

Cheshire West and Chester Council Helping the Borough Thrive

Thriving Communities



Cleanest, safest and most sustainable neighbourhoods in the country

The following document summarises how the outcome outlined above will be achieved by 2020 in a context of significantly reduced resources. The plan provides a clear overview of the major transformational elements over the upcoming years to ensure that customers and communities experience the best possible outcomes.

Outcome Plan 2016-2020



Cheshire West
and Chester

Your Outcome

Outcome Owner: Maria Byrne, Director Place Operations

What is the problem we are trying to solve?

Clean, Safe and Sustainable Neighbourhoods provide communities with a strong sense of civic pride and wellbeing. Environments that are pleasant, feel safe and can be widely enjoyed at a local level, support community cohesion and can be a trigger for local control/influence of services.

We are proud that a large number of our neighbourhoods, villages and towns are among the most attractive and dynamic communities in the country. This, however, is not the case in every part of the borough. In certain areas, our residents tell us there is more we can do to tackle anti-social behaviour (ASB), to address untidy areas, and to continually improve both our waste management and recycling performance.

We recognise that we have a responsibility for and the ability to improve the sustainability of our communities and do our bit to rise to the challenge of effective resource management and improving outcomes for our communities.

Moving forward, in a climate of fewer resources, it is essential that we work smarter. We need to get better at prevention and prioritisation. We need to get better at managing service demand through the better use of the intelligence available and be more focused on how we use our resources. We need to have a stronger and more powerful drive in terms of empowering communities and utilise to the best effect the use of tools such as the new “Your Streets” web portal being developed. This portal will provide the community with key information on services that impact the local environment and will be interactive to support conversation with the community to drive improvements. These tools can play a key role in delivering our outcomes.

We need to lead a conversation with our communities on what their needs are, what services are required to meet their needs, what can the council provide and how we can help provide more support for communities to have more involvement

We need to build upon our existing efforts on education and enforcement activity to combat environmental crime and anti-social behaviour to reduce unnecessary clean-up costs using new legal and regulatory powers as well as utilising education and promotion campaigns to encourage responsible behaviour.

We have a pivotal role to play in tackling climate change by reducing our carbon emissions and to increase our resilience to a changing climate. We measure and report annually the greenhouse gas emissions from our own estate and operations, and monitor the overall emissions across the borough.

The UK is facing difficulties in meeting the EU air quality standards for concentrations of nitrogen dioxide alongside some of our busiest roads. In addition, the increasing use of diesel vehicles over recent years has resulted in increasing levels of particulate pollution, including PM₁₀

By recycling more of our waste and sending less to landfill we are helping to ensure our resources are managed sustainably and our neighbourhoods are clean and free from waste, whilst also reducing emissions of carbon dioxide.

What are we good at?

Community Perspective:

The 2010 Community Survey showed that 83% of respondents were satisfied with their local area and 63% felt a belonging to the immediate neighbourhood. In terms of the local environment, 76% identified the importance of reducing carbon emissions through recycling, using energy saving light bulbs, turning off lights and walking whenever possible. In relation to community safety 93% of respondents felt safe during the day, whilst only 54% felt safe after dark.

The important factors identified in making a local neighbourhood a good place to live from an environmental perspective were levels of crime, clean streets, road and pavement repairs, access to nature, parks and open spaces and levels of pollution.

The most common environmental changes respondents wanted to see in their local area were cleaner streets, road and pavement repairs, more green spaces, and anti-social behaviour, crime and vandalism being tackled.

Cleanest and Greenest Neighbourhoods:

- To enable independent validated performance management of the service, StreetCare benchmark services using the Association for Public Services Excellence (APSE)'s Land Audit Management System (LAMS). This is simple and effective proven performance measuring system that measures both cleansing and the quality of the grounds maintenance of public open spaces. It enables the authority to measure quality of its own localities, and also benchmark against other local authorities. The LAM's surveys commenced during 2016/17 and the data is submitted to the network on a bi-monthly basis.
- We recognise that we still have areas where communities are experiencing higher levels of litter which is a particular issue. Using better insight and intelligence we are working with colleagues across the Council to target those areas to improve the cleanliness and remove fly tipping as quickly as possible whilst gathering evidence to take enforcement action.

