-group of the Council or the executive.

Banners, Placards and similar items

No member of the public shall be allowed to bring into or display at any Council meeting any banner, placard, poster or other similar item. The Chairman may require any such item to be removed.

Disturbance by Public

If a member of the public interrupts proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared.

Smoking

Since 1 July 2008, the Council has operated a new Smoke Free Policy. Visitors are not allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

Food and Drink

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. Visitors are not allowed to bring food or drink into the meeting room.

Mobile Phones

Visitors are asked to make sure that their phones and other mobile devices are set on silent / vibrate mode during meetings or are switched off altogether.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Minutes of a meeting of the Environmental Services Portfolio Holder's Meeting held on
Monday, 25 January 2010 at 10.00 a.m.

Portfolio Holder: Sue Ellington

Councillors in attendance:

Scrutiny and Overview Committee monitors: Deborah Roberts

Opposition spokesmen: Hazel Smith and Susan van de Ven

Officers:

David Hill	Accountant
Dale Robinson	Corporate Manager, Health & Environmental Services
Ian Senior	Democratic Services Officer

25. DECLARATIONS OF INTEREST

Councillor Sue Ellington declared a personal interest as part owner of DRE Pest Control Ltd in Swavesey.

26. MINUTES OF PREVIOUS MEETINGS

The Environmental Services Portfolio Holder agreed as a correct record the minutes of the meetings held on 23 October 2009 and 9 November 2009.

With reference to Minute 16 (Community Clean-up Campaign Plan), the Corporate Manager (Health and Environmental Services), in clarifying the Interim Portfolio Holder's support for "...inducements in order to promote good citizenship and a sense of ownership", said that the Council should give local volunteers limited material support while making sure that the promotion of "good citizenship" did not create health and safety or similar issues.

With reference to Minute 23 (Forward Plan – Best Kept Village initiative), the Environmental Services Portfolio Holder said that she would be attending a meeting in February 2010, chaired by the Chairman of Council, at which this matter would be progressed.

27. CAPITAL & REVENUE ESTIMATES FOR THE ENVIRONMENTAL SERVICES PORTFOLIO 2010/11

The Environmental Services Portfolio Holder considered a report on the Revenue Estimates up to the year 2010-11 and the Capital Programme up to 2014-15.

Those present discussed a number of issues arising from the report and its appendices, including the following points:

- South Cambridgeshire District Council's provision of a pest control service for East Cambridgeshire
- Trunk Road litter

At paragraphs 62 and 63 of the report, the Portfolio Holder noted the impact of a reducing

budget and asked that she be informed of progress on a regular basis.

The Environmental Services Portfolio Holder **endorsed** the Revenue Estimates and Capital Programme shown at Appendices A and C attached to the report and **recommended** them for approval by the Cabinet, subject to the Medium Term Financial Strategy being adjusted to take account of the £91,500 that lies outside the targeted budget.

28. CAPITAL & REVENUE ESTIMATES - AWARDED WATERCOURSES

The Environmental Services Portfolio Holder considered a report on the Revenue Estimates up to the year 2010-11 and the Capital Programme up to 2014-15, insofar as they related to the Awarded Watercourses service.

The Environmental Services Portfolio Holder

1. **endorsed** the Awarded Watercourses Revenue Estimates and Capital Programme shown at Appendices A and B attached to the report, and recommended them for approval by the Cabinet; and
2. **recommended** that Cabinet confirm the proposals for capital expenditure shown at Appendix C1 to the report.

29. HEALTH AND ENVIRONMENTAL SERVICES FEES AND CHARGES 2010-11

The Environmental Services Portfolio Holder considered a report proposing fees and charges for licensing, authorisation functions, waste management, Environmental Health services and training for the 2010-11 financial year.

The Portfolio Holder expressed concern at the lack of a dog warden service.

The Environmental Services Portfolio Holder **agreed** the fees and charges set out in Appendix 1 to the report from the Corporate Manager (Health and Environmental Services).

30. 2009/10 SERVICE IMPROVEMENTS PERFORMANCE REPORT: HEALTH AND ENVIRONMENTAL SERVICES (9 MONTH PROGRESS)

The Environmental Services Portfolio Holder received a progress report on service improvements during 2009-10.

The Corporate Manager (Health and Environmental Services) referred briefly to South Cambridgeshire District Council's provision of a trade refuse service in parts of East Cambridgeshire.

Those present discussed a number of issues arising from the report, in particular

- The 'Best Kept Village' process, which would now be led by the Chairman of the Council in order to avoid a conflict of interest
- Litter along the A10

31. 2009/10 PERFORMANCE INDICATORS REPORT: HEALTH AND ENVIRONMENTAL SERVICES (9 MONTH PROGRESS)

The Environmental Services Portfolio Holder received a report on Health and Environmental Services' Performance Indicators for 2009-10.

Councillor Deborah Roberts paid tribute to the way in which frontline staff had continued service provision to residents during the adverse weather conditions encountered during December 2009 and January 2010.

32. FORWARD PLAN

The Environmental Services Portfolio Holder noted the Forward Plan. She requested that a report on Member Development be presented to the next meeting.

33. DATE OF NEXT MEETING

Those present noted that the next Environmental Services Portfolio Holder's meeting had been scheduled for Tuesday 16 March 2010, starting at 2.00pm.

The Meeting ended at 12.20 p.m.

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

HEALTH & ENVIRONMENTAL SERVICES



SERVICE PLAN 2010/11 TO 2012/13

Corporate Manager: Dale Robinson

Portfolio Holder: Cllr Mrs S Ellington
Approved: 16th March 2010



SERVICE PLAN OVERVIEW

1. Key Functions and Responsibilities

1.1. Profile of Service

Health & Environmental Services (H&ES) takes a holistic view of the interaction of people with their home, work, leisure and natural environment. The essence of the service is the prevention, detection and control of environmental hazards that affect human health, with 'health' defined in its broadest sense as “ a state of complete physical, mental and social well-being”. It is made up of a very broad and intertwined set of sub-services and activities, many of which are aligned to legislative and regulatory requirements. Environmental and public health is an inescapable part of our daily lives. The task of the service is to lessen the affect of the wider determinants of health i.e. economic prosperity, poor housing conditions, crime, living and working conditions, water and sanitation that impact the individual's health & well-being.

1.2. Key Service Areas

The service can be subdivided into key service areas delivering statutory functions; as detailed in Appendix 1.

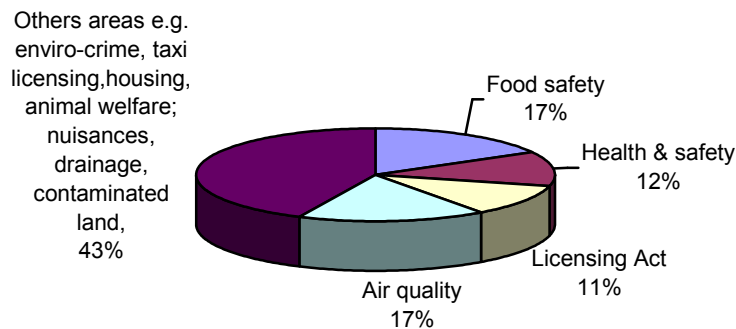
2. Context

2.1. External Drivers

2.1.1. National Enforcement Priorities

For the reasons outlined in Appendix 2, Air Quality (including regulation of pollution from factories and homes); Alcohol, entertainment and late night refreshment licensing and its enforcement; Hygiene of businesses selling, distributing and manufacturing food and the safety and fitness of food in the premises; and Improving health in the workplace have been set as the National enforcement priorities. These are currently under review by Local Better Regulation Office (LBRO) and may well change in due course in the meantime Local Authorities must have regard to these priorities and ensure that sufficient resources are in place to effectively regulate these sectors. Figure 1 demonstrates that appropriate resources are directed towards these national priority areas.

Figure 1: Estimated number of FTE equivalent field staff allocated to national priority enforcement areas as proportion of total field staff employed



2.1.2. Regulatory Reform Agenda

Central to the Country's economic and social goals, is proportionate and effective regulation with an emphasis on securing compliance by advice, assistance, and education whilst appropriately using intelligence and risk based mechanisms to drive inspection and enforcement. Fundamental to this approach is that the majority of

businesses, which are complaint, will receive a lighter touch, meanwhile rogue businesses will be expected to face quick, meaningful and proportionate action and penalties. LBRO's (a statutory body with considerable power over local authority regulatory bodies) job is to provide best practice guidance to local authority regulators and look to drive up performance. LBRO will hold under performing Authorities to account.

H&ES has registered its interest in the Trading Places project where staff from Environmental Health would trade places with managers of business to understand each other's perspectives better. In addition the national Retail Enforcement Pilot has been completed. This project looked to see if the burden on businesses could be reduced by one lead regulator undertaking initial inspections for others at the time they carried out their primary inspection/visit. Evaluation has shown that this did not lead to the anticipated reduction in visits to businesses and businesses did not see inspections as a major cost to them. They welcomed the level of support provided by local regulators in assisting them understand what is required to comply with the ever-changing legislation. This view is mirrored in our Business Satisfaction returns.

The regulatory landscape may considerably alter after the elections with the Conservative proposals for Earned Autonomy, cross regulator co-ordination of inspections and MOT style inspection reports.

2.1.3. New Legislation

2.1.3.1. Regulatory Enforcement & Sanctions Act 2008

Part 3 of the above Act provides regulators an extended toolkit of alternative civil sanctions as a more proportionate and flexible response to non-compliance. The power to use these new sanctions will however only be granted by ministerial order following advice from LBRO on whether, in a particular field, local authorities in general are Hampton¹ compliant. To date the necessary ministerial order has not been made. Part 2 of the Act, establishing the Primary Authority scheme, has come into force. To date nationally a small number of businesses have joined the scheme, none in South Cambridgeshire and there are no indications that any will do so.

2.1.3.2. Government proposals following Bristol Report²

The Government has agreed to a phased increase the mandatory disabled facility grant (DFG) limit from £25,000 to £50,000. In 2008 the limit rose to £30,000 but there has been no trailing of further rises. However, taken together with the demographic changes in Cambridgeshire the capital programme available for DFG's will in future be under severe pressure and is unlikely to be sufficient to meet the demand especially if the programme has to be cut.

2.1.3.3. The Private Water Supplies (England) Regulations 2008

An important policy objective is to ensure that everyone who uses or consumes water from a private water supply can be assured of its quality and safety. The necessary Regulations have been delayed and will come into force in 2010. This may require all of our 139 private water supplies to be individually risk assessed for potential public health impact over a five-year period. Cambridge Water Co. draw water from the same aquifers as these supplies and are interested in a partnership arrangement with H&ES for undertaking the appropriate risk assessment process. Accordingly it is anticipated that this requirement can be met without the need for additional resources.

¹ Reducing Administrative Burdens: Effective Inspection & Enforcement, Philip Hampton, March 2005

² DCLG (2007); Disabled Facilities Grant programme: The Government's proposal to improve programme delivery. London. The Stationery Office

2.1.3.4. Guided Bus

The introduction of the Guided Bus could lead to increases in applications for Taxi licences and the need for the introduction of taxi ranks within South Cambridgeshire.

2.1.3.5. Licensing Act 2003 Review

The Licensing Act is being changed to meet the requirements of the EU Services Directive and provide the power for the Licensing Officer to instigate reviews. It is also proposed to allow premises with a capacity of less than 100 to have live music without the need for a licence. This could result in increased noise and disturbance resulting in complaints and dissatisfaction. Licensing Authorities have been asked to consider a 'Yellow and Red' card approach to problem premises. A 'yellow card' would mean the imposition of tough conditions visibly displayed in the community and if not complied with result in a premises license being revoked if matters have not improved i.e. under aged sales and/or disturbance issues.

2.1.3.6. The Pitt Review and Floods and Water Management Bill

The Government is pushing Local Authorities hard to implement the recommendations of the Pitt Review and above Bill continues its passage through Parliament. Although mainly a responsibility for the County, Its affects on SCDC could be far reaching especially around the need to produce local surface water management plans; technical and resource capabilities in dealing with and planning for flooding; and responsibility for maintenance of sustainable urban drainage systems. The Bill also contains proposal for Water companies to become responsible for private sewers, which will have implications for the service dealing with the public health implications of defective private sewers and resident's expectations. In addition additional workload could result from the suggestion to make surface water run-off a Statutory Nuisance.

2.1.3.7. Housing legislation changes re Caravan Site Licences

Changes to legislation and model conditions attached to caravan site licences relating to the need for fire risk assessments will place additional burdens on staff within H&ES.

2.1.3.8. Health Protection Regulations

Environmental Health Officers (EHO's) have powers to control the spread of infectious diseases. These regulations seek to update these by introducing more flexibility & safeguards especially around Human Rights. As well as certain diseases GP's will now also be required to notify cases of contamination which present or could present significant harm to human health. To protect public health EHO's will be able to obtain an Order imposing restrictions or requirements on individuals and have available to them other powers to contain incidents of infectious disease.

2.1.4. Other External Influences

2.1.4.1. Review of Local Air Quality Management & Introduction of further Air Quality Objectives

A review of the above regime has been commenced to improve air quality outcomes; make better use of resources and recommend further legislative change. The implications of this are unknown at present. A new air quality objective for PM_{2.5} and an exposure reduction approach is being considered. Progress of these proposals will need to be monitored throughout the year.

2.1.4.2. Scores on the Doors - National Scheme

The Food Standards Agency is consulting on a national Scores on the Door's scheme. Although similar to the scheme at SCDC their proposals do include some important differences that will have to be taken into account.

2.1.4.3. HGV Safety Markings

Legislation is being introduced to require reflective borders to be placed on the sides and rear of the Council's HGV's by the end of 2010 at an estimated cost of £5,000.

2.1.4.4. Collection and Kennelling of Stray Dogs

The Police have given notice of their intention to no longer provide an out of hours reception facility for stray dogs. On top of this the Council's kennelling provider has indicated their intention of doubling their fees placing further budgetary pressures on the service. It will be necessary to review and secure arrangements in 2010/11.

2.1.5. Local Demands

2.1.5.1. Housing Growth & Demographic changes

Substantial downturn in the housing completion rate has occurred in 2009/10. The District will still see its population grow from 140,500 in 2007 to 169,800 by 2021 but the rate of growth has slowed. As a result the need for further investment in for example refuse collection vehicles will be able to be put back from that anticipated. However, growth has already exerted pressure on services and budget increases in the refuse and recycling service will be required in 2010/11 to deal with these. Alongside the population growth commercial and public facilities will also be needed to service the greater population. The new town of Northstowe will look and feel different to any other settlement in South Cambridgeshire and may require a different service delivery model from that provided today.

South Cambridgeshire has an aging population. In future the percentage of children and young people in the District is forecast to decrease and the percentage of over 65's increase. In the 2008 place survey 23% of respondents described themselves as having a long term illness, disability or infirmity, with 38% of these saying this limited their daily activities. This is likely to have a differential impact, increasing demand, on some of our services especially around nuisance complaints; assisted collections, clinical waste collections and disabled facility grant referrals.

2.1.5.2. Commissioning Review of Home Improvement Agencies

Supporting People in Cambridgeshire have initiated a commissioning review of the Home Improvement Agencies across Cambridgeshire, which may lead to the progression of a shared service or a tendering process for HIA services in Cambridgeshire and possible savings to the Council through efficiency gains.

2.1.5.3. Activity Demands on the Service

As exemplified by the food control statistic (Appendix 3) we are seeing a gradual increase in the number of commercial establishments requiring control. This growth can currently be accommodated within existing resources following efficiency improvements agreed from changes to the regulatory regime allowing environmental health practitioners to deal with low risk premises by alternative strategies other than by inspection. However the ability of the service to meet the demands placed on it will be severely affected by the budget cuts recently announced for 2010/11.

Reactive activity across the various service areas (Appendix 3) remains reasonably stable, except in refuse and recycling where the number of requests for service is declining. The large increase in activity in 2004/05 coincides with the changes made to the refuse and recycling service.

2.1.6. Cambridgeshire's Local Area Agreement and South Cambridgeshire's Community Strategy /LSP Objectives

The Cambridgeshire LAA includes targets where Health & Environmental Services will have a considerable contribution to make especially surrounding anti-social behaviour,

business satisfaction with regulatory services and public health matters around smoking, obesity, alcohol and health inequalities. H&ES policy areas also contribute to a number of proposals with the Sustainable Community Strategy (SCS) of the LSP. Targets and proposals of direct relevance in the Cambridgeshire Together Local Area Agreement and the SCS are listed in Appendix 3.

2.1.7. Making Cambridgeshire Count

Cambridgeshire public service providers have embarked upon an ambitious change project to redesign services outside of traditional structures and organisational boundaries with the aim improve efficiency and services generally whilst reducing costs. This work has only just begun and outcomes are unclear at present. It is likely however that SCDC will be engaging in specific initiatives arising from this process that may have substantial implications for the services provided by H&ES and will require staff within the service to devote time towards working up and the implementation of agreed proposals.

2.1.8. Strategic Review of Recycling and Waste Management

The strategic review of waste and recycling services has resulted in agreement to re-configure the service provided, based on a two stream co-mingled recycling service alongside the existing alternate weekly green and black-wheeled bins, which will lead to an enhanced level of service to users at substantially less cost than the existing service. This change will require prioritisation of staff time towards its implementation, including procurement, communication, TUPE transfers etc. In addition the service will require a larger depot facility. Discussions have commenced with a neighbouring authority regarding possible efficiency gains through the sharing of depot facilities and spare vehicles.

2.1.9. EU Service directive and M3

The introduction of the Directive together with the new M3 workflow system, replacing Proactive will provide an opportunity to consider how the service can become more efficient through the introduction of mobile working. A business case will need to be produced in 2010/11 to justify any investment required.

2.1.10. Public Service Cuts

Following the recession and the Country's need to repay its substantial levels of debt public sector will be required to make substantial savings. Members have agreed to cut £1.6M from the Council's General fund in 2010/11. H&ES will have to find its part of these savings, which will inevitably mean loss of service and hit performance. Funding streams for the Council's Capital programme are predicted to dry up after 2010/11 making the current programme unsustainable. The impact of this have yet to be agreed but it is likely that discretionary spend will cease resulting in the Council no longer being able to implement its Private Sector Housing Strategy and having to stop the provision of Cat1 Hazards loans; replacement boilers and solar hot water grants; and Housing Repair Grants.

2.2. Key Partners

Key partners are wide ranging, involving joint contracting and partnership working through shared services, staff and 'virtual' approaches. An audit of key strategic/high level external partnership arrangements has been undertaken. The RECAP waste partnership has been ranked in the top ten council partnerships. It has achieved Beacon Status and has been extremely successful in ensuring the best value for the council taxpayer of Cambridgeshire. The Improving Health Partnership and the Countywide Community Well-being partnerships, under the LSP and LAA structures respectively are also seen as key partnerships. Other key partners are listed in Appendix 4.

2.3. Internal Drivers

The Council continues to undergo a period of substantial change. A number of corporate and countywide initiatives will have a substantial bearing on the way the service is delivered i.e. customer service excellence, performance management, equalities, climate change. Coming on top of those found in previous years, substantial savings for the service are looked for in 2010/11, which will impact on this on the services' ability to perform to the same standards in the past.

The Members have published their Vision, Aims, Approaches, Actions and Values for 2010/11 onwards. Those that have a direct relevance to Health & Environmental services are included in Appendix 5. The Councils' values are relatively new but staff are already acting on these and altering behaviours to embed them. Specific actions around customer service and commitment to improving services are included in this plan.

