

Environment and Neighbourhood Services – 2020/21

Vision for the Council

The Council's overarching vision is articulated through its strapline, **Working for A Brighter Future, Together** and its aims to deliver a Council that will:

- **celebrate** the diverse and distinctive places and communities in the borough, working with them to achieve their hopes and aspirations
- be led by **strong** and **responsible** leadership who are committed to public service and rooted in their communities
- have **valued staff** who are **proud ambassadors** for the council
- reach out to our communities, neighbouring councils and partners, **listen** to what they say and **act** accordingly.
- be a business-like, **financially independent** council which **enables** residents and communities to become more **self-sufficient**
- take decisions for the long-term, **investing** in the future and **responding** to changing circumstances

Values

- Flexibility
- Innovation
- Responsibility
- Service
- Teamwork

Corporate Plan – Draft new Priorities

The Council is developing a new Corporate Plan based on 8 priorities.

- Ensure strong, resilient and connected communities.
- Protect and enhance the environment.
- Improve connectivity and sustainable travel.
- Protect, support and empower our more vulnerable children, adults and families.
- Promote learning and skills for all throughout life.
- Support people to live more active, healthy and fulfilling lives.
- Promote sustainable and inclusive economic growth.
- Be a transparent and responsive council.



The Service

Environment and Neighbourhood Services is responsible for delivering and commissioning a range of Place based front line customer facing services and statutory functions. These include Waste and Recycling, Street Cleansing, Planning, Building Control, Environmental Health, Licensing, Trading Standards, Leisure Services, Libraries, Bereavement Services, Parks, Play Areas, Playing Pitches and Green Spaces. A key priority for the department as a whole will continue to be improving customer satisfaction with our services.

The department also provides leadership and management for the Council's Environment Strategy and associated policies and action plans, including the Carbon Action Plan to deliver the commitment to be a carbon neutral council by 2025. It is also responsible for preparing the Cheshire East Local Plan to ensure sustainable growth and development within the borough over future years.

A number of our services are commissioned through the Council's wholly owned companies including Ansa and Orbitas, and the independent leisure trust Everybody Sport & Recreation.

The department is also responsible for the Council's Emergency Planning responsibilities, ensuring the Council has the capability to respond effectively and efficiently to any major emergency in support of our communities and the multi-agency response. This service is commissioned through the Joint Cheshire Emergency Planning Team, a shared service with Cheshire West and Chester Council.

The department is supported by over 350 staff directly employed by the council and almost 1,500 colleagues within our commissioned delivery partners, with a total net revenue budget for 2020/21 is £41m.

The department will also be delivering a number of capital projects to improve the quality and sustainability of facilities in our neighbourhoods, and to implement modern ICT systems to enable a more sustainable digital by design service delivery model for the future.

Our Management Team



Paul Bayley
Director of Environment and
Neighbourhood Services



Ralph Kemp
Head of Environmental
Services



David Malcolm
Head of Planning



Tracey Bettaney
Head of Regulatory
Services



Vacant
Head of Neighbourhood
Services

Our priorities for 2020/21

Priority 1: Ensure strong, resilient and connected communities
<ul style="list-style-type: none"> • Work with partners to further develop our connected communities to deliver early intervention and prevention services within libraries and leisure centres • Deliver a programme of activities in libraries to reduce social isolation and loneliness • To protect the welfare of domestic and farmed animals and prevent transmission of animal and zoonotic disease • To provide an effective service for all licensable activities within Cheshire East • To provide a safe working and leisure environment within Cheshire East. • To ensure that food, drink and animal feed which is produced, stored, distributed, handled or consumed within the Borough is without risk to health and is compliant with relevant standards. • To educate and empower communities to prevent crime, using enforcement tools and powers to protect our communities, prevent reoffending and increase compliance • To increase levels of emergency preparedness across Cheshire East
Priority 2: Protect and enhance the environment
<ul style="list-style-type: none"> • To enable Cheshire East Council to become carbon neutral by 2025 through the delivery of the Carbon Action Plan • To develop a communications and training programme for the Carbon Action Plan • To commission a high-quality waste management service to reduce waste, improve recycling rates and environmental means of waste disposal • To consult and implement waste strategy and develop new waste management policies • To use enforcement tools and powers to protect our environment, and increase compliance • To carry out a review of the borough's Household Waste Recycling Centre network • To ensure new development is sensitive and sustainable and encourage development that includes measures to reduce carbon emissions and mitigate climate change • To progress the Site Allocations and Development Policies Document (SADPD) and Minerals and Waste Local Plan (MAWLP) to adoption • To improve the air quality environment within Cheshire East • To manage and develop parks, play areas and cemeteries to increase bio diversity, widen public access, and promote physical activity
Priority 5: Promote lifelong learning and skills for all throughout life
<ul style="list-style-type: none"> • To work with strategic partners, other Council departments, education providers and employers to improve the delivery of skills in the Borough • Deliver a programme of informal learning activities in libraries for children and adults to promote and improve reading, literacy, digital and STEM (science, technology, engineering and mathematics) skills