Waste Management:

- The Council's recycling performance has risen from 45% in 2013 to 59% in 2015, placing it is the top 1% of English local authorities.
- In addition to top quartile recycling performance, following the introduction of a new waste treatment contract over 80% of the Boroughs remaining household waste is now also being diverted from landfill.
- Residents' general satisfaction with the waste collection service has improved from 90% in 2014 to 93% in 2015, encouraging greater participation in the Recycle First service.

Community Engagement:

- The four locality teams are well established. Priorities are member led supported by customer research and intelligence data. The teams have a strong network of contacts within the geographical communities they serve. These include town and parish councils, voluntary and community groups, public sector partners and businesses.
- The development of closer working relationships between the Council and town and parish councils has facilitated the transfer of community assets from the Council to communities. Examples of this are Austin Street Allotments, Danefields Play Area and the proposed transfer of Whitegate Station house and toilets to a community interest company supported by the local parish council.
- By working closely with services we have supported communities and parish council's to address local issues, such as dog fouling, overgrown pathways, planting improvements and litter picking. In these instances we enable communities to resolve the problem themselves by providing tool kits, campaign material and taking rubbish away.

Safest Neighbourhoods:

Community Safety:

- The Community Safety Partnership currently has 6 priorities to address a range of issues across the borough. The priorities are based on a Strategic Needs Assessment:
 - ASB
 - Reducing Re-Offending
 - CSE
 - Alcohol and Substance Misuse
 - Prevent
 - Domestic Abuse
- The last Community Safety Strategic Assessment states that ASB has reduced by 25% from 2009 – 2014. This will be updated in April 2016 to include data from 2015 but this is currently in preparation.
- A key area for improvement is around community perception of ASB and community safety which is currently not measured.

Total Environment/StreetCare

- Designing out anti-social behaviour as part of landscape design initiatives has shown a good level of success where opportunities present themselves. Where spaces can be re-designed and revitalised it is possible to engender a greater sense of community ownership of such spaces and a greater degree of confidence in being able to use them safely without the threat of anti-social behaviour.

Most Sustainable Neighbourhoods:

Greenhouse Gas Reduction:

- The Council set a reduction target for greenhouse gas emissions (equivalent tonnes of carbon dioxide (CO₂e)) under its direct control. The target was a 30% reduction compared to 2009/10 levels (first year of measurement) by April 2015. It achieved a 27% reduction.

Recycling – Carbon Reduction

- In 2014 and 2015 the Councils 'Recycle First' service topped the carbon reduction league table (for all waste services across England, Wales and Northern Ireland), saving the highest amount of CO2 of all Local Authority's through its recycling operations.

What areas do we need to improve on?

- 68% of residents do not feel they can influence decisions in their locality. We need to develop a new model where residents have a more active role.
- We need to get better at understanding what shapes perceptions e.g. 24% of residents feel that is unsafe to go out after dark even though there have been 2000 less ASB incidents in last 3 years.
- We need to get smarter by measuring the right things. 97% of borough may be litter free but do residents think it is clean.
- We need to get better at prevention, focusing our resources to manage demand e.g. 11,000 reactive StreetScene requests in 15/16.
- We need to get better at using insight to understand how our resources are deployed, efficacy, impact on wider outcomes and equity of provision.
- Digital technology needs to inform our decision making and delivery models

What will good look like?

The Council Plan includes the following aims;

- Fewer residents to be worried about anti-social behaviour.
- Improved resident satisfaction with their local environment.
- Lower levels of CO2 emissions from the Council, partners, businesses and communities.
- Increased levels of recycling and reduced levels of household waste
- Cleaner streets with less litter, waste, debris and graffiti

This will be achieved by;

Cleanest & Greenest

- ✓ Residents' satisfaction with their local environment will be improved through:
 - Service standards being clearly communicated and understood and delivery quality maintained on a consistent basis
 - Streets, being cleaner, with less litter, detritus and graffiti