2.4. Service Objectives

As detailed in section 1.1 the service is made up of a broad set and intertwined set of sub-services and activities. Staff within each of these services have considered the objectives of each of their services and how they can be brought to together in one overall Statement of Purpose for Health & Environmental Services. In so doing they have ensured that the Statement of Purpose below reflects and fully embraces the Council's new 3A's (Aims, approaches and Actions) as in Appendix 6. The service values also reflect those of the Council overall.

3. Strengths and Weaknesses

A SWOT analysis has been undertaken taking into account the external and internal drivers and performance of the services.

Table 1: Main Strengths, Weaknesses, Opportunities and Threats

<p>Strengths:</p> <ul style="list-style-type: none"> • Customer focus • Resident, user & business satisfaction • Emphasis on the national enforcement priorities • Risk based approach adopted • Refuse and recycling performance • Core EH Performance • Value for Money services • Partnership working • Abandoned vehicle removal • Investors in People accreditation • Beacon status • Professional, trained & skilled workforce • Low level staff sickness in EH • Ability to access external funding • Flexible staff • Scores on the doors • Nationally recognised experts 	<p>Opportunities:</p> <ul style="list-style-type: none"> • Enviro-crime website enhancements • Community strategy objectives • Local Better Regulation Office • Housing and population growth and demographic changes • Commissioning review of HIA • Efficiency requirements • Flexible and mobile working • Waste collection strategic review • Closer working with Business sector • Customer Excellence • Involvement in specific Making Cambridgeshire Count initiatives • Reconfigured refuse & Recycling service
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Website information and navigation • Cleanliness after collection • Staff employed on core Env Health 	<p>Threats:</p> <ul style="list-style-type: none"> • Staff/EHO ratio per 1000 population • Local Better Regulation Office • Government's response to Bristol

<p>functions per 1000 population</p> <ul style="list-style-type: none"> • Recruitment & retention of EHO's. • Management capacity • Home Improvement Agency staffing resources to meet demand • Dog control service • Up to date Private sector stock condition information • Long term sickness levels in Environment operations • Keeping customer informed and providing full explanation on completion of complaint/enquiry 	<p>report into DFG's</p> <ul style="list-style-type: none"> • Housing and population growth and demographic changes • Budget cuts • Naming and shaming • New software solution not performing • Involvement in specific Making Cambridgeshire Count initiatives • Depot size • Economic downturn impacts • Capital programme cuts • Pitt Review and Floods and Water Management Bill • Health protection legislative changes • Stray dog kennelling arrangements
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4. Progress/Performance Overview

4.1. Overall Performance against Best Value Indicators and Local Indicators

The service's performance benchmarked against the national performance indicators together with performance trends against local performance Indicators is given in Appendix 12. Performance has improved in a number of notable areas from last year, especially around recycling; vacancy rate; abandoned vehicles; contaminated land; street cleanliness and customer service.

Performance	Functions
Good	<ul style="list-style-type: none"> • amount waste recycled/composted & residual waste per household • Waste/recycling collection and core EH value for money • Licensing; Pest control and core EH performance • Satisfaction with street cleanliness and waste & recycling • Staff sickness & vacancy rate in EH • Refuse & recycling collection dependability and customer services • Customer service including paying invoices and responsiveness • Food hygiene compliance • Dealing with contaminated land • Street cleanliness (litter); • Place survey results • Dealing with abandoned vehicles
Average	<ul style="list-style-type: none"> • Cleanliness after refuse/recycling collections • Dry recycling percentage of total weight collected • Cost of waste collection services • Tackling fuel poverty • Street cleanliness (detritus) • Private sector housing KLOE assessment
Poor	<ul style="list-style-type: none"> • Home Improvement Agency time taken to complete works • Visible graffiti and fly-posting • Awareness of civil protection arrangements • Dog control services • Sickness in environment operations • Keeping customer informed & providing a full explanation • Private stock condition information

4.2. Customer Consultation & Satisfaction

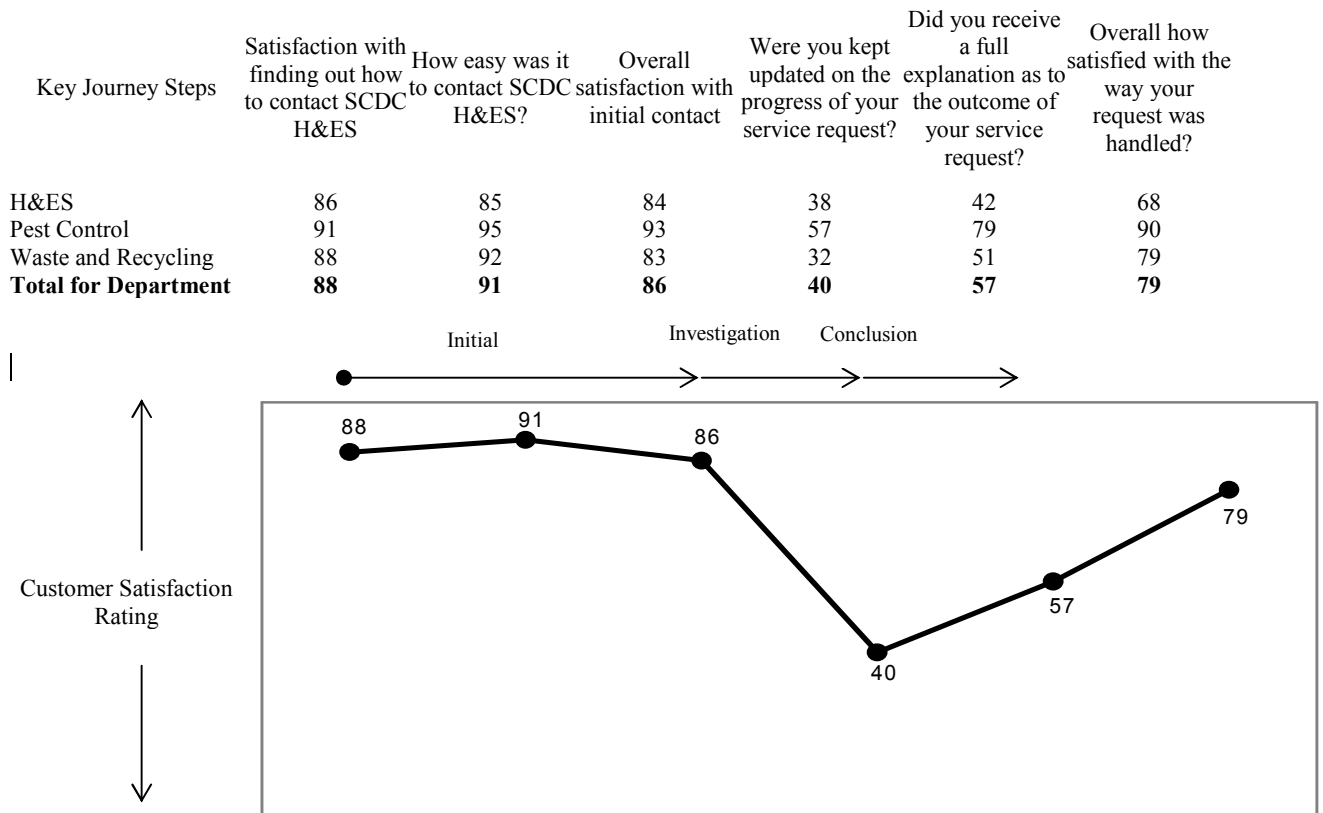
Overall the service has seen some significant improvements in customer satisfaction and perceptions as detailed in tables in Appendix 8. The methodology used in the latest survey was considerably different from past surveys making comparisons problematical. Generally The Place Survey results present a good picture, with satisfaction levels high. Customers commented that many services had got better especially around recycling and refuse collection services and keeping the district clean and free of waste. Despite this an important proportion still felt that rubbish and litter lying around was a problem and felt it important to maintain clean streets. Areas to watch are cleanliness of the street after collections and frequency of emptying at recycling sites. Improvements in both of these should result from the introduction of the re-configured waste and recycling service in October 2010.

In 2009 compared to other Districts in the County SCDC residents did not consider anti-social behaviour issues to be such a problem for them and that these had continued to reduce from those experienced in 2003 and 2006.

Plotting the customer journey as in figure 2 shows that greater attention and effort is required in keeping the customer informed and providing them with a full explanation on the completion of their complaint/enquiry.

Business satisfaction levels (Appendix 8 Table 3) are excellent with results at 98% plus in most areas. NI182 results are towards the top end of benchmarks.

Figure 2: Customer Experience Journey



5. Budget and Expenditure

2010/11 costs Health & Environmental Services (000's)

	£
Capital	2,379
Revenue	
Expenditure	
Employees	4,077
Premises-related expenditure	197
Transport-related expenditure	1,626
Supplies and services	1,373
Third party payments	749
	8,022 (Gross)
Income	(1,817)
	6,205 (net)

6. Value for Money Overview

Expenditure per head in 2008/09 (Appendix 9) for all three of the major services was well below the comparative group averages i.e. Waste collection 10th lowest of 16, street cleansing lowest of 16 and environmental and public health services 2nd lowest of 16.

Table 2 Expenditure 2008 compared to all Districts and SPARSE Authorities³

Expenditure on services per head	South Cambs	Rural-80 ⁴	SPARSE authorities	All Districts
Street Cleaning	£5.30	£7.99	£8.32	£9.71
Waste Collection	£21.48	£23.16	£22.81	£22.29
Environmental & public health services	£9.08	£13.76	£13.06	£12.44

Key

Authority spending 20% less than average	Authority spending 0-20% more than average
Authority spending 0-20% lower than average	Authority spending 20% more than average

Net expenditure per head on core Environmental Health functions in 2007/08 was substantially below the benchmark groups as in Table 2 and Appendix 9. Given the reasonably good performance of the service against this low level of expenditure the service can be said to offer good value for money. Figure 7 (Appendix 9) demonstrates that net expenditure has fallen since 2005/06. The gap between the national average and SCDC's net expenditure has widened and remains substantially below the national average figure. With further cuts being implemented in 2010/11 this trend is set to continue and will undoubtedly start to affect performance.

The SPARSE group of authorities has, as detailed in Appendix 9, undertaken a Value for Money comparison for waste and Recycling services. In 2007/08 the service achieved top quartile performance at below average cost. The implementation of the re-configured refuse and recycling service should see this performance not just maintained but improved especially as the service is likely to be even more cost

³ SPARSE performance Service from RA Forms 2008

⁴ Rural-80: the average of 51 authorities who have over 80% of population classified as rural

effective, moving well below average cost. As far as table 2's comparison is concerned, it is anticipated that the expenditure on the service per head will move to be 20% less than average.

6.1. Efficiency Measures and Proposals for Savings

H&ES has a track record in identifying and implementing efficiency and cost savings. The ability to do so is however getting increasingly difficult. As a direct result of the recession and the level of public debt SCDC has identified the need to make a further £1.6M of savings in 2010/11 and H&ES has been required to find its share. In order to find these savings the service will:

- Increase pest control income through continuing to provide the service for East Cambridgeshire DC and re-using materials where possible.
- Not undertake the planned private sector house condition stock survey
- Increase a selection of fees and charges by 6%
- Undertake the NI195 assessment process with in-house resources
- Reductions in trade waste service costs
- Undertake the collection from paper banks using in-house capabilities.
- Reduce the hours of a position within Licensing
- Introduce a charge for environmental information provided where this involves officer time to obtain.
- Efficiency savings through the HIA commissioning review.
- Make savings in internal health & safety budget via various cutbacks.
- Possible sharing of depot with neighbouring authority
- Removal of staff benefit in paying for a professional body subscription
- Reductions in training budgets

In addition to this the reconfiguration of the refuse & recycling service is anticipated to save the council a further £473,000 in year three of the new service. If found this will mean that H&ES will have removed over £1.65M from its budgets since 2005/06. Further efficiency improvements and savings will also be considered through the business case for mobile working, use of text messaging and e-mail messaging; standardising the specification for over-bath showers; investigation of joint procurement of fuel with RECAP partners; refuse collection rounds efficiencies; licensing consumable supplier. Substantial savings may also accrue should the service become involved in specific initiatives arising from the Making Cambridgeshire Count initiative.

7. Workforce Overview

7.1. Training

Spending on training within the service as a percentage of the total environmental health salary budget has fallen to approximately 1%. The low vacancy rate is one reason for the low spending on top of the fact that many of the staff have completed their required training programmes. Training spend may need to rise to accommodate the re-deployment of staff as a result of the spending cuts in 2010/11. Further training will be required to deal with the legislative and other external pressures highlighted in section 2. As part of its succession planning strategy the service will continue to provide in house training schemes to develop its own work force i.e. student EHO's, HGV driver training; CPC driver training etc.

7.2. Staff Sickness and Vacancy Rate

Staff sickness excluding environment operations remains relatively low 1.5%. Sickness in environment operations, via good management techniques, dropped substantially from 11% – 12% to around 5% but in 2008/09 has risen again (mainly due to long term sickness) back to 9%. Management has been asked to maintain their focus on reducing this. The vacancy rate has dropped to approx. 2%. The recession has helped

increasing the pool of labour available for HGV drivers and street cleansing operatives especially, however the recruitment of qualified EHO staff remains problematical. The age profile of the work force has become more balanced with less coming close to retirement however there are still a number of employees expected to retire in the next few years that will need replacing.

7.3. HGV Drivers Hours restrictions

Government is looking to remove the driver hours exemptions available to local authority HGV drivers. If implemented then Tacho-graphs will have to be fitted to the HGV vehicles and drivers will be required to take a 45 minute break after 4 hours. The cost and inefficiency implications of such a change would be substantial.

7.4. Staffing Benchmarks

H&ES employs less staff per 1000 population on core environmental health functions than our comparative local authority groups. The rate of staff and EHO's employed on core environmental health functions per 1000 population have remained relatively static (Appendix 10). The pace of population growth in the district is uncertain however in order to ensure that this gap does not grow further field staff will need to be employed in future years.

8. Are we meeting the needs of all our Community?

8.1. Equalities

SCDC has made a commitment to reach the achieving level of the new Equality Framework by June 2010. Health & Environmental Services has carried out EqIA's for all its high and medium risk services. In 2010/11 the service will focus on low risk EqIA's for enforcement policy, out of hours service, environmental complaints, pest control, street cleansing, emergency planning and awarded watercourses as well as ensuring that all new policies or service changes have an EqIA undertaken. In addition the service was successful in bidding for funding from the governments Migrant Impact Fund to combat overcrowding in Houses in Multiple Occupation. This work will be taken forward into 2010/11.

8.2. Safeguarding of Children & Young People

H&ES is committed to the safeguarding of children and young people and will ensure that all staff are aware of the need to be vigilant and can easily and quickly report any concerns about the safety or well being of a child or young person to a designated officer. Managers throughout the service will give the safeguarding of children and young people a high profile and where appropriate specific actions are included in operational plans for relevant service areas.

9. Risk Overview

The H&ES risk register is attached at Appendix 13. This provides an analysis of the major risks affecting the service over the next 12 months and is built from much of the preceding commentary. The greatest risks to the service revolve around the size of the depot; capital money availability for grants; potential contaminated land at a site; stray dog kennelling and reception facilities, savings pressures and meeting air quality objectives on the A14. Actions have been proposed to reduce and manage these risks within the improvement plans that follow & summarised in table 3.

Table 3: Actions proposed to manage the identified risks

Risk Number	Short Title/description	Action/Change/Improvement proposed
13	Depot size	<ul style="list-style-type: none"> Continue discussions on depot move with landlord and neighbouring authority & ensure additional costs included in 2010/11 budget
16	Management Capacity to meet demands	<ul style="list-style-type: none"> Prioritisation & realistic number of actions/improvements Senior management informed
10	Reduction in Capital for Housing Grants	<ul style="list-style-type: none"> Capital programme being reviewed Stop discretionary spend
11	Meeting air quality A14 corridor	<ul style="list-style-type: none"> Implementation of air quality strategy Implementation of air quality action plan for A14 corridor
26	Potential designation of Contaminated land	<ul style="list-style-type: none"> Remediation options appraisal Communication with residents
21	Delivery of savings requirement	<ul style="list-style-type: none"> Proposals agreed implementation in improvement plan and by budget monitoring
25	Stray dog reception facilities	<ul style="list-style-type: none"> Review out of hours reception and kennelling arrangements

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IMPROVEMENT PLAN: HEALTH & ENVIRONMENTAL SERVICES

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

Council Action #	Council Action	Actions	Supporting Information	Completion by Month	Officer	
	We will achieve Customer Excellence accreditation by March 2011	<ul style="list-style-type: none"> Devote staff time project Collation of data Submit services for accreditation 	<p>Additional Resources Required: None</p> <p>Outputs: Accredited services</p> <p>Outcomes: Improved customer service; improved staff morale</p> <p>Risks: Failure to achieve accreditation leads to reduced staff morale</p> <p>Other services affected: Council wide</p>	March 2011	IG H&ES lead	
Council Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A	SO4 SV7	To ensure equal access to services and the promotion of good relations in all sections of the community.	<p>Undertake EQIA's for:</p> <ul style="list-style-type: none"> Enforcement Policy Out of Hours service Environmental protection complaints Pest control Street Cleansing, flytipping Emergency planning Awarded Watercourse 	<p>Additional Resources Required: None</p> <p>Outputs: Completed EqIA.</p> <p>Outcomes: Compliance with legal duties and equity of service</p> <p>Risks: Service redesign costs; inability of redesign; damage to reputation</p> <p>Other services affected: Policy and performance support</p>	End of March 2011	IG to coordinate
A	SV1 SV4	Increase efficiency and improve customer accessibility to service	<p>Implementation of phase II of M3</p> <ul style="list-style-type: none"> Address matching of GIS Book & Pay system Interactive enviro-crime website 	<p>Additional Resources Required: None</p> <p>Outputs: Upgraded software capability</p> <p>Outcomes: Improved customer services</p> <p>Risks: system failure</p> <p>Other services affected: ICT; revenues</p>	End of March 2011	SW to lead project group IG to lead enviro-crime website

IMPROVEMENT PLAN: FOOD & HEALTH & SAFETY SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

Council Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
B	SO3	To ensure the safety and quality of private potable water supplies.	To implement the required changes as result of the Private Water Supply (England) Regulations 2008	Additional Resources Required: None Outputs: Revised risk assessment processes and retraining of staff Outcomes: safe wholesome water and targeted regulatory activity Risks: failure to implement correctly charging regime in-effective Other services affected: None	As per legislative timetable	JGK

IMPROVEMENT PLAN: HEALTH PROTECTION (INC PEST CONTROL) SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

Council Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A	SV2	To address the Council's funding gaps and therefore help maintain service levels elsewhere in the Council	Introduce charge for time spent dealing with enquiries for environmental information	<p>Additional Resources Required: £7.5K income</p> <p>Outputs: Charging regime and policy</p> <p>Outcomes: Income</p> <p>Risks: Legal challenge</p> <p>Other services affected: None</p>	April 2010	SW
B	SO1 SO2	To ensure that land is suitable for the use and potable water supplies protected	Undertake remediation options appraisal for potential contaminated land at site of old gas works Cottenham	<p>Additional Resources Required: Dependant upon remediation options but could be substantial. DEFRA grant for intrusive investigations and detailed quantitative risk assessment obtained</p> <p>Outputs: Decision on designation of contaminated land</p> <p>Outcomes: Land suitable for use; public and environmental health protected</p> <p>Risks: Reputation damage; costs;</p> <p>Other services affected: Legal</p>	End of March 2011	SW