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Place/Environment & Neighbourhood Services

<ul style="list-style-type: none"> Deliver Work Clubs in Libraries, providing local help and advice for those looking for work to aid them back into employment
Priority 6: Support people to live more active, healthy and fulfilling lives
<ul style="list-style-type: none"> To commission Everybody Sport & Recreation to promote physical activity and support residents to be more active To continue the redevelopment of the Council's leisure facilities to increase participation in physical activity and ensure they are accessible and attractive to all residents Engage, educate and empower residents to make healthy lifestyle choices which will prevent ill health Support a safe night time economy that allows people to drink less and enjoy more
Priority 7: Promote sustainable and inclusive economic growth
<ul style="list-style-type: none"> To maintain a minimum 5-year housing supply To establish a planning framework that supports delivery of HS2 and associated benefits to Crewe Support businesses to get the help and support that they need to grow, creating and maintaining a level playing field and fair competition
Priority 8: Be a transparent and responsive council
<ul style="list-style-type: none"> Provide services that are responsive and customer focused To ensure the department delivers a balanced budget and makes a contribution to the Medium-Term Financial Strategy as it relates to the department. To deliver the actions from the Big Conversation staff survey ensuring all senior managers are highly visible and consistently display the positive behaviours of the council. To ensure all staff have the skills, support and frameworks to enable them to be successful and to deliver effective services. To ensure the Service embraces change and champions the Council's values and behaviours. To review working practices to ensure best use of digital solutions across the service, to support the organisation's wider digital strategies To undertake a Peer Review of the Planning service to ensure that it has the appropriate resources to enable effective customer service To review and implement improvements to the Planning customer journey, with the support of the Brighter Futures Transformation Programme, to improve customer satisfaction with the Planning service Undertake a recovery programme to re-open neighbourhood services in line with government guidelines following the COVID-19 shutdown

Key risks

Risk description	Risk owner
Failure to effectively manage major projects could have a detrimental impact on cost, time, quality and benefits realisation	Director of Environment and Neighbourhood Services
Failure to prepare for and respond to changes in legislation and regulations could have an impact on our ability to deliver services compliantly	Director of Environment and Neighbourhood Services
Ineffective commissioning and contract management arrangements could result in providers failing to deliver statutory and legislative responsibilities or service outcomes	Director of Environment and Neighbourhood Services
Lack of skilled / qualified resources could impact the ability to maintain service provision, fulfil regulatory requirements and meet customer expectations	Director of Environment and Neighbourhood Services
A key service partner or supplier could cease trading resulting in a shortage of key services, equipment or supplies	Director of Environment and Neighbourhood Services
Delivery of the Carbon Action Plan requires cultural change across the council and additional funding over and above that provided in the MTFs.	Head of Environmental Services
Delays to the delivery of SADPD/MWLP/key policy documents could leave the Council exposed to unplanned development taking place across the Borough	Head of Planning
A downturn in the national economy could cause the rate of development to slow significantly across the Borough resulting in fewer homes built.	Head of Planning
The Council's reputation becomes negatively affected by the action or inaction of a commissioned service provider	Director of Environment and Neighbourhood Services
Services are detrimentally impacted by EU Exit	Director of Environment and Neighbourhood Services
Impact of Covid-19, including ongoing government mandated closures of public buildings, reduced income, and additional costs associated with social distancing measures in service delivery	Director of Environment and Neighbourhood Services