- Associated infrastructure improvements – play areas, parks buildings, toilets, public rights of way and street furniture.
 - Our parks, countryside sites, open space and green infrastructure will be accessible, clean, well maintained allowing residents to enjoy the benefits of quality outside space.
 - Increased levels of volunteering within neighbourhoods to support civic pride and ownership.
 - Responsive action being taken to urgently tackle complaints and untidy areas
 - Tackle anti-social behaviour through targeted enforcement activity to tackle environment crime such as fly tipping, litter, dog fouling.
 - Residents, businesses, town & parish councils and schools actively engaged in improving and maintaining the local environment through collaboration, partnership working and education.
- ✓ Through community empowerment recycling levels will continue to rise and levels of residual waste going to landfill will be minimised.
 - ✓ Services will be delivered through the most appropriate mechanisms, with performance, against set standards, being regularly monitored and tightly managed, to ensure efficiency and value for money.
 - ✓ New governance arrangements to consider how local needs and issues can be championed to provide a voice for residents through members.
 - ✓ The Council and other public sector organisations work collaboratively together for the greater benefit of communities.

Safest

- ✓ Everyone who lives, works and visits Cheshire West, will feel safer and more secure, through the reduction in anti-social behaviour
- ✓ Services will be joined up and will support schemes such as community payback to reduce re-offending.

Most Sustainable

- ✓ Air quality will be improved across the Borough.
- ✓ Street lighting will have changed for a better quality. Reduced frequency of maintenance taking place on street lights.
- ✓ Renewable energy generation projects will be rolled out in strategic locations to cause minimal spatial impact but maximum generation impacts to balance the Councils energy spend.
- ✓ Flood alleviation projects will be provided across the borough to reduce the risk of flooding to properties.

- ✓ New major developments will be built in a sustainable manner to control the rate of run off so that surface water is managed effectively.
- ✓ Natural Capital is monitored and effectively sustained

Resources and Partners that will help us to get there:

The Key Council services/functions and Partners that will support the delivery of this outcome are:

Council Services or Functions	Partners
<ul style="list-style-type: none"> • Street Cleansing • Grounds Maintenance • Highways Maintenance • Waste Management • Waste Recycling • CWAC Asset rationalisation • Specialist environmental support services • Environmental project development and delivery • Anti-Social Behaviour Units • Street Lighting Replacement • Community Involvement • Regulatory Services • Building Control • Licensing • Markets • Parking • Energy and Carbon Reduction • Flood Risk Management 	<ul style="list-style-type: none"> • Qwest • Police • Housing Associations • Town and Parish Councils • Resident Associations • Environment Agency • Voluntary and Community Sector support • Probation • Energy Companies • Highways England

By 2020 we are planning to spend £30 million a year on this priority; we will also invest £10.4 million into capital schemes that support this priority.

What have we already achieved?

Since this Outcome Plan was first agreed in 2016 we have already achieved a number of key actions through the work of all of our partners. These key achievements include:

A Communications Strategy to encourage recycling and reduce waste is in place.

Council Corporate Social Responsibility Policy in place to support volunteering.

Streetcare Pledge developed in conjunction with residents.

Community Asset transfer process governance in place and priority transfer areas identified.

Borough-wide programme of targeted enforcement activity agreed and ongoing campaigns in place.

Integration between Total Environment and Mersey Forest teams has been completed.

The Your Streets Portal has been launched and embedded.

Community Support Fund in place to support enforcement activities.

Impact team in Streetcare mobilised.

A new Chester Household Waste Recycling Centre has been developed and

Review and redesign of Community Safety completed.

Perception survey now in place supported by cross-party Scrutiny working

Over £30,000 secured from to support doorstep crime enforcement.

Energy & Carbon Reduction Strategy and Carbon Management Plan adopted.

A Community Assets Framework and Protocol is in place.

LED street lighting programme to replace up to 27,500 inefficient street lighting lanterns.

New branding for Streetscene as StreetCare introduced in 2018 following a review.

Phase 1 of the review of the review and redesign of StreetCare under the Target Operating Model completed.

Route optimisation software introduced into street cleansing.

Air Quality Action Plans for each locality have been reviewed and revised.

Plan to encourage more volunteering internally and externally in place.