IMPROVEMENT PLAN: ENVIRONMENTAL PROTECTION SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

Council Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
B	SO4	To ensure SCDC has good understanding of the condition of private housing stock to inform investment decisions and strategies for improvement	Investigate alternative ways to obtain up to date and relevant private sector housing stock condition information	<p>Additional Resources Required: None</p> <p>Outputs: Report to Corporate manager and alternative approach agreed to traditional stock condition survey</p> <p>Outcomes: Informed decisions; targeted resources to areas of need; KLOE met</p> <p>Risks: No alternative found; alternatives' cost greater than anticipated.</p> <p>Other services affected: None</p>	December 2010	BH
B Cii	SO2 SO4	To improve the living conditions of migrant workers in private rented accommodation	To take part in the Joint Cambs. Migrant Workers Project to combat overcrowding, exploitation and health and well-being issues for migrant workers in private rented accommodation	<p>Additional Resources Required: Migrant Impacts fund bid successful.</p> <p>Outputs: Temporary posts recruited; info and publicity; enforcement and advice action; HMO licensing</p> <p>Outcomes: increased knowledge regarding responsibilities in private rented sector; improved living conditions</p> <p>Risks: project evaluation demonstrates ineffectual scheme</p> <p>Other services affected: None</p>	Ongoing	BH
B	SO2 SO3	To ensure the health, safety and well-being of caravan site residents and visitors	Implement the changes to the legislation and model standards covering the licensing of caravan sites especially those relating to the need for site owners to undertake a fire risk assessment.	<p>Additional Resources Required: None</p> <p>Outputs: Licensed sites compliant with legislation and model standards</p> <p>Outcomes: improved fire safety for site occupiers.</p> <p>Risks: compliance levels low; Fire Authority enforcement not prioritised.</p> <p>Other services affected: None</p>	End of March 2011	BH

IMPROVEMENT PLAN: LICENSING SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

Council Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
B	SO2 SO3 SO4	To meet the licensing objectives of:- <ul style="list-style-type: none"> • The prevention of crime and disorder • Public safety • The prevention of public nuisance • The protection of children from harm 	Investigate, report and implement a suitable yellow and red card approach and policy to problem licensed premises	<p>Additional Resources Required: None</p> <p>Outputs: Report to members; introduction of suitable scheme and policy</p> <p>Outcomes: Transparent licensing regime with problem premises effectively controlled leading to reduced disturbance, under age sales and licensing objectives being achieved.</p> <p>Risks: Agreed policy ineffectual.</p> <p>Other services affected: Legal</p>	End of December 2010	MB
B	SO4	To ensure that public transport systems are joined up and access to services improved.	Research and investigate the need for taxi ranks in the District as a result of the introduction of the Guided Bus	<p>Additional Resources Required: None</p> <p>Outputs: Report on need; possible taxi rank (s) introduced</p> <p>Outcomes: Public able to obtain taxi from guided bus stops improving access to services.</p> <p>Risks: Taxi trade not using rank</p> <p>Other services affected: Legal</p>	End of October 2010	MB

IMPROVEMENT PLAN: WASTE MANAGEMENT & RECYCLING SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

Council Action #	Council Action	Actions	Supporting Information	Completion by Month	Officer
	We will meet or surpass a 65% recycling and composting rate by 2012	Implement new refuse and recycling service as per project plan including procurement; communications	<p>Additional Resources Required: Invest to save initiative as per business case.</p> <p>Outputs: Procured bins and caddies, delivery company, MRF; vehicles; new service operational</p> <p>Outcomes: improved efficiencies; cost savings; increased recycling and customer satisfaction</p> <p>Risks: Risks as identified in project plan</p> <p>Other services affected: HR; Procurement officer; communications unit</p>	End of September 2010	DSR
	We will achieve a 10% reduction in the emission of CO2 from the Council's operations and publicise the outcome in order to set an example to other organisations	Calculate CO2 savings as a result of the new refuse and recycling service	<p>Additional Resources Required: None</p> <p>Outputs: Calculated figure for NI187</p> <p>Outcomes: Reductions in CO2 emissions demonstrated</p> <p>Risks: No reductions found</p> <p>Other services affected: Sustainability officer</p>	End of December 2010	KK

IMPROVEMENT PLAN: WASTE MANAGEMENT & RECYCLING SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

Council Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A	SV4	To ensure environment operations services are delivered	Secure and move into new depot to deal with capacity and health & safety issues at current depot location including negotiations over sharing options with neighbouring authority	<p>Additional Resources Required: earmarked amounts in MTFS £37K 10/11; £15K 11/12 onwards plus £30K identified in business case for new refuse & recycling service</p> <p>Outputs: New depot</p> <p>Outcomes: Operating licence secured; health & safety concerns mitigated against; service able to be delivered</p> <p>Risks: landlord agreement not reached</p> <p>Other services affected: legal</p>	September 2010	SH/C
B	SO2	To ensure the safety of our workforce and comply with the law	Fit vehicle safety markings to all Council HGV 's	<p>Additional Resources Required: £5K</p> <p>Outputs: Safety markings fitted</p> <p>Outcomes: legally compliant HGV's; enhanced level of safety</p> <p>Risks: markings do not stay in place; existing budgets can't meet costs</p> <p>Other services affected: None</p>	As per legislative timetable	SH/C
A	SO1	To ensure customer service is maintained and best value obtained	Introduce the in-house service for the servicing and emptying of the existing paper recycling banks	<p>Additional Resources Required: Cost savings anticipated</p> <p>Outputs: banks serviced by existing SCDC vehicles and crews</p> <p>Outcomes: service levels maintained at reduced cost</p> <p>Risks: unable to meet emptying demand; fly-tipped waste; inappropriately sized banks</p> <p>Other services affected: None</p>	End of September 2010	SH/C

IMPROVEMENT PLAN: STREET CLEANSING & ENVIRO-CRIME SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

Council Action #	Council Action	Actions	Supporting Information	Completion by Month	Officer
	We will improve and maintain the appearance of our villages in 2010/11 by	Continuing our programme of installing litterbins at a further 10 lay-bys on the major routes in the District	<p>Additional Resources Required: £12K 10/11; £500 11/12 onwards</p> <p>Outputs: bins installed at 10 more lay-bys</p> <p>Outcomes: Cleaner lay-bys and district; improved reputation & customer satisfaction; improved NI195</p> <p>Risks: vandalism; fly-tipping next to bins; inability to service</p> <p>Other services affected: DLO for installation</p>	December 2010	SH/C
	We will improve and maintain the appearance of our villages in 2010/11 by	Continuing enhanced street cleaning within 10 of our larger villages past 2010/11	<p>Additional Resources Required: 17K plus LPSA money 10/11; £35K 11/12 onwards</p> <p>Outputs: enhanced street cleaning within 10 village centres</p> <p>Outcomes: Cleaner district; improved reputation & customer satisfaction; improved NI195</p> <p>Risks: workforce availability; greater number of villages requesting service</p> <p>Other services affected: None</p>	April 2010	SH/C

IMPROVEMENT PLAN: STREET CLEANSING & ENVIRO-CRIME SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

	We will improve and maintain the appearance of our villages in 2010/11 by	Undertaking a further 10 community clean-up events		<p>Additional Resources Required: None</p> <p>Outputs: 10 Community clean-up events held</p> <p>Outcomes: Cleaner district; improved reputation & customer satisfaction; improved NI195</p> <p>Risks: lack of community support, Health & Safety concerns not taken into account</p> <p>Other services affected: Partnerships officer; environment operations staff; community safety officer</p>	10 clean-ups by end of March 2011	PMQ
	We will improve and maintain the appearance of our villages in 2010/11 by	Maintaining our street cleansing & envirocrime operations including the litter picking of the A11 and A14 verges		<p>Additional Resources Required: None</p> <p>Outputs: litter pick of A11 & A14; enviro-crime enforcement actions</p> <p>Outcomes: Cleaner lay-bys and district; improved reputation & customer satisfaction; improved NI195</p> <p>Risks: Contractor doesn't perform.</p> <p>Other services affected: Legal</p>	Ongoing 1st litter pick end of May 2010 2nd Litter pick end of Nov 2010	PMQ / SH/C SH/C SH/C
Council Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
C	SV4	To ensure that a best value service is provided	Review the existing Abandoned Vehicle contract	<p>Additional Resources Required: None</p> <p>Outputs: Report to PFH</p> <p>Outcomes: service levels maintained or improved.</p> <p>Risks: Contractor doesn't perform</p> <p>Other services affected: Procurement officer</p>	April 2010	PMQ

IMPROVEMENT PLAN: STREET CLEANSING & ENVIRO-CRIME SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

A	SO2	To mitigate against the identified risk of the police withdrawing from the current arrangements and increased charges by existing kennel provider	Review the out of hours stray dog collection and kennelling arrangements	<p>Additional Resources Required: None</p> <p>Outputs: Review report</p> <p>Outcomes: Robust stray dog collection arrangements that meets legal requirements</p> <p>Risks: No private sector interest in providing service; increased costs</p> <p>Other services affected: None</p>	End of March 2011	PMQ
C	SV2	To address the Council's funding gaps and therefore help maintain service levels elsewhere in the Council	To undertake NI195 assessment process with in-house staff	<p>Additional Resources Required: £7.5 K Saving</p> <p>Outputs: Trained staff; sampling strategy & assessment reports compiled; surveys completed</p> <p>Outcomes: robust and acceptable in house assessment for NI195</p> <p>Risks: assessment not accepted by Audit Commission.</p> <p>Other services affected: None</p>	End of May 2010	PMQ

IMPROVEMENT PLAN: AWARDED WATERCOURSE SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

Council Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
Aii	SO2 SO3	To ensure flood protection/mitigation measures and policies are in place to adequately protect residents from the harm caused by flooding	Continue to represent the interests of SCDC and its residents in the County's application of the Pitt Review Recommendations and Floods and Water Management Bill	<p>Additional Resources Required: None</p> <p>Outputs: various depending on issue</p> <p>Outcomes: Improved flood protection and mitigation for residents</p> <p>Risks: County Council attempts to discharge its responsibilities by inappropriate and unilateral delegation to Districts without funding following</p> <p>Other services affected: Development services and new communities</p>	Ongoing	PM

IMPROVEMENT PLAN: HOME IMPROVEMENT AGENCY SERVICE

(To be used to set out plans of the service to address Council Actions or other plans to improve the service or address corporate themes set out in the Overview). List the Council Actions that are the responsibility of your service first.

Council Aim/ Approach # See Key	Service Objective # See Key	Supporting Objective	SMART* Actions or Milestones	Supporting Information	Completion by Month	Officer
A	SV4	To seek Best Value in the provision of Home Improvement Agency Services across Cambridgeshire	Implement results of the HIA commissioning review	<p>Additional Resources Required: None; potential savings Outputs: re-configured service; new service provider; tendering exercise Outcomes: Robust service; improved targeting of funds; efficiencies of scale and cost savings Risks: resources move away from SCDC clients; SCDC influence on polices and service reduced. Other services affected: Housing; Legal: HR</p>	As per commissioning review timetable	DSR

NB Improvement objectives greyed out will not be progressed in 2009/10 due to funding not being agreed or External reason for not proceeding

Key for Improvement Plan

Relevant Council Aim/s:

- A - We are committed to being a listening Council providing first class services accessible to all.
- B – We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family
- C - We are committed to making South Cambridgeshire a place in which residents can feel proud to live.
- D – We are committed to assisting provision of local jobs for you and your family
- E - We are committed to providing a voice for rural life

Relevant Council Approach/es: (add in relevant Council approaches for your Improvement Plan)

- Ai – Listening and engaging with our local community
- A ii - Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
- Bi – Working closely through our Crime and Reduction Partnership to reduce crime and the fear of crime
- Bii – Working with partners to combat Anti Social behaviour
- C i - Making affordable housing more available to local people
- C ii - Ensuring that affordable housing is in balance with the community
- Di – Working closely with local businesses
- Ei - Protecting existing communities, villages and the countryside

Service Objectives: Health & environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:

- SO1 ❖ *Protect and enhance the environment now and in the future*
- SO2 ❖ *Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses*
- SO3 ❖ *Safeguard and improve public health*
- SO4 ❖ *Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.*

Values

- SV1 ❖ *High quality customer service to the public*
- SV2 ❖ *Target resources to areas of greatest risk/effect/change.*
- SV3 ❖ *Provide sensible, clear, open, honest and fair decisions*
- SV4 ❖ *To improve service to the public that represents best value*
- SV5 ❖ *Be professional, consistent and equitable, showing mutual respect towards others.*
- SV6 ❖ *Use common sense*
- SV7 ❖ *To engage and listen and be responsive and flexible to people's needs*
- SV8 ❖ *Set standards by which to be judged*

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APPENDICES

Appendix 1 – Key Service areas Core Functions

Food and Health & Safety - Core Functions: -

- Food hygiene control
- Food Safety Alerts response
- Food premises & food related complaints
- Food sampling
- Food safety education & promotion
- Acupuncturists and tattooists registration
- Food poisoning investigation
- Infectious diseases control
- Food and health & safety business advice
- Health & safety control
- Health & safety accident/ occupational disease investigation
- Food premises registration
- Workplace complaints
- Health & safety awareness education and promotion
- National Assistance burials
- Private water supplies
- Asbestos removal control
- Zoo licensing

Health Protection (inc pest control) - Core Functions: -

- Contaminated land
- Air Quality
- Public health – Partnership working
- Smoking harm reduction inc. Smoke free compliance
- Pest Control treatment & advice/enforcement
- Home Energy Conservation
- Planning policy advice
- Development control consultations
- Health promotion

Environmental Protection - Core Functions: -

- Pollution control – IPC and LAAPC permits to operate
- Noise nuisances
- Odour, dust and Light nuisances
- Foul sewerage and drainage
- Private sector housing standards
- Caravan site licence control
- Development control consultations
- Smoke control/nuisance

Licensing - Core Functions: -

- Premises licensing (alcohol & entertainment)
- Riding Establishments licensing
- Animal breeding and boarding licenses
- Personal licences (to sell alcohol)
- Pet shop and dangerous wild animal licences
- Taxi/private hire vehicles and drivers licensing
- Gambling Premises licenses
- Street trading licences
- Lotteries, door to door and motor salvage licensing

Refuse and Recycling - Core Functions: -

- Domestic collections
- Bulky household collections
- Enforcement, promotional and educational activities
- Kerbside dry recycling collections
- Domestic Clinical waste collections
- Development control consultations and planning policy
- Bring bank recycling
- Trade waste collection
- Waste strategy and policy inc partnership working
- Kerbside compostable collections
- Septic and cesspool collections

Street cleansing & enviro-crime - Core Functions: -

- Mechanical street cleaning
- Litter picking
- Abandoned vehicle control
- Litter and dog waste bin provision and clearance
- Fly-tipping
- Stray dog control
- Litter control
- Graffiti control and clearance
- Enforcement, promotional and educational activities

Awarded watercourses - Core Functions: -

- Mechanical and manual maintenance
- Flooding emergency response
- Land drainage - development control consultations and planning policy

Home improvement agency - Core Functions: -

- Mandatory Disabled facilities grants
- Home repair assistance grants
- Handy person scheme
- Benefits advice and sign-posting
- Technical, application support and advice service

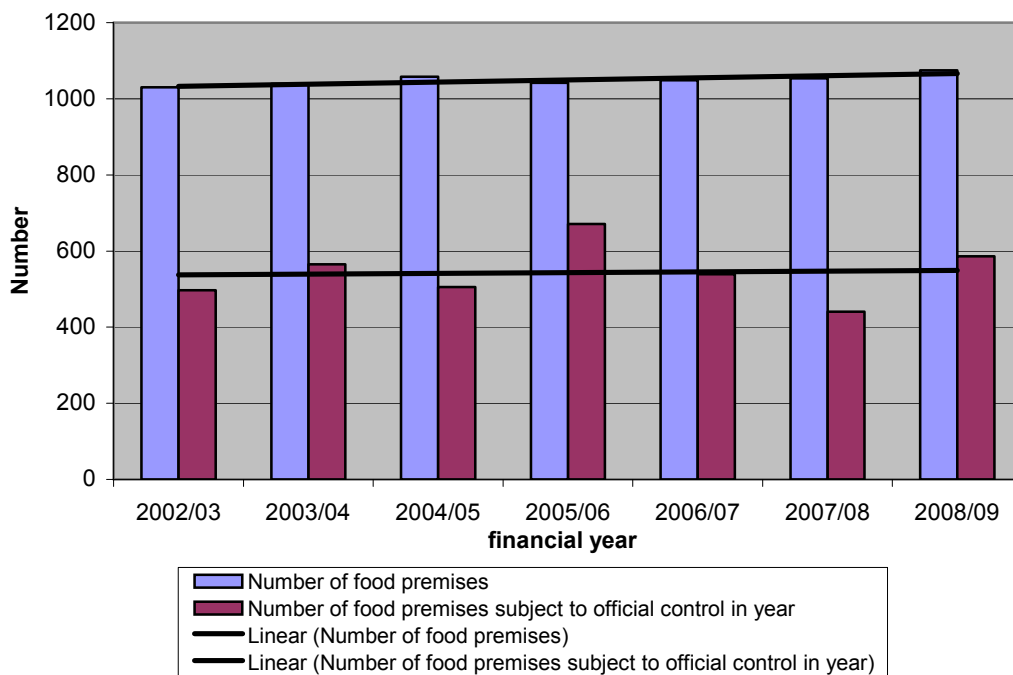
Appendix 2: National enforcement priorities for Local authority regulatory services¹

<i>National enforcement priority area</i>	<i>Why?</i>
Air Quality, including regulation of pollution from factories and homes	<ul style="list-style-type: none"> • Contribution to tackling climate change • Damages health, quality of life and shortens life expectancy • Health impacts from particulates in 2005 cost £9.1 - £21 billion • Important issue for citizens and local authorities • Hugely politically important
Alcohol, entertainment and late night refreshment licensing and its enforcement	<ul style="list-style-type: none"> • 1 in 5 violent incidents in or around public houses • Up to 22,000 premature deaths per year related to alcohol consumption • 17 million working days lost through alcohol related absence • 35% of total A & E costs are alcohol related • Public perception is that drunk, rowdy behaviour is getting worse.
Hygiene of businesses selling, distributing and manufacturing food and the safety and fitness of food in the premises	<ul style="list-style-type: none"> • A death a day arising from food business operations. • 1,467 cases of food borne disease per day • 33 hospitalisations per day • Considered a priority area by businesses and citizens • In 2005 poor standards cost the economy £900 million
Improving health in the workplace	<p>In Local authority enforced sectors</p> <ul style="list-style-type: none"> • 560,000 workers experience ill-health or illness caused by or made worse by their work. • 410 people per day start an episode of work-related illness • £360 - £610 million costs to employers of ill-health • Several £billion cost to economy each year

¹ Rogers Peter (2005) – National enforcement priorities for local authority regulatory services – Cabinet Office, London

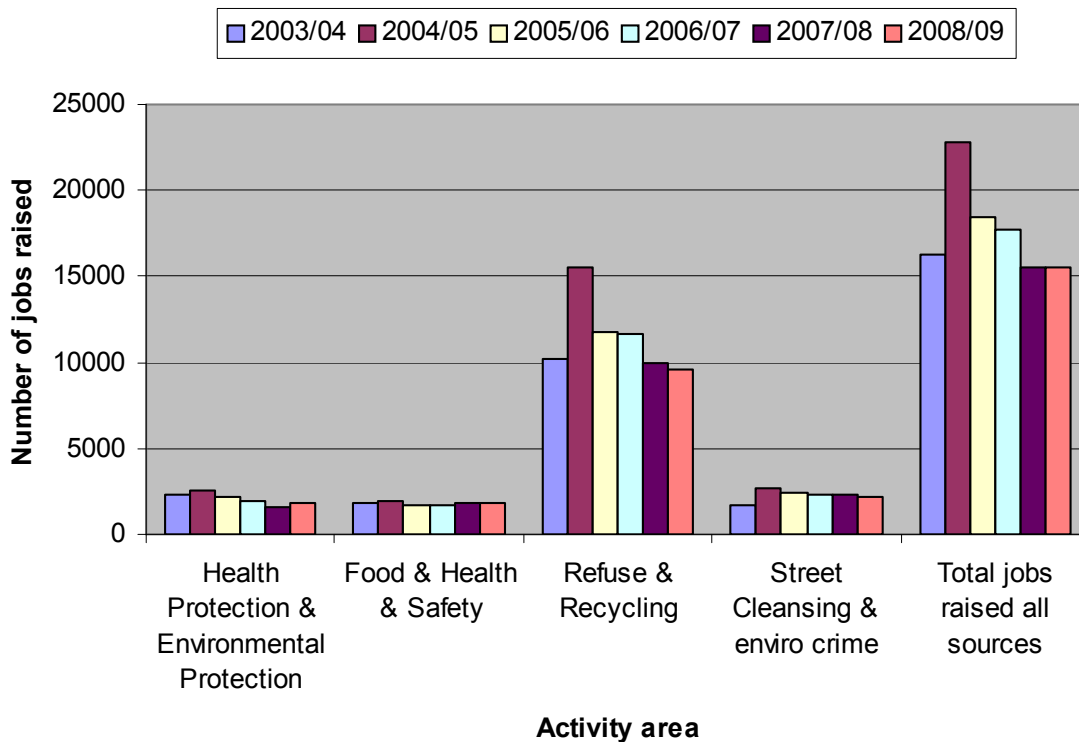
Appendix 3: Activity Demands on the Service

Figure 3: Food control in South Cambridgeshire



Source: Food Standards Agency Returns: Table 2.1 Food hygiene - Compliance with inspection programme 2002/03 to 2008/09

Figure 4: Reactive activity in year by area



Source: Performance reports Proactive SCDC 2003/04 to 2008/09

Appendix 4: Health & Environmental Services Contribution to the LAA and LSP Sustainable Community Strategy.