Key performance measures

Description	Owner	2019/20 performance	2020/21 target
Facilitate a % reduction in Council's carbon emissions from the 2019/20 baseline' (Carbon Neutral by 2025)	Head of Environmental Services	15,447 tCO ₂	14,931 tCO ₂ (3% reduction)
Residual household waste collected per household (kgs)	Head of Environmental Services	490kg (tbc)	<510kg
% total household waste sent for recycling, reuse and composting	Head of Environmental Services	52% (tbc)	50%
% of household waste sent for energy recovery	Head of Environmental Services	45% (tbc)	45%
Tonnage of waste re-used	Head of Environmental Services	1111 Tonnes (tbc)	1122 Tonnes
Maintain Customer satisfaction with waste and recycling services	Head of Environmental Services	84%	80%
Maintain at least 4 green flag awards	Head of Environmental Services	7	4
Major Applications determined within time	Head of Planning	99%	95%
Non-Major Applications determined within time	Head of Planning	90%	92%
% Appeals Allowed	Head of Planning	24%	30%
Five Year supply of deliverable housing land	Head of Planning	7.5 years (at 31.03.19)	Over 5 years
Net housing growth in the borough	Head of Planning	3,062 (2018/19)	1,800
Average level of customer satisfaction with Planning	Head of Planning	20%	75%
% of inspections completed against the annual scheduled animal welfare inspection programme	Head of Regulatory Services	91%	100%
% of Food Safety A-D inspections completed against the annual programme	Head of Regulatory Services	91%	100%
% of Food Safety E rated premises that receive intervention activity	Head of Regulatory Services	80% (Scheduled) 72% (Backlog)	100%
Total number of Air Quality Management Areas in Cheshire East	Head of Regulatory Services	19	<19
% of Air Quality Management Areas with an associated Air Quality Action Plan	Head of Regulatory Services	100%	100%
Number of visitors to libraries	Library Services Manager	1,318,104	1,500,000
Average level of customer satisfaction with libraries	Library Services Manager	77%	75%
Increase use of Council owned leisure facilities	Head of Neighbourhood Services	3,524,938	3,679,736
Average level of customer satisfaction with leisure services	Head of Neighbourhood Services	64%	75%

Key supporting documents

Title	Owner	Last Review Date
Budget Monitoring	Director of Environment & Neighbourhood Services	2019
Risk Register	Director of Environment & Neighbourhood Services	2019
Performance Scorecard	Director of Environment & Neighbourhood Services	2019

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Title	Owner	Last Review Date
Air Quality Strategy	Head of Regulatory Services	2018
Carbon Action Plan	Head of Environmental Services	2020
Cemeteries Strategy	Head of Environmental Services	2019
Contaminated Land Strategy	Head of Regulatory Services	2015
Environment Strategy	Director of Environment & Neighbourhood Services	2020
Green Space Strategy	Head of Environmental Services	2018
Indoor Built Facilities Strategy	Head of Neighbourhood Services	2017
Joint Health and Wellbeing Strategy 2018/21	Director of Public Health	2018
Local Plan Strategy	Head of Planning	2017
Municipal Parks Strategy	Head of Environmental Services	2016
Municipal Waste Management Strategy	Head of Environmental Services	2020
Playing Pitch Strategy	Head of Environmental Services	2017

Revenue Budget 2020/21

	Budget including Policy Proposals			FTE Budget	FTE Actual
	Expenditure £000	Income £000	Net £000		
Neighbourhood Services	51,547	-10,833	40,714		

Capital Budget 2020/21 - 2022/23

	Total Budget 2019-22 £000	Forecast Funding			
		Grants £000	External £000	Borrowing / Revenue Contribution £000	Capital Receipts £000
Committed Schemes - In Progress	19,436	0	0	19,436	0
New Schemes	780	0	0	780	0
Total Capital Schemes	20,216	0	0	20,216	0