How will we measure our impact on the outcome:

KPI	Measure	Baseline Figure	2018/19 Target	2019/20 Target
KPI	Maintain household waste at appropriate levels, measured by the residual waste per household in kilograms	439.4	480.0	488.0
-	Increase the proportion of total household waste diverted from landfill through recycling and/or treatment	97%	98%	99%
-	Increase levels of recycling, the proportion of waste sent for Reuse, Recycling or Composting	59.1%	59.5%	59.5%
-	Improvements in Waste Collection Service Customer Satisfaction (Survey every 3 years)	93%	No Survey	95%
KPI	Cleaner streets: Combined Litter & Detritus – Increase the proportion of sites inspected that meet the acceptable standard (Grade B or above)	-	90%	90%
KPI	Cleaner streets: Fly-tipping – Increase the proportion of sites inspected that meet the acceptable standard (Grade A)	-	92%	92%
KPI	Cleaner streets: Graffiti – Reduce the proportion of sites inspected that are below the acceptable standard (Grade B)	-	1%	1%
KPI	Cleaner streets: Grounds Maintenance – Increase the proportion of sites inspected that meet the acceptable standard (Grade B or above)	-	90%	90%
KPI	Borough wide CO2e emissions continue to decline. Baseline of 29% reduction at Dec 2013 against 1990 level of 6658ktCO2e (2 year time lag on results).	29.0%	39.0%	34.0%
-	Lower levels of CO2e emissions from the Council's assets and services. 2014/15 original scope baseline - 41108.58 tCO2e. Updated: 2014/15 increased scope baseline: 54365 tCO2e. Targets updated.	41108.58 Updated: 54,365	41,317	28775 Updated: 38,055
-	Air Quality Management Areas (AQMA) - achieve the 2019/20 AQMA target for Ellesmere Port	41.0	-	40.0
-	Air Quality Management Areas (AQMA) - achieve the 2019/20 AQMA target for Chester	53.0	-	40.0
-	Air Quality Management Areas (AQMA) - achieve the 2019/20 AQMA target for Frodsham	43.0	-	40.0

KPI	Measure	Baseline Figure	2018/19 Target	2019/20 Target
-	Number of Anti-Social Behaviour (ASB) reported incidents (note: information from Cheshire Police, recording changed during 2016/17).	12,019	Do not set targets	Do not set targets
-	Number of alcohol related Anti-Social Behaviour (ASB) reported incidents	1,655	Do not set targets	Do not set targets
-	Residents Survey – proportion of positive responses to the question: How safe or unsafe do you feel when outside in your local area at night?	59%	No Survey	No Survey
-	Residents Survey – proportion of positive responses to the question: How satisfied or dissatisfied are you with your local area as a place to live?	85%	No Survey	No Survey

How we will deliver our outcomes:

Strategic Theme	Key initiatives									
1. Supporting local communities to be more involved in the upkeep and future direction of their area	<ul style="list-style-type: none"> Use the new insight function to better understand what influences perceptions, demand, resource deployment and efficacy of interventions at a locality level to inform neighbourhood plans. Establish a community co-design lead to work with community, insight function, and change team to redesign services around customers. Initiate a programme of community asset transfer working closely with community groups and local councils. Further develop the Waste reduction volunteers programme seeking to expand the network and its reach within local communities Deliver an annual programme of householder engagement to encourage greater waste minimisation and recycling 									
Key actions:	<table border="1"> <thead> <tr> <th>Action</th> <th>Deadline</th> <th>Action Owners</th> </tr> </thead> <tbody> <tr> <td>A.4.1.1 – Implement the actions contained within the Community Asset Transfer Strategy and ensure protocols and policies are aligned with the Strategy.</td> <td>March 2019</td> <td>Senior Manager Localities</td> </tr> <tr> <td>A.4.1.2 - Ensure all opportunities to promote and utilise the Council's Corporate Social Responsibility Policy to support volunteering activities in the borough are taken to support</td> <td>March 2019</td> <td>Senior Manager Localities</td> </tr> </tbody> </table>	Action	Deadline	Action Owners	A.4.1.1 – Implement the actions contained within the Community Asset Transfer Strategy and ensure protocols and policies are aligned with the Strategy.	March 2019	Senior Manager Localities	A.4.1.2 - Ensure all opportunities to promote and utilise the Council's Corporate Social Responsibility Policy to support volunteering activities in the borough are taken to support	March 2019	Senior Manager Localities
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efforts to increase the number of volunteers.		
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Strategic Theme	Key initiatives
2. Ensuring environmental services reflect the standards expected by local residents and are cost effective.	<ul style="list-style-type: none"> Embed the street care pledge setting out clear standards and a shared commitment to maintain clean and attractive environments Review street cleaning, grounds maintenance and highways services to ensure there is an integrated and responsive approach to supporting the public realm which focuses on prevention, digitisation, and co-design. Deliver a phased programme of environmental infrastructure improvements with specific focus around play areas, toilets, parks buildings, sports buildings and street furniture Review the waste service to drive performance with a specific focus on modernising Household Waste Recycling Centres, tight contract managements and maximisation of the new waste treatment contract