The South Cambridgeshire Local Strategic Partnership agreed objectives and priorities of direct relevance to Health & Environmental Services.

	Strategic Objectives		Priorities
1	Active, healthy and inclusive communities where residents can play a full part in community life, with a structure of thriving voluntary and community organisations.	c	Tackling health inequalities by ensuring that health needs are met, particularly in relation to the health of Travellers and new migrant populations
		d	Promoting independence for older people and reducing falls in older people
		e	Preventing obesity through promoting healthy eating, physical activity and mental health and well-being
		g	Meeting housing need through the provision of new affordable housing and adaptations to existing housing in established communities
		j	Promoting sustainability for the benefit of the local and global environment
2	Safe and clean communities where residents do not feel vulnerable or isolated and need not fear crime or anti-social behaviour.	b	Reducing levels of crime and anti-social behaviour including hidden crimes such as domestic violence
		d	Reducing the harm from alcohol and other substance misuse
		e	Reducing the fear of crime
		f	Protecting and enhancing the environment and cleanliness of our communities
		g	Promoting smoke free environments and reducing the number of people who smoke
3	Building successful new communities , where developments include affordable homes to meet local needs and form attractive places where people want to live, and which are supported by a full range of quality services and social networks.	d	Ensuring good health and mental well-being through the delivery of joint service provision and community development
4	A sustainable infrastructure and environment with good transport links and access to the countryside of the district, which is itself protected and improved, and with sustainable measures, which minimise waste and tackle climate change.	c	Seeking to minimise climate change through promoting a low energy future and minimising waste
		f	Supporting the start-up and development of new businesses and social enterprises

Relevant Targets within the LAA

- NI 17: Perceptions of anti-social behaviour
- NI 56: Obesity among primary school children
- NI 120: All age all cause mortality rate
- NI 123: 16+ current smoking prevalence
- NI 131: Delayed transfers of care from hospital

- NI 172: % of businesses showing growth
- NI 182: Satisfaction of businesses with local authority regulation
- NI 186: Per capita emissions of CO2 in the area
- NI 188: Adapting to climate change

Relevant Targets within the Sustainable Community Strategy

- NI 119 Self reported measure of people's overall health & well-being
- NI192 Household waste recycled and composted
- NI195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting)
- NI196 Improved street and environmental cleanliness – Fly tipping
- % people who feel safe when outside in their local area after dark

Appendix 5: Key Partners to H&ES.

- *Central Government departments* – BIS, DCLG, Cabinet Office, DEFRA, Home Office, Department of Health
- *Central Government agencies/bodies* – Food Standards Agency, Health & Safety Executive, Local Better Regulation Office, Environment Agency, Health Protection Agency.
- *Councils* – Cambridgeshire & Peterborough Association of Local councils, Parish Councils, Cambridgeshire County Council, Cambridge City Council, Huntingdon District Council, Fenland District Council, East Cambridgeshire District Council, Internal drainage boards.
- *Health related-* Cambridgeshire primary care Trust, NICE, Cambridgeshire Tobacco Control Alliance, Ambulance Trust,
- *Crime and criminal justice related* – Cambridgeshire Constabulary, Probation service; Trading Standards
- *Contractors-* Donarbon, Veolia, Pearsons, Waste Recycling Group, Charlton recycled Autoparts Ltd, NETCEN, Transparency data, Northgate.

Appendix 6: Health & Environmental Services Interaction with Council Vision, Aims, Approaches, Actions and Values

COUNCIL VISION

We will make South Cambridgeshire a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world –leading innovation. We will be a listening Council, providing a voice for rural life and first-class services accessible to all.

[AIMS]		
A. WE ARE COMMITTED TO BEING A LISTENING COUNCIL, PROVIDING FIRST CLASS SERVICES ACCESSIBLE TO ALL.		
[Approaches]	[Actions]	
We will do this by	We will	lead member
<ul style="list-style-type: none"> ii. working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership iii. making South Cambridgeshire District Council more open and accessible iv. achieving improved customer satisfaction with our services 	<ul style="list-style-type: none"> 1. work with voluntary organisations to establish a relationship with hard-to-reach and vulnerable residents 2. work with voluntary groups to provide information and advice at events in 20 villages a year by 2010 3. We will achieve Customer Service Excellence accreditation by 31st March 2011 	<ul style="list-style-type: none"> Cllr Bygott Cllr Bard Cllr Bygott
B. WE ARE COMMITTED TO ENSURING THAT SOUTH CAMBRIDGESHIRE CONTINUES TO BE A SAFE AND HEALTHY PLACE FOR YOU AND YOUR FAMILY		
We will do this by	We will	lead member
<ul style="list-style-type: none"> iv. understanding where health inequalities exist and focussing on areas of need 	<ul style="list-style-type: none"> 1. work closely with partners including NHS Cambridgeshire to identify and target key groups and provide increased opportunities for sport and recreation for the most vulnerable groups – to continue as core business 	Cllr Bard
C. WE ARE COMMITTED TO MAKING SOUTH CAMBRIDGESHIRE A PLACE IN WHICH RESIDENTS CAN FEEL PROUD TO LIVE		
We will do this by	We will	lead member
<ul style="list-style-type: none"> ii. Extending and encouraging the use of recycling opportunities 	<ul style="list-style-type: none"> 1. We will meet or surpass a 65% recycling and composting rate by 2012 	Cllr Ellington

Appendix 7: Health & Environmental Services Statement of Purpose and Links to Corporate Aims & Approaches

Health & Environmental Services Objectives		Links with Council Aims	Links with Council Approaches	Links with Council Actions
Health & environmental services within South Cambridgeshire District Council are committed to work in partnership with local organisations, businesses and the wider community to:		A; B; C; D; E		
SO1	❖ <i>Protect and enhance the environment now and in the future</i>	C; D; E	Civ; Cv; Cvi; Cvii; Cviii; Di; Dii; Ei	C1; C2; C3;
SO2	❖ <i>Improve on the sense of health, safety and well being within our existing and future villages, communities and businesses</i>	B; C, E	Bi; Bii; C; Ei	B1; D1;D2
SO3	❖ <i>Safeguard and improve public health</i>	B; D	Aii; Biii; Biv; Di; Dii	A1; A2; D1;D2
SO4	❖ <i>Enhance the quality of life of citizens generally and for those most vulnerable and disadvantaged specifically.</i>	A; B; E	Aii; Biii; Biv; Ei	A1;A3; B1;
Values				
SV1	❖ <i>High quality customer service to the public</i>	A; D	Aiv; Di	A3
SV2	❖ <i>Target resources to areas of greatest risk/effect/change.</i>	A; D	Av; Dii	A3; B1
SV3	❖ <i>Provide sensible, clear, open, honest and fair decisions</i>	A; D	Aiv; Di	
SV4	❖ <i>To improve service to the public that represents best value</i>	A; D	Av; Di	
SV5	❖ <i>Be professional, consistent and equitable, showing mutual respect towards others.</i>	A; C; D	Civ; Di	A3
SV6	❖ <i>Use common sense</i>	A; D		
SV7	❖ <i>To engage and listen and be responsive and flexible to people's needs</i>	A; C; D; E	Ai; Aii; Civ; Di; Eii	A3
SV8	❖ <i>Set standards by which to be judged</i>	A; C; D	Dii	A3

Appendix 8 – Customer Satisfaction Results

Table 1: % Of Customers Who Felt The Service Had Got Better Or Worse Over the last 12 Months²

	Better	Worse	
Keeping public land clear of litter	15%	8%	😊
Refuse collections (Green/black bin)	31%	7%	😊
Doorstep recycling (green box)	50%	3%	😊
Local recycling centres (banks)	18%	5%	😊
Cleanliness of recycling centres (banks)	18%	4%	😊
Graffiti removal	10%	2%	😊
Fly posting removal	11%	3%	😊
Abandoned or burnt our car removal	15%	2%	😊

Table 2: Satisfaction with Aspects of Refuse & Recycling, Environmental Health and Pest Control Services

	2006		2009		Trend
	Very/fairly satisfied	Fairly/very dissatisfied	Very/fairly satisfied	Fairly/very dissatisfied	
Household waste collection					
SE248 Cleanliness of street after collection	85%	8%	78%	13%	↓
Recycling banks and other recycling facilities					
Local Recycling centres i.e. bank sites	N/a	N/a	76%	11%	N/a
SE247 Accessibility of sites	75%	15%	82%	12%	↑
Range of materials	N/a	N/a	82%	11%	N/a
Frequency of emptying	N/a	N/a	64%	19%	N/a
SE249 With cleanliness and tidiness of site	65%	20%	76%	12%	↑
Servicing recycling centres	N/a	N/a	82%	8%	N/a
Overall provision of facilities	N/a	N/a	83%	9%	N/a
Anti-social Behaviour					

² source 2009 Health & Environmental Services survey

Graffiti removal	N/a	N/a	70%	6%	N/a
Fly-posting removal	N/a	N/a	66%	11%	N/a
Abandoned or burnt out car removal	N/a	N/a	72%	7%	N/a
	2008		2009		
Environmental Health	Very/fairly satisfied	Fairly/very dissatisfied	Very/fairly satisfied	Fairly/very dissatisfied	Trend
SE222 received full explanation	82%	N/a	57%	43%	↓
SE226 Overall Satisfaction	86%	N/a	80%	15%	N/a
SE223 Satisfaction with Pest Control	94%	N/a	92%	N/a	N/a

Table 3. Business Satisfaction

NI182	Satisfaction of businesses with local authority regulation services	2008/09
		80%

Overall Compliant and Non-compliant businesses	2008	
	Positive Reply	Negative Reply
Treated Fairly	98%	1%
Contact Helpful	95%	3%
Ease of contacting Department	82%	7%
Helpfulness	97%	1%
Polite and courteous	99%	0%
Level of Information provided	95%	1%
Made clear why contacting the business	100%	0%
Made clear what were requirements as opposed to recommendations	98%	2%
Agreed provide Value for Money	83%	12%
Received further Information requested	92%	8%
Further Information easy to understand	100%	0%

Table 4: What Did Residents Consider To Be A Anti-Social Behaviour Problem In Their Area³

In 2009 SCDC scored the best compared to all other Districts in the County in all the areas below.

<i>Anti-social behaviour</i>	<i>Very big/big problem</i>				Trend
	2003	2006	2009 SCDC	2009 County average	
Rubbish and litter lying around	37%	28%	22%	27%	↑
Vandalism, graffiti and other deliberate damage to property or vehicles	48%	25%	21%	27%	↑
People being drunk or rowdy in public places	35%	12%	9%	23%	↑
Noisy neighbours or loud parties	13%	8%	6%	9%	↑
Abandoned or burnt out cars	48%	6%	4%	5%	↑

Table 5: Reported Neighbourhood Problems Respondents⁴

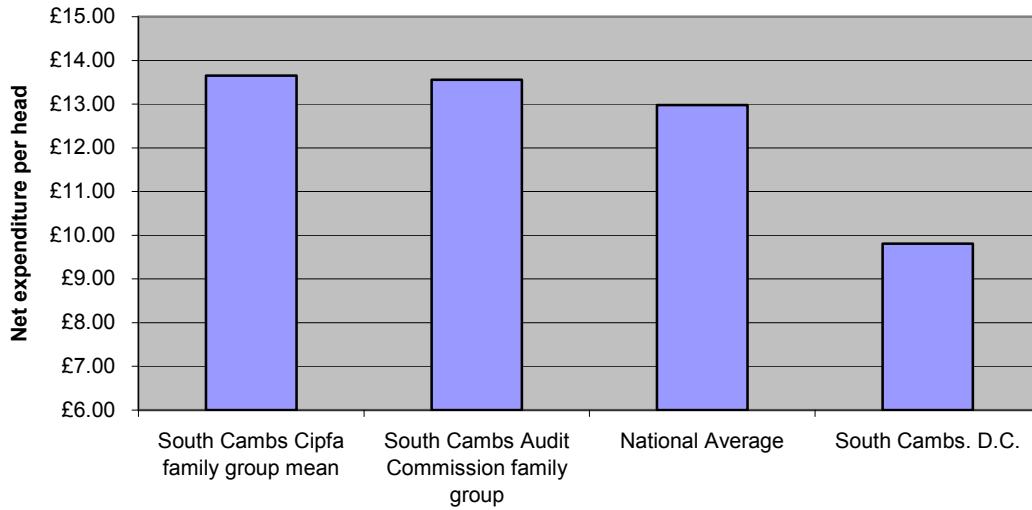
Issue	Very big/big problem
Rubbish lying around	19%
Littering	22%
Vandalism	19%
Graffiti	6%
Fly-tipping	19%
Fly-Posting	7%
Abandoned or burnt out cars	6%

³ 2009 place survey results

⁴ 2009 Health & Environmental Services Survey

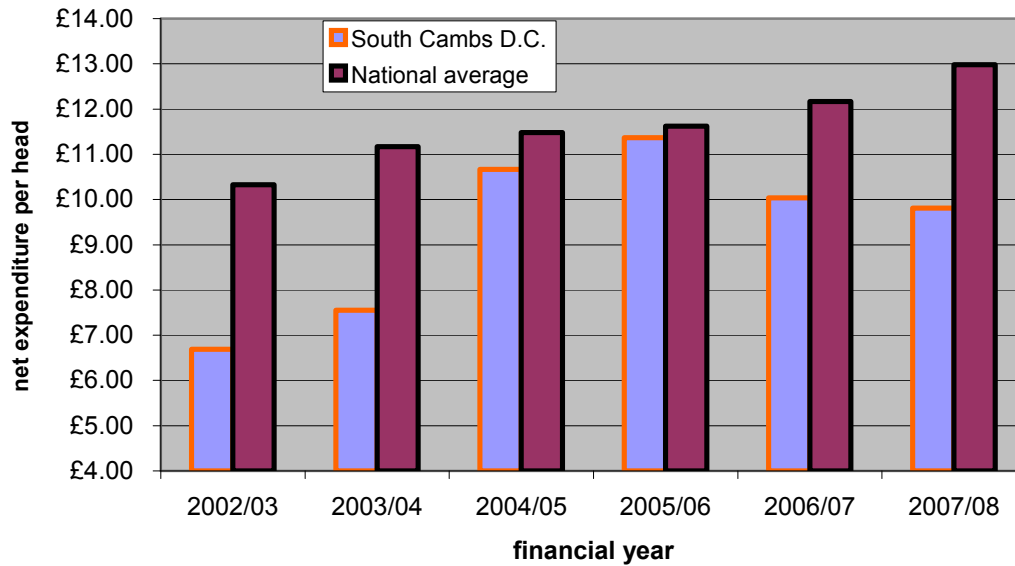
Appendix 9: Value for Money Overview

Figure 1: Net expenditure on EH per head 07/08 actuals



Source: CIPFA 2008; Environmental Health Statistics 2007/08 actuals; SIS ref 65.08; London

Figure 2: South Cambs D.C. Net expenditure per head on EH compared to national average



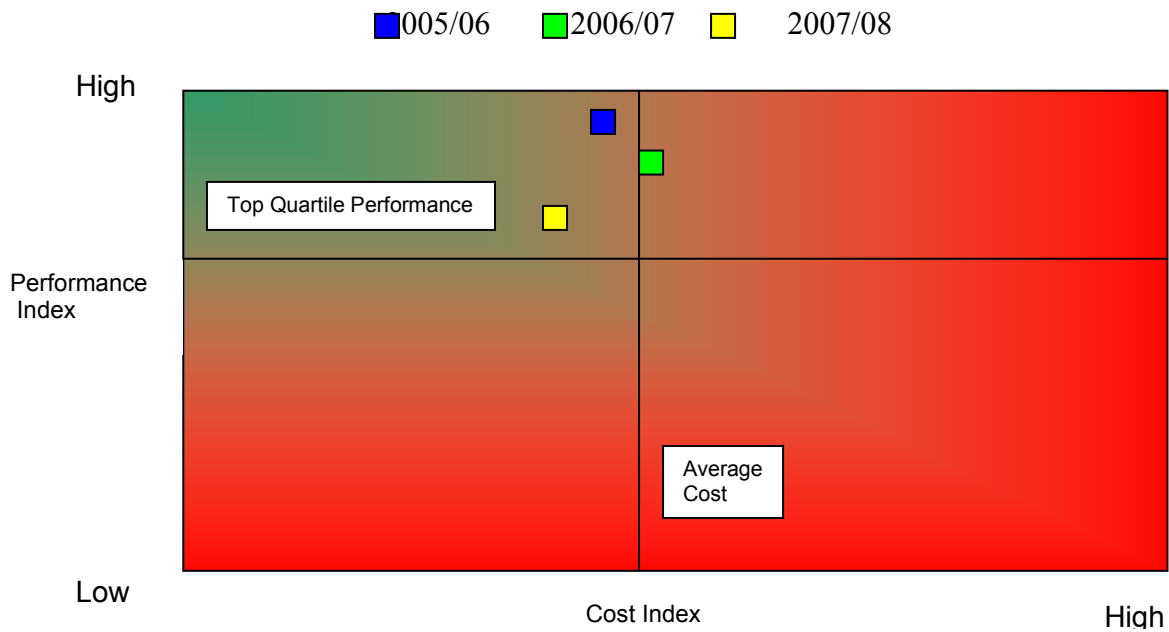
Source: CIPFA; Environmental Health Statistics 2001/02 to 2007/08 actuals; SIS ref 65.01 - 08; London

Table 1: Expenditure on Major Services

	2008-09 £ per head (SCDC)	2008-09 £ per head (Nearest Neighbour Group average)	Ranking vs nearest neighbour group	2009 –10 £ per head (SCDC)	Ranking vs nearest neighbour group
Waste Collection	23.48 (23.23*)	23.22	10th lowest out of 16	27.49*	Not Available
Street Cleansing	5.23 (5.17*)	7.90	Lowest of 16	5.71*	Not Available
Environmental and Public Health Services	8.97 (8.91*)	12.00	2 nd Lowest out of 16	9.15*	Not Available

* excludes pension cost

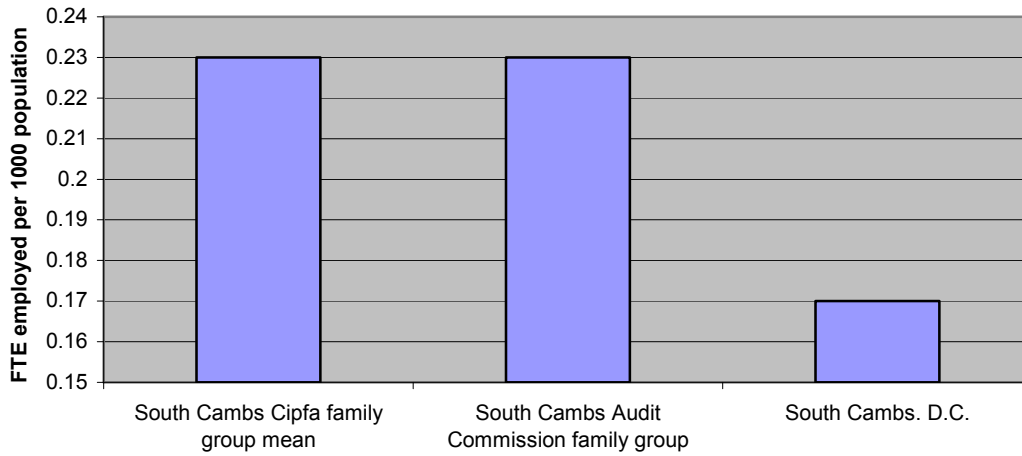
Figure 3: Value for Money analysis between composite performance and cost of recycling: 2005/06 and 2007/08



Source: SPARSE Profiling Service for South Cambridgeshire D.C, <http://www.rsnonline.org.uk/>
 Accessed February 09.

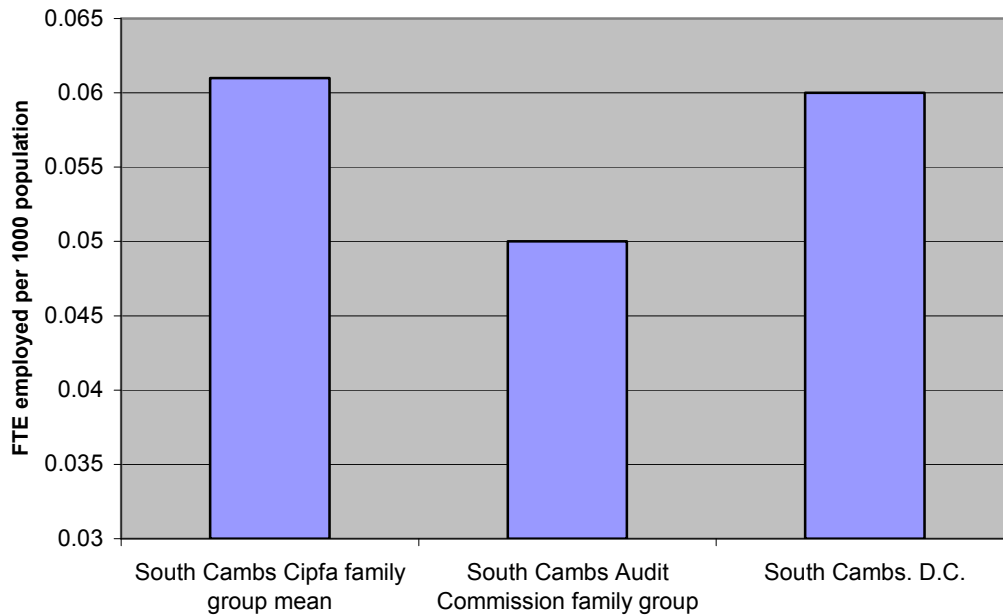
Appendix 10: Staffing Benchmarks

Figure 1: Staff employed on core Env. Health Functions per 1000 population (07/08 Actuals)



Source: CIPFA 2008; Environmental Health Statistics 2007/08 actuals; SIS ref 65.08; London

Figure 2: EHO's employed per 1000 population 07/08 actuals



Source: CIPFA 2008; Environmental Health Statistics 2007/08 actuals; SIS ref 65.08; London

Appendix 11: Performance & Trend analysis as measured against NI, old Best Value & Local Performance Indicators

PI Ref	Performance indicator	Performance			Trend	County Average	National Average	National Quartile	Target		
		2003	2006	08/09					10/11	11/12	12/13
CUSTOMER SERVICE											
BV89	Satisfaction with keeping land clear of litter and refuse - Place Survey result	63%	74%	61%	↓	63%	57%	2nd			
	SCDC Survey result			72%				N/a	74%	74%	74%
BV90a	Satisfaction with Refuse collection - Place survey result	87%	84%	78%	↓	77%	78%	2nd			
	Satisfaction with refuse collections (Green & black bin) SCDC Survey result			82%				N/a	84%	84%	84%
BV90b (now SE246)	Satisfaction with doorstep recycling Place Survey Result	68%	69%	79%	↑	74%	70%	1st			
	Satisfaction with door step recycling (green box) SCDC Survey result			87%				N/a	88%	90%	94%
SE247	Accessibility of recycling banks and sites		75%	82%	↑				80%	81%	82%
SE248	Cleanliness of street after refuse collection		85%	78%	↓				80%	82%	84%
SE249	Cleanliness and tidiness of recycling site		65%	76%	↑				76%	77%	78%
NI37	Awareness of civil protection arrangements	N/a	N/a	14.6%	N/a	15.4%	15.3%	3rd	16%	17%	18%
NI182	Satisfaction of businesses with local authority regulation services	N/a	N/a	80%	N/a				83%	85%	87%
		2007	2008	2009							
SE222	Received full explanation on completion of complaint		82%	57%	↓				70%	75%	80%

SE223	Satisfaction with Pest Control		94%	92%	↓				93%	94%	94%
SE226	Overall satisfaction with the way the complaint was handled		86%	80%	↓				85%	86%	87%
SE203	The % of environmental health complaints responded to within 3 working days	86%	96%	98%	↑				96%	96%	96%
SE220	Home Improvement Agency; average weeks taken between first contact and first visit. (ODPM set)	1.8	2.4	4.5	↓				3	3	3
SE224	The % of missed collections put right by the end of the next working day following the reporting period being two days after the scheduled collection	100%	100%	100%	↔				Indicator to be deleted		
SE235	% telephone calls answered within 20 secs	97%	99%	99.4%	↔				99%	99%	99%
SE236	% telephone calls abandoned	7.5%	4.2%	2.8%	↑				3%	2%	2%
SE237	Letters responded to in 10 working days	N/a	96%	95%	↔				96%	97%	97%
SE238	% complaints about service escalated to level 2 or above	N/a	10%	3.8%	↑				5%	5%	5%

PI Ref	Performance indicator	Performance			Trend	Target		
		06/07	07/08	08/09		2010/11	2011/12	2012/13
WORKFORCE AND LEARNING								
SE 209	% work time lost to sickness (excl: Env. Operations staff)	2.9% est	1.54%	1.44%	↑	2%	2%	2%
SE227	% work time lost to staff vacancies (excl: Env. Operations staff)	9.9%	7.3%	1.7%	↑	4%	4%	4%
SE 211	% staff with completed Employee Development Scheme interviews (Appraisal)	100%	100%	100%	↔	100%	100%	100%
SE228	Training spend as % of total EH salary budget. (T03) (Excludes Env Operations Staff)	1.45%	1.62%	0.95%	↓	1.5%	1.5%	1.5%

SE232	% Env Operations staff working time lost to sickness.	5% est	6.65%	9.51%	↓	7%	6%	5%
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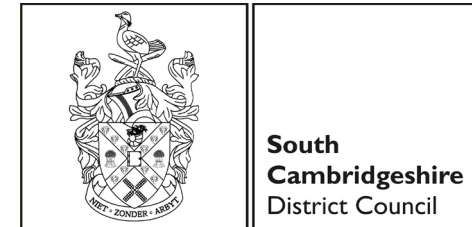
PI Ref	Performance indicator	Performance			Trend	Target		
		06/07	07/08	08/09		2010/11	2011/12	2012/13
FINANCE, EFFICIENCY & VALUE FOR MONEY								
BV86	Cost of waste collection per household	£50.50	£47.31	£54.56	↓	TBA	TBA	TBA
SE 213	% EH undisputed invoices processed within 10 working days of receipt.	98%	97%	98%	↔	98%	98%	98%
SE214	Net spending per head on Environmental Health	£9.50 Below 05/06 national average £11.62	£9.01 Below 06/07 national average	£8.96	↑	Below 07/08 national average	Below 08/09 national average	Below 09/10 national average
SE229	Overall EH portfolio bottom line actual budget variance compared to original estimate	6.64%	7.8%	3%	↑	<3%	<3%	<3%
SE234	SPARSE VFM analysis	2nd	Top quartile performance for below average cost	To be provided	↓	Top quartile performance for below average cost	Top quartile performance for below average cost	Top quartile performance for below average cost

PI Ref	Performance indicator	Performance			Trend	Target		
		06/07	07/08	08/09		2010/11	2011/12	2012/13
SERVICE QUALITY / PROVISION								
NI184	Food Establishments in the area which are broadly compliant with food hygiene law	N/a	N/a	92%	N/a	92%	94%	95%
NI187	Tackling fuel poverty	N/a	N/a	SAP<35 17.4% SAP>65 21.2%	N/a	SAP<35 17% SAP>65 22%	SAP<35 17% SAP>65 22%	SAP<35 17% SAP>65 22%
NI191	Residual waste per household	N/a	N/a	455Kg	N/a	461	412	383

NI192	Household waste recycled and/or composted	50.9%	53.2%	53.6%	↑	55%	61%	65%
BV82ai	% tonnage of household waste recycled	18.2%	18.7%	18.8%	↑	20%	24%	26%
BV82aii	Tonnage household waste sent for recycling	10,930	11,107	11,017	↔	11,729	14,075	15,248
BV82 bi	% household waste composted or anaerobically digested	32.7%	34.5%	34.8%	↑	35%	37%	39%
BV82bii	Tonnage household waste composted or anaerobically digested	19,610	20,503	20,382	↓	20,526	21,699	22,872
NI 195a	Improved street and environmental cleanliness – litter		24% combined	14% combined	↑	14% combined	13% combined	13% combined
NI195b	Improved street and environmental cleanliness - Detritus							
NI195d	Improved street and environmental cleanliness – fly posting	5%	5%	4%	↑	2%	2%	2%
NI195c	Improved street and environmental cleanliness – graffiti	6%	6%	3%	↑	3%	3%	3%
NI196	Improved street and environmental cleanliness - Flytipping	3	2	???	↑	1	1	1
BV216b	% sites for which sufficient detailed information is available to decide whether remediation of the land is necessary.	8.5%	10.1%	15%	↑	10%	12%	12%
BV218a	% abandoned vehicle new reports investigated within 24 hrs	91%	95%	99%	↑	95%	96%	97%
BV218b	% abandoned vehicles removed within 24 hrs of when the LA legally entitled to remove the vehicle	82%	80%	100%	↑	95%	96%	97%
SE225	The % of pest control first treatments carried out within 4 working days	97%	96%	99%	↑	95%	95%	95%
SE201	The number of collections missed per 100,000 collections of household waste	39	48	53	↓	55	45	40
SE 204	% health & safety inspections carried out for priority premises identified in topic based inspections regime	100%	100%	100%	↔	98%	98%	98%
SE 206	% of food premise inspections carried out for High risk premises	100%	100%	100%	↔	100%	100%	100%

SE218	Home Improvement Agency; Average weeks taken to complete works of value <£1000 (set by Foundations)	25.6 wks	10.3 wks	21 wks	↓	16	16	16
SE219	Home Improvement Agency; Average weeks taken to complete works of value >£1000 (set by Foundations)	42.6 wks	46.55 wks	42 wks	↑	45	45	45
SE230a	% Licensing Act 2003 applications determined within 2months for premises and 3 months for personal licence applications,	N/a	100%	100%	↔	Indicator to be deleted		
SE233	% of taxi licensing applicants notified of determination within 10 working days of receiving all relevant information	N/a	95%	97%	↑	96%	96%	96%
SE261	% of pollution control inspections undertaken against those required to be undertaken	N/a	N/a	????	N/a	90%	92%	94%
SE???	% of trade waste collected recycled	New Indicator				10%	12%	15%
SE???	EU services directive- % of electronic applications accepted or rejected within relevant time of submission via ELMS	New Indicator				95%	95%	95%

Appendix 12: Health & Environmental Services Risk Register November 2009



No.	Title Description (The risk event, <i>leading to</i> consequence for service/ Aim/Approach, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims, Approaches, Actions	Owner	Timeline for Progress
13	Current depot becomes inappropriate for future requirements <i>Leading to</i> health & safety implications and inability to fulfil service provision <i>Resulting in</i> Loss of operating licence, death or injury, service failure/disruption, drop in performance, inefficiency costs	B1	↑ (from B2)	Av, Cii, Ciii, Civ	Stuart Harwood Clark	Discussions continuing. Will need to implement in 2010/11 due to increase HGV's through reconfigured service in Oct 10
16	Inability for service managers to meet the demands placed upon them <i>Leading to</i> failure to achieve service and corporate objectives and targets <i>Resulting in</i> service failure, drop in performance, inability to achieve corporate and service specific plans.	B1	↑ (from C1)	All	Senior Management Team, Cabinet	Report internal and external demand pressures to SMT. Prioritisation of demands. Realistic number of improvements.

No.	Title Description (The risk event, <i>leading to</i> consequence for service/ Aim/Approach, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims, Approaches, Actions	Owner	Timeline for Progress
10	Reduction in Capital available <i>Leading to</i> inability to meet demand within reducing budget and staffing resources <i>Resulting in</i> reputation damage as caring authority, Judicial review- order of mandamus, Ombudsman findings, vulnerable people living in inappropriate conditions.	B2	↑ (from C2)	A, B,	Dale Robinson	Capital programme being reviewed. Possible transfer of discretionary spend to mandatory grant elements.
26	Unsatisfactory results from intrusive investigations into suspected contaminated land at old town gas works <i>Leading to</i> declaration of Contaminated Land and remediation <i>Resulting in</i> costs to council, poor publicity; concerned residents.	B2	New	All	Susan Walford	Communication strategy with residents in place. Risk based approach adopted.
25	Failure to provide out of office hours reception facilities for stray dogs <i>Leading to</i> inability to provide required service <i>Resulting in</i> complaints and dissatisfaction; damage to reputation; failure to meet legal obligations; Judicial review- order of mandamus, Ombudsman findings; increased costs	C2	New	All	Paul Quigley	Notice given by police. Discussions with partners see service improvement plan.
22	Failure to provide online transactions, screening of legislation, policy and fee practices <i>Leading to</i> breaches of the EU services directive <i>Resulting in</i> unjustified barriers to service provision, loss to the economy, possible legal intervention from EU traders.	B3	↓ (from B2)	Aiii, Aiv, Di, Dii	Dale Robinson	Project group implementation progressing reliant on BIS workstreams

No.	Title Description (The risk event, <i>leading to</i> consequence for service/ Aim/Approach, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims, Approaches, Actions	Owner	Timeline for Progress
21	Delivery of substantial savings to meet the MTFS and other financial pressures <i>Leading to</i> inability to meet expectations of service users <i>Resulting in</i> dissatisfaction, loss of reputation, low morale, adverse publicity.	B3	↑ (from C4)	All	Dale Robinson	Savings found in principle and agreed. Monitoring through service improvement plan and budget.
11	Failure to meet air quality objectives through the air quality action plan for the A14 corridor <i>Leading to</i> poorer air quality <i>Resulting in</i> increased risk to public health, failure to achieve statutory objectives, negative impacts of key lines of enquiry in comprehensive performance reviews, reputation damage, ombudsman findings	B3	→	A, B, C, D, Ei	Susan Walford	Implementation of adopted action plan. Env. Statement on A14 improvements not as great as first expected.
18	Failure to procure stray dog kennelling facilities <i>Leading to</i> Inability to kennel stray dogs <i>Resulting in</i> complaints and dissatisfaction; damage to reputation; failure to meet legal obligations; Judicial review- order of mandamus, Ombudsman findings; increased costs	C3	New	All	Paul Quigley	Discussions with other partners. See improvement plan
23	Pitt Review and Flood & Water Management Bill Pressure applied to SCDC to take on responsibilities in Flood & Water Management Bill following Pitt Review, <i>leading to</i> budgeting and resource capacity issues, resulting in staff being directed away from other service priorities, some service disruption, possible loss of performance, possible impact on reputation.	C3	→	All	Pat Matthews	Representation on County partnership groups under consideration. County recruited officer. Implementation progress reports to DEFRA/Cabinet office.

No.	Title Description (The risk event, <i>leading to</i> consequence for service/ Aim/Approach, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims, Approaches, Actions	Owner	Timeline for Progress
29	Failure to update Private House Stock Condition information Leading to lack of information to guide housing strategy Resulting in poor audit commission assessment; damage to reputation.	C3	New	All	Brian Heffernan	Investigate alternatives see Improvement plan
30	Lack of public and Member understanding of MBT plant Leading to more waste being placed in black bin resulting in reduced recycling performance; increased costs; operational difficulties at MBT plant.	B4	New	All	Paul Quigley	RECAP partners implementing communication plan.
27	Government removes drivers hours exemptions <i>Leading to</i> compulsory breaks for drivers <i>resulting in</i> increased costs; inefficiencies in service.	B4	New	All	Stuart Harwood Clark	Representations by LGA.
14	Failure to implement reconfigured refuse & recycling service on time <i>Leading to</i> failure of service <i>Resulting in</i> damage to reputation; public health risks;	B4	New	All	Dale Robinson	Project group implementing with its own specific risk register.
6	Number of businesses requesting SCDC environmental health to act as its Primary Authority exceeds resource capability <i>Leading to</i> inability to meet expectations of businesses concerned and LBRO <i>Resulting in</i> reputation damage, LBRO intervention and breach of legislative requirements	C4	↓ (from C3)	A, Di, Dii	Geoff Keerie	Just 9 companies nationally; little appetite from business due to cost.
28	S106 agreement for Hauxton development not signed <i>Leading to</i> remediation not being undertaken <i>resulting in</i> continued risk of contamination to aquifer and Cam.	C4	New	All	Susan Walford	Discussions in progress.