Key actions:	Action Deadline	Action Owners
A.4.2.1 - Continue to embed internal StreetCare programme enabling frontline staff to report issues.	March 2019	Director of Place Operations
A.4.2.2 - Continue borough wide programme of targeted enforcement activity, ensuring revenue covers costs.	March 2019	Regulatory Services Manager
A.4.2.3 – Continue to implement programme of improvement for environmental infrastructure, including Play Areas, greenspace buildings and Environmental Assets	March 2019	Director of Place Operations
A.4.2.4 - Full review of StreetCare Pledge	March 2019	Streetscene and Environment Commissioner
A.4.2.5 – Review outcomes of redesign of Street care, grounds maintenance & Highways. Services co-designed with residents for residents.	March 2019	Streetscene and Environment Commissioner
A.4.2.6 - Review services to ensure optimum levels of education, prevention and enforcement across all services, with insight used to inform annual plan for delivery of programmes.	March 2019	Streetscene and Environment Commissioner

Strategic Theme	Key initiatives
3. Developing new approaches to address local concerns around	<ul style="list-style-type: none"> Use insight to better understand what influences perceptions of safety, demand, resource deployment and efficacy of interventions.

<p>safety, particularly in relation to anti-social behaviour</p>	<ul style="list-style-type: none"> Working closely with Police, redesign the Community Safety delivery model to ensure resources are allocated effectively based upon demand, insight, council priorities and to widen the use of enforcement powers Review licensing policy in licensed areas with higher or increased levels of alcohol related ASB and / or crime Use new legislation including Public Space Protection Orders to tackle areas of anti-social behaviour Increase enforcement activity to tackle doorstep crime 	
<p>Key actions:</p>	<p>Action Deadline</p>	<p>Action Owners</p>
<p>A.4.3.1 - Consider feasibility of the delegation of enforcement powers to third parties, such as parish councils.</p>	<p>December 2018</p>	<p>Director – Early Help & Prevention Director – Place Operations</p>
<p>A.4.3.2 - Undertake regular survey (co-produced) to measure perceptions about community safety including ASB</p>	<p>Annual</p>	<p>Snr. Manager Community Safety</p>
<p>A.4.3.3 - Review current enforcement approaches and processes to ensure services are the best they can be for our customers through an intelligence-led approach.</p>	<p>December 2018</p>	<p>Regulatory Services Manager</p>
<p>Strategic Theme</p>	<p>Key initiatives</p>	
<p>4. Implement initiatives that reduce carbon, maximise energy efficiency and mitigate the impact of climate change</p>	<ul style="list-style-type: none"> Implement LED street lighting, Explore the potential for the development of solar farms Identify energy projects for future investment in the Borough and develop a roadmap for implementation Explore opportunities to convert the park and ride fleet to fully electric vehicles Review and refresh the air quality management action plans for Chester and Ellesmere Port Tackle local flooding by improving data around flooding risks, ensuring new developments manage the risk of flooding, closer engagement with communities and businesses, maximising resources from Government and investing in sustainable urban drainage 	
<p>Key actions:</p>	<p>Action Deadline</p>	<p>Action Owners</p>
<p>A.4.4.1 - Identify energy projects for future investment in West Cheshire.</p>	<p>March 2019</p>	<p>Director of Places Strategy</p>
<p>A.4.4.2 - Develop a roadmap for implementation of energy projects in the Borough.</p>	<p>March 2019</p>	<p>Director of Places Strategy</p>
<p>A.4.4.3 - Air quality - Implement revised action plans</p>	<p>March 2020</p>	<p>Director of Place Operations Regulatory Services Manager</p>