No.	Title Description (The risk event, <i>leading to</i> consequence for service/ Aim/Approach, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims, Approaches, Actions	Owner	Timeline for Progress
2	Inability to recruit and/or retain appropriately skilled workforce i.e. HGV drivers, street cleansing operatives, Environmental Health Officers <i>Leading to</i> a high vacancy rate, <i>Resulting in</i> an inability to deliver statutory services, customer dissatisfaction, public health put at risk.	C4	↓ (from C3)	Aiv, Av, Biv, Cv, Cvi, Di, Dii	Dale Robinson	National shortage of EHO's provides recruitment issues,
1	Vehicle provider ceases to trade, <i>Leading to</i> loss of vehicles <i>Resulting in</i> inability to provide service	C4	→	Cv, Cvi,	Stuart Harwood Clark	4 vehicles are still on the old contract. Affects of recession on companies.
9	Footway lighting stock deteriorates quicker than anticipated <i>Leading to</i> demand for renewals outstripping budget <i>Resulting in</i> structural failure, injury, increased fear of crime, costs and compensation claims	C4	→	Av	Paul Quigley	Discussions with County Council on effects of PFI contract implementation
7	Contact centre fails to deliver customer service <i>Leading to</i> dissatisfied customers and inappropriate service provided <i>Resulting in</i> service failure, reputation damage, public health and well-being placed at greater risk, performance failures	B5	→	All	Paul Quigley	The contact centre continues to provide good service, but reliant on continued provision of training programme.
20	Failure to influence waste infrastructure in growth area developments <i>Leading to</i> inability to provide service <i>Resulting in</i> increased costs, service difficulties, loss of reputation, decline in recycling rate.	B5	→	Aiv,Av, Cv, Cvi, Cvii	Paul Quigley	Seeking to minimise through adoption of a SPD and planning obligation strategy.

No.	Title Description (The risk event, <i>leading to</i> consequence for service/ Aim/Approach, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims, Approaches, Actions	Owner	Timeline for Progress
24	Pandemic 'Flu Requests for mutual aid from partners, <i>leading to</i> staff being directed into call centres or anti- viral stations etc, <i>resulting in</i> some service disruption at SCDC, possible loss of performance etc.	D4	↓ (from A2)	A.iv.	Dale Robinson	Planning assumptions revised downwards
19	Persistent and vexatious complaints <i>Leading to</i> disproportionate time spent on dealing with concerns <i>Resulting in</i> failure in meeting priorities; impact on other services, drop in staff morale.	C5	↓ (from C4)	All	Service First	Corporate policy in place and operating.
3	Non compliance with the requirements of the Local Better Regulation Office (LBRO), Compliance Code and Regulatory Enforcement & Sanctions Act <i>Leading to</i> Intervention by LBRO and the Better Regulation Executive <i>Resulting in</i> dissatisfied customers, reputation damage, poor corporate governance result, poor morale, loss of public/business confidence	C5	→	Di, Dii	Dale Robinson	Further guidance from LBRO anticipated in due course.
8	Failure of PFI contract to deliver on contract requirements <i>Leading to</i> statutory direction by County Council to out of area disposal points <i>Resulting in</i> increased costs, breakdown of relationships, service disruption	C5	→	Av, Cv, Cvi	Dale Robinson	New facility opened on time and as planned.

No.	Title Description (The risk event, <i>leading to</i> consequence for service/ Aim/Approach, <i>resulting in</i> possible outcome(s).)	Impact/ Likelihood	Direction of Travel	Aims, Approaches, Actions	Owner	Timeline for Progress
17	Failure to obtain adequate qualified staff to serve the local government agenda, <i>Leading to</i> shortage in environmental health professionals in specialist areas required, <i>Resulting in</i> inability to provide professional and competent service.	B6	→	All	Dale Robinson	New CIEH competency framework being introduced 2012. Regulators Development Needs Assessment (RDNA) working well.

Notes

The dotted line shows the Council's risk tolerance line.

Risk numbers 4, 5, 12, and 15 have been removed from the risk register November 2009.

Impact

A Extreme
B High
C Medium
D Low

Likelihood

1 Almost certain
2 Likely
3 Possible
4 Unlikely
5 Seldom
6 Rare

Direction of Travel

↓ Priority reduced from last review (bracket indicates previous priority)
→ Priority equal to last review
↑ Priority increased from last review (bracket indicates previous priority)

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Environmental Services Portfolio Holder 16 March 2010
AUTHORS: Executive Director (Operational Services) / Corporate Manager (Health & Environmental Services)

RECONFIGURED REFUSE AND RECYCLING SERVICE POLICIES**Purpose**

1. This report considers how the council's existing refuse and recycling policies are applied to the two stream co-mingled dry recycling service (the blue bin service) to be operated alongside the existing alternate weekly green and black wheeled bins with effect from 11 October 2010.
2. It also considers consequential clarifications to the existing refuse and recycling policies where appropriate in order to ensure clear and consistent policies are applied throughout the reconfigured refuse and recycling service.
3. This is not a key decision because it does not raise new issues of policy but simply applies and clarifies existing policies where appropriate.

Background

4. The Strategic Waste & Recycling Task and Finish Group completed the strategic review of waste and recycling services in 2009. It resulted in a proposal to re-configure the existing service, which would lead to an enhanced level of service for residents at substantially less cost. The proposal was also judged to be the best at achieving the previously agreed member priorities and outcomes required of the review.
5. The results of the review were presented to Cabinet on 12 November 2009 and then to Council on 26 November 2009, at which Council resolved:
 - a. That household waste and recycling services be reconfigured to provide a two stream co-mingled dry recycling service alongside the existing alternate weekly green and black-wheeled bins, by the replacement of the existing kerbside box recycling service with a blue 240lt wheeled bin and 40lt inner caddy (fitting inside the blue bin) collected on alternate weeks by 'twin-pack' collection vehicles on the same day as the existing green bin;
 - b. That the dry recyclable materials to be collected by the new service include paper (telephone directories; newspapers & magazines; general paper) within a inner caddy and mixed dry recyclables including cans and tins (steel and aluminium); aerosols; glass; plastic bottles; hard plastic (pots, tubs, and trays); cartons (tetra packs); cardboard; aluminium foil placed in the blue wheeled bin. Further materials to be added (i.e. plastic film) as processing facilities allow.

Considerations

6. All blue bin policies should be consistent with existing refuse and recycling policies and designed to ensure a fair and equitable service is provided to all residents. They should enable the council to provide an effective and efficient service and be flexible enough to respond to a wide range of everyday situations.
7. As with the existing green box scheme, the blue bin service will not be an opt-in service. Blue bins will be delivered to residents and there is an expectation that all residents will use them for their dry recycling.
8. Although legal powers are available to the council to require residents to use the refuse and recycling services as specified, the emphasis has been on providing help and advice to residents to overcome any problems they may have, making use of the overwhelming support for recycling throughout the district. As a result the council has only had to make use of these powers on one previous occasion, which was during the introduction of alternate weekly wheeled bin collections in 2003.
9. It is therefore essential that the policies underpin the communications plan for the blue bin service and any subsequent actions, whether formal or informal, required to resolve resident enquiries and difficulties.
10. The various elements of the blue bin service have been considered so as to determine how the existing refuse and recycling policies should be applied.

Standard Service

11. From October 2010, the council's refuse and recycling service (the 'standard service') will consist of the alternate weekly collection of:
 - a. 240 litre black wheeled bin for residual waste i.e. waste that cannot be recycled or composted, collected one weekAnd the following week collection:
 - b. 240 litre green wheeled bin for organic material i.e. kitchen and garden waste for compostingAnd:
 - c. 240 litre blue wheeled bin for dry recycling with integral 40 litre inner caddy for paper
12. It is essential that the new service is available to all households throughout the district. In general therefore all households will be delivered a 240 litre blue wheeled bin and integral 40 litre inner caddy prior to the start of the new service at no additional charge to the householder.
13. It is accepted that, as when the alternate weekly-wheeled bin service was introduced in 2003, there may be a small number of properties that are not suitable for blue bins. The majority of these have already been identified and are on the council's sack collection service.
14. It is therefore proposed that the following types of properties, which are deemed unsuitable for wheeled bins, are individually assessed and alternative storage and collection arrangements made at no additional cost to the householder:

- a. Those properties where there is physically no room to store the blue bin within their curtilage, or
 - b. Those properties where there is no alternative but to take the blue bin through the house from its storage point to the collection point, or
 - c. Those properties where alternative storage and collection arrangements are required for the efficient and effective delivery of the service to residents e.g. hard to reach properties such as flats
15. In order to maintain consistency with existing refuse and recycling policies it is recommended that:
- a. Only SCDC procured blue bins will be emptied
 - b. The blue bins and inner caddies will remain the property of the council
 - c. Householders should only mark the blue bin and inner caddy with their house number or house name to enable bins to be easily identified and returned to the correct collection point
 - d. Blue bins and inner caddies damaged by the council will be replaced at no charge to the householder.
 - e. Stolen bins and inner caddies will be replaced at no charge to the householder if the theft is reported to the Police and an incident number obtained.
 - f. Lost or damaged blue bins and caddies (other than those damaged by the council) will be replaced but the council's current bin charging policy will be applied
 - g. Assisted collection arrangements will be made on the grounds of disability

Collection Point

16. The current 'standard' collection point for wheeled bins is the edge of the curtilage nearest the road, except where alternative arrangements have been agreed after assessment e.g. Assisted collections; communal bins; where a public highway would be unreasonably obstructed etc.
17. Cambridgeshire County Council as Highway Authority has given permission for bins to be placed temporarily on the footpath prior to collection, providing they are then removed as soon as possible after collection in order to avoid causing an obstruction. This has led in some instances to residents removing bins from the collection point after collection and storing them on grass verges or common parts causing obstruction and giving rise to complaints from neighbours over unsightliness.
18. Residents will therefore be encouraged to store bins within the curtilage of their property wherever practicable.

Materials to be collected in the blue bin

19. In accordance with Council resolution on 26 November 2009:
- a. Mixed dry recyclables will be collected in the blue bin, including cans and tins (steel and aluminium); aerosols; glass; plastic bottles; hard plastic (pots, tubs, and trays); cartons (tetra packs); cardboard and aluminium foil.
 - b. Paper, including telephone directories; newspapers & magazines; general paper, including shredded, will be collected within the inner caddy of the blue

- bin.
 - c. Further materials e.g. plastic film, will be added as (viable) processing facilities allow.
20. The communication plan will stress that shredded paper and unwrapped junk mail should be placed in the inner caddy with all other paper items. Paper in the inner caddy will be covered by the blue bin lid and thereby protected from the elements. As a result, the risk of littering, particularly by shredded paper, will be minimised. However, collections will be monitored and if littering is a problem, advice to residents will be reviewed.

Collection of blue bin side waste

21. The policy on bin 'side waste' i.e. excess material placed at the side of the green or black bin is that such material is not collected. Only material placed inside the bin is collected.
22. The justification for this policy is:
- a. A waste prevention measure to encourage residents to recycle and compost as much as possible.
 - b. Health and safety considerations over the lifting of such material over the high 'rave' of the collection vehicles used. (The 'rave' is the cill at the rear of the collection vehicle over which material has to be lifted).
23. The policy on green box 'side waste' is that excess dry recycling material is collected provided it is presented in a returnable container, usually a plastic bag. This is because green box collections are made by vehicles fitted with low-sided troughs, which allow excess material to be lifted directly into the trough without compromising health and safety considerations.
24. As the blue bin scheme is designed to enable residents to maximise their recycling, the blue bin 'side waste' policy should be consistent with the current green box 'side waste' policy justifications i.e. designed to enable the collection of excess paper and other dry recyclable material, thereby maximising recycling, without compromising health and safety considerations.
25. The two compartment 'twin-pack' collection vehicles to be used on blue bin collections are fitted with a low 'rave' on the paper compartment but a high 'rave' on the dry recyclable compartment.
26. As a result of the low 'rave' on the paper compartment there are no health and safety concerns over the lifting of the inner paper caddy or any excess paper directly into the paper compartment. It would be possible therefore and indeed preferable to collect excess paper separately rather than mixing it with other recyclables in the blue bin, which would reduce its value, or risk it being placed in the green or black bin and therefore lost to recycling.
27. It is therefore proposed that if the inner paper caddy is full, residents should place any excess paper alongside the blue bin in a returnable container for collection.
28. Regarding excess dry recyclable material, for health and safety reasons it would

not be possible to lift the materials directly over the high 'rave' of the collection vehicles into the dry recyclable compartment. However, any excess materials placed along side the blue bin in a returnable container could be decanted into a 'slave' blue bin and then emptied in the usual way. Alternatively residents could request an additional bin, although post implementation the council's delivery charge would then apply.

29. It is therefore proposed that if the blue bin is full, any excess dry recyclable material should be placed along side the blue bin in a returnable container for collection.
30. It should be stressed that the proposed 'side waste' arrangements for both excess paper and dry recyclable materials are consistent with the existing 'side waste' policies for green and black wheeled bins and green boxes.

Additional Blue & Green Bins

31. The refuse and recycling service is designed to enable residents to maximise their recycling and composting. However, the purchase, delivery and extra collection of additional bins and/or caddies will have resource implications for the council. The additional bin policies need therefore to recognise this.
32. Requests for additional blue or green bins should therefore be individually assessed to identify the most appropriate provision, whilst addressing resident's needs. If additional capacity is required it could be met by adjusting the type and capacity of bin provision i.e. provision of a single larger bin, which could be a more efficient and effective solution, rather than the provision of an additional bin.
33. In view of this it is proposed that requests for an additional blue or green bin are individually assessed and any additional capacity required met by the most efficient and effective option e.g. provision of a suitably sized additional or upsized bin. In either case, the council's current bin charging policy will be applied wherever additional blue or green bin capacity is provided.
34. Regarding requests for additional blue bin inner caddies, it is considered that the proposed 'side' waste policy outlined in paragraph 27 above should address any issue of additional paper capacity, without the council having to purchase and deliver additional caddies. It is therefore proposed that additional caddies are not provided at this time.

Additional Black Bins

35. It is essential that black bin capacity is limited in order to encourage residents to minimise their waste wherever possible and maximise their recycling and composting.
36. Currently, additional black bins (maximum one per household) are restricted to those households which have a family size of six or more and/or are able to demonstrate the need for an additional bin. This has led to confusion amongst some residents that households with a family size of six or more will automatically qualify for an additional black bin.

37. Experience since 2003 has shown that households of fewer than six are unlikely to be able to clearly demonstrate a need for additional capacity. Many larger households requesting additional capacity have been found on assessment not to be using the green bin and green box to their full potential and so have been unable to clearly demonstrate a need.
38. In order to encourage residents to minimise their waste wherever possible and maximise their recycling and composting and to clarify the existing additional black bin policy:
 - a. All requests for additional black bins will be individually assessed and only those households who are using the blue and green bins to their full potential and are able to clearly demonstrate a need will qualify for additional black bin capacity.
 - b. Additional black bin capacity will be met by the most efficient and effective option e.g. provision of a suitably sized additional or upsized black bin, or other suitable service provision.
 - c. The council's current bin delivery charge policy will be applied wherever additional black bin capacity is provided at the resident's request.

Downsizing Bins

39. Although the 'standard service' uses 240 litre bins, there is a range of alternative sizes available, albeit at additional cost to the council e.g. 140 litres, 360 litres, and 1100 litres. These are used for those properties unsuitable for the 'standard service'.
40. Operational experience since 2003 has shown that smaller bins have a shorter operational life than 'standard' 240 litre bins. They are more prone to working loose from the bin lifting mechanism and either falling into the collection vehicle or onto the road and cracking, resulting in increased replacement costs.
41. Where properties are suitable for the 'standard' 240 litre bin service, the question arises as to whether residents should have the option of downsizing and if so whether the council's bin delivery charge should apply.
42. Allowing residents of such properties to downsize blue and/or green bins could act as a disincentive to maximising their recycling and composting. The council would incur additional procurement and administrative costs, irrespective of whether the council's bin delivery charge policy was applied. The issue of whether to upsize the bins on change of occupancy would also arise.
43. There is no requirement for residents to put their bins out every week; indeed residents could be encouraged to only put their bins out for collection when full, which would be operationally more efficient.
44. In the case of downsizing black bins, once the new blue bin service is introduced, with the additional materials that can be recycled, there is an argument that there will be less black bin waste and therefore a legitimate reason to downsize, without necessarily compromising the incentive to maximising recycling and composting. Indeed, offering residents the option could encourage greater use of the blue and green bins.

- 45. However, the council would still incur additional procurement, delivery and administrative costs. Whilst applying the council's bin delivery charge and the potential increase in recycling could help to offset these costs, the experience of a neighbouring authority that has recently introduced blue bins and does allow downsizing, suggests that potentially several thousand smaller bins would have to be purchased at considerable extra cost.
- 46. The issue of whether to upsize bins on change of occupancy would also still arise, although it could be argued that incoming residents accepted the utilities and other services as provided. The council's bin delivery charge could be applied to any upsizing request, but again, additional procurement and administrative costs would still be incurred.
- 47. In view of these considerations it is therefore proposed that residents are not given the option of downsizing or subsequently upsizing the black, green or blue bins from the 'standard service'.

Contaminated Bins

- 48. The composting and recycling facilities that are and will be used to process collected material have contamination thresholds i.e. limits on the amount of non-specified material that can be accepted within a load before that load is rejected as contaminated.
- 49. In order to maximise the quality and amount of material that can be successfully composted it is essential that the contamination thresholds are not breached. To date, the quality of collected materials has been acceptable and no loads have been rejected.
- 50. This has been achieved by ensuring that contaminated containers i.e. those that would risk breaching the contamination thresholds, are not collected. In practice, this is only likely to apply where there is gross contamination. It would not apply for example to an otherwise uncontaminated green bin that, perhaps unknown to the householder, had a crisp packet or can in it.
- 51. Where such contaminated containers are not collected the householder is notified of the non-collection and the reasons for this by means of a card. Follow-up visits, by a support officer, are also available to help and advise residents as to the correct use of the service.
- 52. It is therefore proposed that the existing policy of not collecting contaminated bins i.e. those that would risk breaching contamination thresholds, is maintained and that residents continue to be advised of the reasons for non-collection, including the nature of the contamination.

Implications

53	Financial	Any identified considerations have been included in the body of the report. An Equalities Impact Assessment of the refuse and recycling service has been carried out. The recommendations of this
	Legal	
	Staffing	
	Risk Management	

Equal Opportunities	report are being evaluated against the current assessment
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Effect on Strategic Aims

54	<p>Commitment to being a listening council, providing first class services accessible to all.</p> <p>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</p> <p>Commitment to making South Cambridgeshire a place in which residents can feel proud to live.</p> <p>Commitment to assisting provision for local jobs for all.</p> <p>Commitment to providing a voice for rural life.</p> <p>The recommendations will contribute to the delivery of the best quality service the Council can afford and contribute to high levels of recycling and customer satisfaction/perception whilst minimising environmental impact thereby contributing to the above commitments.</p>
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Recommendations

55. It is recommended that the portfolio holder for Health & Environmental Services reaffirms the following refuse and recycling policies and clarifications as they are applied to the reconfigured refuse and recycling service with effect from 11 October 2010:
- a. As a general policy all households will be delivered a 240 litre blue wheeled bin and integral 40 litre inner caddy prior to the start of the new service at no additional charge to the householder.
 - b. The following types of properties, which are deemed unsuitable for wheeled bins, will be individually assessed and alternative storage and collection arrangements made at no additional cost to the householder:
 - i) Those properties where there is physically no room to store the blue bin within the curtilage, or
 - ii) Those properties where there is no alternative but to take the blue bin through the house from its storage point to the collection point, or
 - iii) Those properties where alternative storage and collection arrangements are required for the efficient and effective delivery of the service to residents e.g. Hard to Reach properties such as flats
 - c. Only SCDC procured blue bins will be emptied.
 - d. The blue bins and inner caddies will remain the property of the council.
 - e. Householders should only mark the blue bin with their house number or house name to enable bins to be easily identified and returned to the correct collection point.
 - f. Blue bins and inner caddies damaged by the council will be replaced at no charge to the householder.
 - g. Stolen blue bins and inner caddies will be replaced at no charge to the householder if the theft is reported to the Police and an incident number obtained.
 - h. Lost or damaged blue bins and caddies (other than those damaged by the council) will be replaced but the council's bin charging policy will be applied

- i. Assisted collection arrangements will be made on the grounds of disability.
- j. The 'standard' collection point for blue bins is the edge of the curtilage nearest the road.
- k. Mixed dry recyclables will be collected in the blue bin, including cans and tins (steel and aluminium); aerosols; glass; plastic bottles; hard plastic (pots, tubs, and trays); cartons (tetra packs); cardboard and aluminium foil
- l. Paper, including telephone directories; newspapers & magazines; general paper, including shredded paper, unwrapped junk mail will be collected within the inner caddy of the blue bin.
- m. If the inner paper caddy of the blue bin is full, any excess paper will be collected if placed along side the blue bin in a returnable container.
- n. If the blue bin is full, any excess dry recyclable material will be collected if placed alongside the blue bin in a returnable container.
- o. Requests for an additional blue or green bin will be individually assessed and any additional capacity required met by the most efficient and effective option e.g. provision of a suitably sized additional or upsized bin. In either case, the council's bin charging policy will apply wherever additional blue or green bin capacity is provided at the resident's request.
- p. Additional paper caddies will not provided at this time.
- q. All requests for additional black bins will be individually assessed and only those households who are using the blue and green bins to their full potential and are able to clearly demonstrate a need will qualify for additional capacity.
- r. Additional black bin capacity will be met by the most efficient and effective option e.g. provision of a suitably sized additional or upsized black bin, or other suitable service provision.
- s. The council's bin charging policy will apply wherever additional black bin capacity is provided at the resident's request.
- t. Downsizing or subsequently upsizing of the black, green or blue bins from the 'standard service' will not be permitted.
- u. Contaminated bins i.e. those that would risk breaching contamination thresholds, will not be collected.

Background Papers:

The following background papers were used in the preparation of this report:

Cabinet Minutes 24 February 2003
Council Minutes 26 November 2009

Contact Officer:

Kylie Kavanagh, Recycling & Waste Minimisation Officer, (01954) 713492
Paul Quigley, Environment Services Manager, (01954) 713134

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Senior Management Team	3 March 2010
	Environmental Services Portfolio Holder	16 March 2010
AUTHOR/S:	Executive Director (Operational Services) / Corporate Manager Health & Environmental Services	

**REVIEW OF HOME IMPROVEMENT AGENCY SERVICES
IN CAMBRIDGESHIRE****Purpose**

1. To ask the Environmental Services Portfolio Holder to decide in principle on the preferred model of delivery of Home Improvement Agency services within this district area.
2. This is a key decision because
 - it is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates.
 - it is likely to be significant in terms of its effects on communities living or working in the District.
 - it raises new issues of policy, or is made in the course of developing proposals to amend the policy framework, or is a decision taken under powers delegated by the Council to amend an aspect of the policy framework.
 - it is of such significance to a locality, the Council or the services which it provides that the decision-taker is of the opinion that it should be treated as a key decision.and it was published in the Forward Plan.

Background

3. Home Improvement Agencies (HIAs) are organisations, which assist older, disabled and vulnerable people to remain living in their own homes independently by helping them to repair, improve, maintain and adapt their home.
4. In this area the service is provided in-house by the Council, having been developed from a basic grants service into a more holistic service, pro-actively assisting clients through all stages, from enquiry, through grant eligibility, scheme design and specification, obtaining prices and overseeing the works. Other signposting and advice and support services are provided including handy person schemes. Revenue funding comes from a variety of sources including the Council, Primary Care Trust (PCT), Supporting People, Adult Social Care and fee income.
5. The Cambridgeshire Supporting People Commissioning Body carried out a Review of the HIA service in 2008. The review recommended that joint commissioning be considered to ensure future funding certainty and the commissioning of the service over a broader geographical area to provide better value for money. However, the review also recommended that a number of tasks be completed before any final decision is made on these issues.

6. The existing Supporting People contracts for HIA services have subsequently been extended to April 2011 to allow this work to be carried out thoroughly.
7. Further research has been carried out into the experience, costs, funding, risks and options for the various models for the delivery of HIA services as recommended in the original review. The business case report, undertaken on behalf of the review group by CEL Transform, is at Appendix 1.

Considerations

8. Within Cambridgeshire there are currently a variety of providers of home improvement agencies:
 - (i) Cambridge City, South Cambridgeshire and Huntingdonshire Councils provide the service in-house.
 - (ii) East Cambs has an independent Care and Repair agency that was established in 1995.
 - (iii) Fenland uses the services of an in-house service of a Norfolk Council.
9. The business case attached considered three delivery options:
 - (i) Five HIAs – one for each district area (the current delivery model)
 - (ii) Two HIAs – one covering two districts and one covering 3 districts
 - (iii) One countywide HIA.
10. The estimated costs of the options 2 and 3 were financially modelled using the information supplied by Cambridgeshire HIAs for the year 2009/10 on staffing structures, total salary and non-salary costs. Care must be taken over the accuracy of the figures and potential savings indicated in the report and reproduced below. What is clear however is that economies of scale and a more robust service to deal with demand fluctuations is achievable through larger HIAs. A more robust business case will be required before any final decision is made on the model and procurement method to be adopted.
11. The table below shows the potential savings to be achieved through the two options being considered.

COST COMPARISON OF MODELS			
OPTIONS	Cost Range £	Potential Cost Reduction from current model £	Staff Total numbers
5 HIAs one in each District	1,073,526	N/A	22.23 4.72 Man 4.8 Admin
2 HIAs covering 3 districts and 2 Districts	710,000 to 870,000	365,000 to 205,000	18 2 Man. 2 Admin
1 Countywide HIA Covering all 5 Districts	630,000 to 770,000	445,000 to 305,000	17 1 CEO 2 Man. 2 Admin

12. There are clear savings to be made by adopting a countywide model however this requires all districts to make a commitment to joint working and joint commissioning with funding partners. The following will need to be taken into account:
- (i) whether or not the service is provided in-house or externally
 - (ii) what the future revenue funding levels are likely to be
 - (iii) any pressures on future capital budgets
 - (iv) whether value for money is being achieved at present
 - (v) what SCDC strategic priorities are and how the HIA service contributes to meeting them
13. Countywide funding bodies including Supporting People, Adult Social Care and PCT all support a countywide approach and would support joint commissioning and one provider. It is however crucial to get agreement between the districts on a model for delivery if the project is to move towards the next stage of how best to provide the service.
14. Some partners, because of the current advantageous arrangements, have indicated that they would not be willing to move to a single HIA across the whole of Cambridgeshire from day one but may be willing to do so within a year or so if it were in the best interests to do so.

Options

15. Options for the district commissioners and providers to consider include:

Option 1: Status Quo

- (a) **Benefits:**
- Local service delivered as before
 - No need to change
- (b) **Risks:**
- County Council needs to follow procurement regulations and may withdraw funding.
 - PCT likely to follow suit resulting in potential loss of 50% revenue funding in total
 - If so, the local authority will have higher revenue costs to continue to provide the same service or consider reducing the level of service offered.
 - County commissioners will have the option to set up a stand-alone service to provide support to vulnerable clients excluding grants works
 - Lack of consistent service across the County

Option 2: Two HIAs covering three and two districts and joint commissioning

- (a) **Benefits:**
- Joining up of services with neighbouring authorities resulting in some cost savings
 - More consistent service across a wider area
 - Continued contribution of County and PCT funding
 - Opportunity for an in-house bid for the work
- (b) **Risks:**
- Two separate contracts to commission monitor and report on
 - Some redundancies

- Potential for service disruption during change
- Lack of agreement on how to combine districts
- May need to change again if seen as a stage towards a county model
- Level of control and flexibility

Option 3: One HIA covering the County and joint commissioning

(a) **Benefits:**

- Major savings in revenue costs
- Consistent service achieved across the county
- One contract to commission, monitor and report on
- One change in service provision
- Best value for money option for all commissioners
- Continued contribution of County and PCT funding

(b) **Risks:**

- Lack of agreement and sign-up to a countywide agency
- Some redundancies
- Potential for service disruption during change
- Level of control and flexibility

Option 4: Reduce in house service to Mandatory Grants service only

(a) **Benefits:**

- Dependant on views of external funders, may produce some revenue savings
- Full control on service provided as no reliance on external funders requirements

(b) **Risks:**

- No revenue savings achieved due to external funding being withdrawn and no fee income, indeed this could lead to an increased cost pressure on the revenue budget.
- Reduced service to vulnerable households
- Reputation damage with public, media and partners especially in Social Services and the Primary Care Trust.
- Other funders may set up umbrella advice and support agency.

16. The model for service delivery can be agreed irrespective of how it is provided. For example if a one county model is agreed in order to maximise savings, this could be achieved either through a tendering process, shared services or the setting up of a District Council Co-operative or joint venture company.
17. If Options 2 or 3 are agreed, each local authority area would have it's own schedule within the specification outlining the particular circumstances in their area for example: The local demography, capital budget for DFGs and other grants, private sector housing priorities and policies, any other local requirements.
18. If joint commissioning is agreed a Commissioning Board would be established in order to monitor performance of the contract with the service provider and each district would be likely to be offered representation on the board at either officer or Member level.

19. Each of the provider options will have to be risk assessed in detail and robust business case produced. However some of the commonly identified risks and benefits of the two provider options are detailed below.

Figure 1 Advantages / Benefits & Disadvantages / Risks of Provider (not exhaustive)

	Advantages / Benefits	Disadvantages / Risks
Contracted out service	<ul style="list-style-type: none"> • Demonstration of competitiveness • Clearly identifiable cost savings • Provider chosen with key skills/ attributes that add maximum value • Potential access to new investment • Access to innovation 	<ul style="list-style-type: none"> • Loss of flexibility • Loss of control • Loss of in-house skills and knowledge • Contract management and supervision costs • Barriers to Council re-entering direct service provision • Greater risk of service disruption during implementation than shared service
Shared Service	<ul style="list-style-type: none"> • Risk better understood • Access to innovation • Element of control over service outputs, strategic decision making • Greater flexibility to adapt • Integration benefits 	<ul style="list-style-type: none"> • Cost savings not so identifiable • Requires close match between organisations sharing service • Joint decision making limiting ability to control service outputs, strategic decisions • Availability of resources within partners to develop and implement new arrangements

Implications

20.

Financial	<p>No discussions have been held into how the potential savings would be apportioned. Through delivery of this project an anticipated £40,000 annual saving to South Cambridgeshire has been included in the MTFS.</p> <p>The possible loss of external funding would add further to financial burden faced by the authority and call into question the viability of the authority providing a HIA service. This would probably necessitate the authority having to adopt option 4. As contained in the body of the report and Business case</p>
Legal	<p>The position surrounding the need to procure the service through a competitive tender process is not clear-cut and varies depending upon the respective partners position.</p>

Staffing	If externalised then it is likely that TUPE would apply. Expert advice will need to be obtained surrounding the triggering of pension fund deficits before any final decision is made on whether to procure through competitive tender.
Risk Management	As contained in the report and business case report
Equal Opportunities	None

Consultations

21. Service users were consulted as part of the initial 2008 review and will be consulted during the review of the specification for the service.
22. A similar report is being presented to all affected district and city authorities from which a clearer picture of the 'in principle' views of each will be obtained. These will then be reported back at a special meeting of the Supporting People Commissioning Body. If, as anticipated, there is no overall consensus then further discussions will be required on the best way to move forward.
23. SMT has indicated their support for a single HIA service in Cambridgeshire and that this is provided through a shared service approach.

Effect on Strategic Aims

24.

Commitment to being a listening council, providing first class services accessible to all.
The review work has had this strategic aim as a key outcome.
Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
HIA services and adaptation works improve the quality of life of clients, keeping them in their own homes and out of residential or hospital care.
Commitment to making South Cambridgeshire a place in which residents can feel proud to live.
None
Commitment to assisting provision for local jobs for all.
None
Commitment to providing a voice for rural life.
South Cambridgeshire DC has appropriate representation on both the review group and the Supporting People Commissioning Body and will be consulted on any proposals.

Conclusions/Summary

25. There are common risks to each model of provision. The greatest risk is a lack of agreement from providers and commissioners on the future model of delivery. This decision is needed before other works can be finalised e.g. the bespoke part of the specification for the delivery of services, the needs and financial modelling and the decision on the provider vehicle for the service. A full detailed and more robust business case will also be required on the final model to be adopted.
26. For this reason this report seeks the Portfolio Holder's 'in principle' decision on
 - The preferred model of delivery and whether to:
 - Work in partnership with other commissioners to outsource the service or

- Work towards a shared service with other in-house providers.
27. It would also be valid not to have any particular favoured option both in terms of delivery model and /or procurement method.
28. At this stage an 'in principle only' view is required. Under the terms of the Council's Constitution any final decision to externalise the service will require Cabinet approval.

Recommendations

29. It is recommended that the Environmental Services Portfolio Holder agrees **in principle** to:
- 29.
- (a) One HIA covering the County and joint commissioning. If, as a result of the views from other partners, this were not possible then two HIAs covering 3 and 2 districts and joint commissioning would be acceptable; and
 - (b) That the preferred method of providing such a service would be via a shared service approach. If, as a result of the views from other partners, this were not possible then procurement of the service via competitive tender would be deemed appropriate.

Background Papers: the following background papers were used in the preparation of this report:

Appendix 1. Review of Home Improvement Agency Services in Cambridgeshire - A report for Cambridgeshire Supporting People (CEL Transform) November 2009

Contact Officer: Dale Robinson – Corporate Manager Health & Environmental Services
Telephone: (01954) 713229

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Environmental Services Portfolio Holder 16 March 2010
AUTHOR/S: Executive Director (Operational Services) / Corporate
Manager - Health & Environmental Services / Corporate
Manager New Communities

SUSTAINABLE DRAINAGE – NIAB DEVELOPMENT**Purpose**

1. To consider the future management maintenance and adoption of the proposed sustainable drainage system (SuDs) that will serve the NIAB development in the North West Quadrant.

Background

2. The NIAB site covers 50.8 hectares in area, 48 of these hectares are within City Council administrative area, and the remaining 2.8 hectares within South Cambridgeshire District Council (SCDC). Two planning applications for the development were submitted in January 2007:
 - (i) An application to Cambridge City Council for up to 1593 dwellings, a primary school, community uses, and local centre.
 - (ii) An application to SCDC for one of the main access roads (onto Histon Road) together with landscaped areas and a balancing pond.
3. Both applications are expected to be considered by the Fringes Joint Development Control committee in April.
4. Since the planning applications for the NIAB site were received, the Council has put forward an additional allocation within the Site Specific Development Plan Document (DPD), north-west of the NIAB site (to be known as NIAB 2) to make up the Councils shortage of housing land. The Inspector has considered this site and indicated it should be allocated for housing. Full Council adopted the Site Specifics DPD on the 10th January 2010, confirming the inclusion of NIAB 2.

Maintenance and Management Responsibility for SuDS

5. Within the public realm the SuDS infrastructure consists of a number of 'green swales' i.e. semi natural, largely surface features that ensure the effective infiltration, conveying and storing water. Their management and maintenance is much closer to that associated with soft landscape and parks than to conventional underground drainage systems. Issues that may arise include clearing obstructions, containing vegetation growth, ensuring public safety and managing actively the biodiversity potential. As a matter of principle SuDS and open spaces should be subject to consistent management regimes.
6. Anglian Water normally takes on the responsibility for conventional drainage systems, but this is not the case with SuDS, the responsibilities for which are still being discussed. It is fair to say that with this innovative approach to drainage come some uncertainties or risks, such as: unknown costs of replacing SuDS at the end of their

design life, dealing with the cost implications on expiry of the 30 year S106 payments; risks involved in a split approach – if another party neglects their duties, it is likely to have an impact on our award drains.

7. These risks can be mitigated and may in reality be more perceived than real.

NIAB Development

8. The NIAB development proposes a mix of different sustainable urban drainage systems (SuDS), which are designed to drain surface water in a more sustainable fashion than some conventional techniques. It involves the use of various swales, infiltration trenches and a balancing pond. These will eventually outfall to the Council's award drain number 164 in Impington. The detailed design is likely to demonstrate that the risk of flooding in the downstream section of the watercourse is reduced. Most of the swales and infiltration features are located in the City Council administrative area, but the proposed balancing pond is located within South Cambridgeshire, as shown on Plan 1.
9. The City Council has had discussions with the applicant about the management and maintenance of the sustainable drainage facilities. In November 2007, the City Councils Community Services Scrutiny Committee, agreed to take on responsibility for the management of SuDS (principally in the urban extensions) as part of its overall role in managing open spaces, subject to financial resources being provided through S106 agreements. The City Council has provided the applicant with their indicative costings for the ongoing management and maintenance of the drainage facilities. The applicant has indicated that in principle they are content with the management costs but have not agreed to contingency costs. As the NIAB development crosses local authority boundaries, officers from both Councils agree that having one single management body for the swales, infiltration trenches and balancing pond with associated open space would be the most appropriate option.
10. In principle, the City Council has agreed to take on the management and maintenance of the balancing pond (within South Cambs District) that would serve the NIAB development provided sufficient S106 contributions are secured for its management and maintenance.
11. SCDC's Drainage Manager is satisfied with this approach so long as the implications for the Impington Award Drain are recognised and addressed.

NIAB 2 Development

12. The NIAB 2 site is likely to result in the relocation and increase in size of the balancing pond from the entrance to the NIAB 1 to a site further to the north towards the A14.
13. Whilst the City Council have indicated that they will be prepared to take on the management and maintenance of the balancing pond that serves the NIAB development, they have not provided any indication as to whether they would be prepared to manage and maintain a larger balancing pond which would serve the NIAB and NIAB 2 development. This is a matter, which will need further consideration and discussion with Cambridge City Council over the coming months to inform future pre-application discussions for NIAB 2.

Implications

14. Financial	None provided sufficient S106 contributions are secured through the S106 for the NIAB developments.
Legal	Legal advice and resources will be needed in the usual manner for the S106 agreement.
Staffing	Officer time will be required to take forward future discussions with the City Council and applicant about appropriate provision for NIAB 2.
Risk Management	Ensuring there is an appropriate management regime in place with sufficient funding to minimise risk of future drainage problems on and downstream of the site
Equal Opportunities	No equal opportunities implications have been identified at this time.

Effect on Strategic Aims

15.	Commitment to being a listening council, providing first class services accessible to all.
	Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
	An appropriate management regime for this important aspect of infrastructure will ensure drainage problems downstream are minimised.
	Commitment to making South Cambridgeshire a place in which residents can feel proud to live.
	A well-planned development with appropriate management regimes for all aspects of the public realm including drainage helps foster a sense of civic pride.
	Commitment to assisting provision for local jobs for all.
	Residents living in housing on this site, including affordable housing, will support the local economy.
	Commitment to providing a voice for rural life.