Risks

Risk	Mitigation	Owner
<p>Highways and Streetscene – Non delivery of this outcome may lead to disjointed service delivery/duplication, increased cost. Customer confusion as to how to access services.</p> <p>With potential for more mixed economy solutions for elements of the service such as different delivery models e.g. collaboration, outsource contract, in-house delivery. Risk of losing control of service delivery which may lead to increasing cost, impact on delivery & quality of services.</p>	<p>Comprehensive review of service currently being undertaken to identify where there is common systems, support services to bring them together. Development of customer focused access points where customers can engage with one point of contact.</p> <p>Development of robust performance management frameworks for all delivery models with contract management processes designed to maintain overall view of service provision and ensure efficiencies are maintained.</p>	<p>Highways and Streetscene Managers</p>
<p>Introduce a street care pledge</p> <p>Lack of resident and political buy in to initiative.</p> <p>Maintaining resource levels, gaining resident confidence and not being able to evidence impact of initiatives.</p>	<p>High profile launch planned with a strong supporting communications plan with emphasis on giving clear access channels. Dedicated website to support initiative and promote activities.</p> <p>Monitoring of the activity associated with scheme and clear performance management to monitor the impact success.</p>	<p>Streetscene Manager</p>
<p>Waste Services Review – Lack of resident and political appetite for service change leading to savings not being made.</p> <p>Commercial dialogue with Kier</p>	<p>Strong consultation messages are relayed to public and members indicating both the technical and financial need for change.</p> <p>Robust commercial legal and technical positions are</p>	<p>Waste Contract Manager</p>

leads to higher contract costs.	maintained.	
Increase Environmental Enforcement (FPN issue, prosecution etc.) – negative publicity from some sources	Awareness raising and education campaign to run alongside enforcement in order to explain necessity and rationale	Regulatory Services Manager
Review Provision of Specialist Environmental Support Services Lack of political appetite for implementation of ‘TE’ business plan proposals. Policy options targets not realised within allocated timescales.	Business case needs to be robust with legal position fully explored and carefully presented. Rigorous market testing exercise and on-going refinement and development of product offer.	Director of Places Strategy
Community Safety Lack of appetite for broadening enforcement Powers Withdrawal or reduction in Partnership support for the ASB Unit Community Safety resources not effectively used	CSP Support Senior Manager Support Partnership Support Review Best Practice model across sub region Ensure CS Restructure takes place.	Community Safety Manager Community Safety Manager Community Safety Manager
Whole Place Partnership approach – lack of community interest in taking this forward	Development of strong relationships and shared ambitions with partner agencies and groups and community representatives	Locality Managers
LED lighting replacement	Continued delivery of LED replacement programme from LTP funding on an annual basis but on a smaller scale.	Highways Manager
Flood Alleviation schemes not fully funded.	Work closely with the EA, partner organisations and communities to secure additional funding streams.	Highways Manager
Renewable Energy Projects Site suitability to develop renewal energy projects.	Undertake pre- assessments to determine site suitability.	Director of Places Strategy
Park and Ride – conversion to fully electric vehicles: grant	Research into other funding streams	Regulatory Services Manager

funding not secured		
Licensing Policy review – political support not secured	Preparation of case (evidence base) Extensive briefing of Members	Regulatory Services Manager

Interdependencies

Programme / Project / Activity	Describe the dependency
A great place to do business	<ul style="list-style-type: none"> • High quality environment and public realm supports economic growth.
Vibrant and healthy communities with inclusive leisure, heritage and culture	<ul style="list-style-type: none"> • High quality environment and public realm supports health and wellbeing. • Play Strategy and Playing Pitch Strategy - play improvement plan, inclusive leisure, heritage and culture to support the overall environmental quality of neighbourhoods. • Rights of Way Improvement Plan (ROWIP)
Well-connected and accessible	<ul style="list-style-type: none"> • Congestion and air quality