Considerations

16. The NIAB development and NIAB 2 development will have implications for the Council in the following ways:
- (a) There will be an impact on the Council's Award drain and higher levels of maintenance will be necessary, involving additional clearance works and vegetation removal on a more regular basis.
 - (b) The balancing pond(s) will require maintenance in the future and a suitable adopting authority will be required to maintain this facility in perpetuity.
17. The maintenance impact on the award drain has been assessed and this can be addressed through the payment of a suitable commuted sum to the Council by the developers. The Council's Drainage Manager is in the process of negotiating sufficient management and maintenance contributions for the NIAB development through a Section 106 payment.
18. With one or two exceptions, South Cambridgeshire has not traditionally taken on the management balancing ponds within the district, however the outflows from the pond (from both NIAB and NIAB 2) will impact on the award drain and the lack of control

over the pond could have implications on the Council's statutory responsibilities under the terms of the Histon and Impington award.

19. On the other hand, adoption of the balancing pond is well within the scope of the current awarded watercourses maintenance regime and could be undertaken as part of the routine works provided that sufficient funding is secured through the Section 106 Agreement.

Recommendations.

20. It is recommended that:
- (a) That South Cambridgeshire District Council support Cambridge City Council as the preferred body to manage and maintain the drainage system at NIAB 1 (swales, infiltration trenches and balancing pond with associated open space) subject to appropriate contributions.
 - (b) That SCDC's Drainage Manager has discussions with Cambridge City Council and the applicant to agree and approach to a co-ordinated management and maintenance regime for the site (NIAB and NIAB 2) as a whole.

Background Papers: None

Contact Officers: Michelle Crees – Senior Planning Officer
Pat Matthews – Drainage Manager.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Environmental Services Portfolio Holder 16 March 2010
AUTHOR/S: Executive Director (Operational Services) / Corporate Manager
Health & Environmental Services

BEST BAR NONE SCHEME**Purpose**

1. To outline the Best Bar None awards scheme and highlight the issues surrounding the possible introduction of an approved scheme.
2. This is not a key decision.

Background

3. The Best Bar None scheme is a nationally recognised awards scheme and was first piloted in Manchester in 2003. It is now recognised as good practice by the Home Office and a number of trade organisations. It has raised the profile of well run licensed venues as safe and responsible in their management and approach to the nighttime economy. There are currently approximately 90 authorities that have successfully adopted the scheme in various formats.
4. The scheme operates by promoting and encouraging best practice and recognising those licensed premises that are well managed, achieve compliance with high standards set by the scheme and take customer safety seriously. Participation in the scheme shows a willingness by the licensed trade to set standards and to encourage other operators to follow suit. Use of such a scheme is compatible with the statutory Code of Practice for Regulators.
5. The scheme considers how establishments deal with promotion of responsible management issues including the following: -
 - (a) Capacity and security
 - (b) Drunkenness
 - (c) Disorder
 - (d) Promotion of the four licensing objectives
 - (e) Drugs
 - (f) Safety issues
 - (g) Drinks promotions
6. Applicants that meet the essential criteria receive full accreditation. Premises that offer more than the essential criteria are considered for a best in category award i.e. Best Public House, Best Restaurant, and Best Club. All successful applicants receive an accreditation certificate and a window sticker, to inform the public that the venue has met certain standards in relation to customer safety. Premises that are considered as best in category may receive a plaque to display on their premises and could receive local publicity.

Considerations

7. The Best Bar None scheme and any variation, has the potential to assist a partnership approach to licensing and safety issues within licensed premises. It helps to promote the responsible management of licensed premises by setting standards and encouraging best practice. It may also contribute to Local Area Agreement targets relating to the reduction of alcohol related crime, disorder and anti social behaviour.
8. However officers believe the Best Bar None scheme is primarily designed for premises in town or city centres where there is a concentration of premises and therefore the assessments are geared to this type of nighttime economy.
9. Any scheme would be on a voluntary basis, which to be successful, would require a commitment from the licensed trade. Achievement of the award could incur costs for the trade.
10. Although coordinated by the Licensing team, the scheme would require a partnership approach and support from the Police, Fire and Rescue and Environmental Health. Each of the partners would be required to contribute officer time to assist in assessing the licensed premises and in the judging process.
11. Each assessment will take upwards of 1 hour to complete and to conform to Best Bar None requirements should be carried out by two assessment officers to ensure consistency. At present the South Cambridgeshire District has approximately 150 Public Houses, 54 clubs and in excess of 100 Off licences therefore, if the scheme were adopted, the potential workload could be significant and may not be able to be met within existing staff resource levels. Direct financial costs would not be large.

Options

12. The Best Bar None scheme in its literal form may not suit the rural nature of South Cambridgeshire and the officer time required from South Cambridgeshire and partner organisations would probably prove restrictive. However the following alternative options may be considered:
 - (a) Consider a lesser scheme based on the Best Bar None principles and containing its essential elements with regard to adjudication and assessment. This would allow SCDC to use the Best bar None Branding.
 - (b) Consider a SCDC alone scheme (not under the Best Bar None branding) but using and adding to the existing Scores on the Doors format.

Implications

13. Financial	There will be financial implications with the introduction of any scheme. It is estimated that the introduction of a scheme would require a minimum expenditure of approximately £1,000 to cover stationery, promotion, and production of certificates/ plaques. This funding is not currently allowed for within the 2010/11 estimates.
Legal	The scheme would be voluntary
Staffing	Any scheme would increase the existing staff workloads
Risk Management	N/A
Equal Opportunities	The scheme would be open to all licensees

Consultations

14. None at this stage

Effect on Strategic Aims

15.	Commitment to being a listening council, providing first class services accessible to all.
	Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.
	The introduction of a scheme if done in partnership would help promote the view that premises are run in a responsible manner and assist in reducing the fear of crime and disorder emanating from licensed premises. A scheme would demonstrate a commitment in partnership with others to reduce anti social behaviour.
	Commitment to making South Cambridgeshire a place in which residents can feel proud to live.
	Premises that meet the standard would be demonstrating that they are run in a responsible manner that is of a benefit to the local community
	Commitment to assisting provision for local jobs for all.
	N/A
	Commitment to providing a voice for rural life.
	N/A

Conclusions/Summary

16. The introduction of a Best Bar None approved scheme would be reliant on a number of factors, not least the support from partnership bodies and the trade in general. Any scheme would be voluntary and therefore requires the encouragement of the trade to take part, its key purpose is one of encouraging higher standards rather than penalising poor ones.
17. Any scheme will require administrating by the Council, which will divert existing resources away from current duties. It may not be possible to meet the additional demand of the Best Bar None Scheme within the existing staff resources in SCDC.

Recommendations

18. It is recommended that: -
- (a) SCDC does not at this time introduce the Best Bar None scheme within its administrative area.
 - (b) The Portfolio Holder agrees that the benefits of a scheme are worth pursuing and requests officers in 2010/11 to investigate and report back on how a more appropriate scheme for SCDC may be introduced.

Background Papers: the following background papers were used in the preparation of this report:

Best Bar None website ; - www.bbuk.com/

DCMS guidance issued under S.182 of the Licensing Act 2003

Contact Officer: Myles Bebbington – Licensing officer
Telephone: (01954) 713132
Dale Robinson – Corporate Manager Health & Environmental Services
Telephone: (01954) 713229

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SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO:	Environmental Services Portfolio Holder	16 March 2010
AUTHOR/S:	Chief Executive / Corporate Manager (Community and Customer Services)	

BEST KEPT VILLAGE COMPETITION

Purpose

1. To gain formal agreement to change the Best Kept Village Competition action for 2009/10 to Community Pride and Village Hero Awards and set out the proposed timeline and format for the awards.

This is not a key decision, however, the report relates to a current Council action.

Background

2. The Council actions for 2009/10 include an action to “introduce our own Best Kept Village Competition”.

Considerations

3. Following a discussion at the last Portfolio Holder meeting, some research by officers and a meeting between the Portfolio Holder, the Chairman and officers in January 2010 it was suggested that the Best Kept Village Competition action should be amended to Community Pride and Village Hero Awards. The reasons stated were:
 - (a) that a Best Kept Village Competition would not allow all South Cambridgeshire villages an equal chance at winning due to their size and other demographical differences;
 - (b) similarities to the categories covered by the Cambridge Evening News community awards, which the Council has previously sponsored;
 - (c) an understanding that the Village of the Year awards previously run by Cambridgeshire ACRE would not be taking place in 2010 due to the withdrawal of sponsorship by Calor.
4. It is suggested that the Community Pride and Village Hero Awards are open to all parish councils in South Cambridgeshire for nominations. A short summary outlining the purpose of each of the awards is set out below:

Community Pride Awards – South Cambridgeshire District Council would like to celebrate the excellent work that parish councils do to make the district a place in which residents can feel proud to live.

Village Hero Awards - South Cambridgeshire District Council would like to pay tribute to residents who have made a significant contribution to their local community. Parish councils would be requested to nominate up to one person each.

5. Should the amendment to Community Pride and Village Hero Awards be accepted, it is suggested that the awards work towards a timeline that would allow presentation of

the awards to take place at the same ceremony as the Council's Best Kept Garden awards for tenants. The suggested timeline, along with a process chart, is available at Appendix A. If the timeline is acceptable the awards will need to be announced / publicised to parish councils by the end March 2010.

6. It is unlikely that the nominations will be completely comparable and it is therefore suggested that a panel of approximately six elected members and officers make the decision as to who the winner and runners up are for each award. Rather than setting specific assessment criteria for each award the nominations would each be judged upon their own merit, based on the information provided in the nomination forms (see draft forms at Appendix B) and the panel's decision will be final. It is hoped that the Portfolio Holder and the Chairman will both be willing to be on the panel.
7. The Chairman has been successful in gaining sponsorship for the awards from:
 - Scotsdales Garden Centre – venue for the award ceremony (and Best Kept Garden awards).
 - Hill Residential – funding towards the awards ceremony.
 - Agar Signs – plaque for the parish council winning the Community Pride Award.

All sponsors will be recognised on the nomination forms, correspondence materials and at the awards ceremony.

Options

8. The available option are:
 - (a) To agree to change the Best Kept Village Competition action for 2009/10 to Community Pride and Village Hero Awards.
 - (b) To reject the proposed change from Best Kept Village Competition to Community Pride and Village Hero Awards.

Implications

9. Financial	None.
Legal	None.
Staffing	The awards process will be project managed from within the Community and Customer Services and will require officer assistance with design of the publicity materials, the judging and ceremony. Staff resources have been identified.
Risk Management	The main risk identified is the tight timeline, which requires the awards to be publicised by the end March 2010. A suitable event /method to communicate the awards is yet to be identified, however, possible suggestions are via the meeting between Cabinet and parish councils to be held on the 23 rd March and/or via email and hard copy nomination forms to all parishes.
Equal Opportunities	All nominations will be considered equally.

Consultations

10. The following people have been consulted and support the proposed amendment:
 - (a) The Chairman, Councillor Charles Nightingale
 - (b) Kelly Quigley, Communications Officer

- (c) Teresa Lucey, Resident Involvement Manager
- (d) Andy O'Hanlon, Arts Development Officer
- (e) Jane Cusworth, PA to the Chief Executive

Effect on Strategic Aims

11.	<p>Commitment to being a listening council, providing first class services accessible to all.</p>
	<p>Commitment to ensuring that South Cambridgeshire continues to be a safe and healthy place for all.</p>
	<p>Commitment to making South Cambridgeshire a place in which residents can feel proud to live. This action was agreed within the Corporate Aims, Approaches and Actions for 2009/10 onwards. The awards will celebrate the excellent work that parish councils and local people are doing in South Cambridgeshire.</p>
	<p>Commitment to assisting provision for local jobs for all.</p>
	<p>Commitment to providing a voice for rural life.</p>

Recommendations

- 12. The Portfolio Holder is recommended to agree to change the Best Kept Village Competition action for 2009/10 to Community Pride and Village Hero Awards.

Background Papers: the following background papers were used in the preparation of this report:

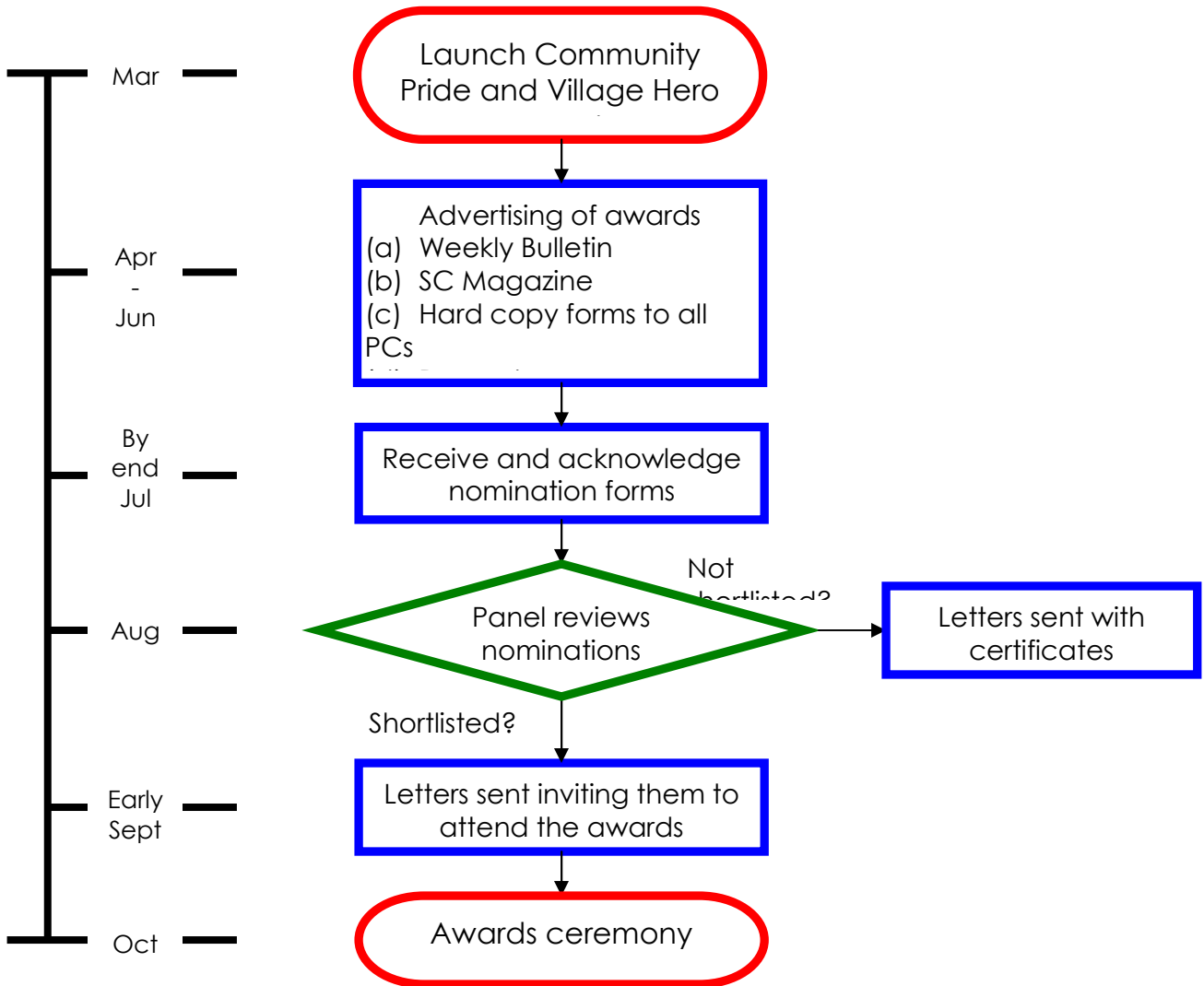
Corporate Aims, Approaches and Actions for 2009/10 onwards

Contact Officer: Gemma Barron – Partnerships Manager
 Telephone: (01954) 713340

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APPENDIX A

COMMUNITY AWARDS PROCESS & TIMELINE



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Community Pride Awards 2010 Nomination Form

South Cambridgeshire District Council would like to celebrate the excellent work that parish councils do to make the district a place in which residents can feel proud to live. **Closing date 31st July 2010.**



Your details		Please complete this section
1	Name of parish council	
2	Contact name & position	
3	Contact address	
4	Telephone number	
5	E-mail address	

Reason for nomination	Guidance
	<p>Why are you nominating your parish council?</p> <p>What action, over and above the minimum required to fulfil a duty, have you taken as a parish council that demonstrates you take pride in your local community?</p> <p>Have you made your parish safer, greener and/or cleaner?</p> <p>Maximum 250 words</p>

Summary	Guidance
Our parish council deserves to win the South Cambridgeshire District Council Community Pride Awards 2010 because...	Please complete the sentence. Maximum 20 words

Declaration	
I confirm that the information provided is correct to the best of my knowledge.	
Signed	
Print name (and position if different from above)	
Date	

What to do now
<p>Please send your nomination to:</p> <p>PA to Chief Executive South Cambridgeshire District Council South Cambridgeshire Hall Cambourne Business Park Cambourne Cambridge CB23 6EA</p>

Decision process
<p>A panel of South Cambridgeshire District Council elected members and officers will judge all nominations received by the closing date. Nominations received after the closing date will not be considered. The panel's decision will be final.</p> <p>It may be necessary to contact you to gain clarity over aspects of your nomination. The Council will take reasonable effort to contact you should this be required.</p> <p>Your parish council will be contacted by 15th September 2010 if you have been shortlisted for an award. It is hoped that all shortlisted parish councils will be available to attend the award ceremony on x October 2010.</p>

For official use only	Reference:	Date received:
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NOTE: TO ADD SPONSORSHIP INFORMATION

Issue date: 11/02/10

Village Hero Awards 2010

Nomination Form



South Cambridgeshire District Council would like to pay tribute to residents who have made a significant contribution to their local community. Parish councils are requested to nominate up to one person each. Please use a separate form for each nominee.
Closing date 31st July 2010.

Your details		Please complete this section
1	Name of parish council	
2	Contact name & position	
3	Contact address	
4	Telephone number	
5	E-mail address	

About the nominee		Please complete this section
1	Title	Mr/Mrs/Ms/Miss/Other _____
2	Name	
3	Contact address	

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Reason for nomination	Guidance
<p>1 Why are you nominating this person?</p>	<p>What contribution has the nominee made to your local community?</p> <p>Who or what has benefitted from this contribution?</p> <p>What skills have been needed and shown by the nominee?</p> <p>What is the nominee like?</p> <p>How long has the nominee been making this contribution?</p> <p>Maximum 250 words</p>

Declaration	
The information I provided has been confirmed by the nominee and is correct to the best of my knowledge.	
Signed	
Print name (and position if different from above)	
Date	

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It may be necessary to contact you to gain clarity over aspects of your nomination. The Council will take reasonable effort to contact you should this be required.

The nominee will be contacted by **15th September 2010** if they have been shortlisted for an award. It is hoped that all shortlisted nominees will be available to attend the award ceremony on **x October 2010**.

NOTE: TO ADD SPONSORSHIP INFORMATION

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Forward Plan – Environmental Services Portfolio

Date	Issue	Purpose	C/M	Report writer
18-May-10	Annual customer satisfaction results	Monitoring	Dale Robinson	Iain Green
	Waste Collection commitment			
	Cottenham: Former Gas Works Site, Lambs Lane	To make determination of contaminated land	Dale Robinson	
	Trade Ewaste Remedial measures			
	End of year Hampshire matrix 2009-10		Dale Robinson	Geoff Keerie
	Performance Indicators full year report 2009-10	Monitoring	Dale Robinson	Env Health Management Team
	Part 2A Cost Recovery Policy for Class B owner / occupiers of residential dwellings	The report will introduce the policy for consultation.		Susan Walford
	Service Plan improvement milestones full year report 2009-10	Monitoring	Dale Robinson	Env Health Management Team
Jul-10	Financial Performance full year report 2009-10	Monitoring	Dale Robinson	David Hill / Dale Robinson

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