

**OVERVIEW AND SCRUTINY PANEL (ENVIRONMENTAL WELL-
BEING) - TUESDAY, 8 SEPTEMBER 2015**

LATE AGENDA ITEM(S)

4. CPE (CIVIL PARKING ENFORCEMENT) (Pages 3 - 10)

To consider a report on Civil Parking Enforcement, presented by the Interim Head of Operations.

5. OPERATIONS REVIEW QUARTERLY UPDATE (Pages 11 - 36)

The Interim Head of Operations will present the Operations Review Quarterly Update to the Panel.

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**Public
Key Decision - Yes**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Civil Parking Enforcement

Meeting/Date: Overview and Scrutiny Panel (Environmental Well-being) –
8 September 2015
Cabinet – 17 September 2015

Executive Portfolio: Councillor Robin Howe

Report by: Interim Head of Service (Operations)

Ward(s) affected: All

Executive Summary:

1. The report confirms the outcome of the review work conducted by an independent consultant into the desirability of the Council supporting the County Council to adopt Civil Parking Enforcement (CPE) powers. The outcome is the recommendation not to proceed with CPE until a clearer case is made for such powers and the funding of the necessary highways infrastructure by the County Council is confirmed, as part of the development of a robust traffic management plan for Huntingdonshire.
2. The general conclusions of the consultant are that the creation of a Civil Enforcement Area (CEA) in Huntingdonshire is operationally desirable but will not be financially viable. In order for the for the Council and County Council to adopt the powers required for CPE run by this Council, there would be set up costs of £175,000 with an on-going net operating cost of £35,000 per annum, increasing year on year with inflation.
3. The consultant predicts Parking Officers issuing 25 to 30 PCN's for on-street parking per week but did not confirm the current level of enforcement work undertaken by the Police to evidence a substantive level of on-street parking contraventions.
4. Independently of the consultant efforts have been made to obtain this information for the Police. The information made available by the Police was limited and only for Huntingdon. In 2014 only 204 parking tickets were issued and 133 of these were for general obstruction. Despite a request for clarification the Police did not confirm whether this was in respect to double yellow lines or more general obstruction. Consequently the need for CPE is not proven.

Recommendation(s):

That the Cabinet:

1. Does not commit to being the County Council's agent for Civil Parking Enforcement in Huntingdonshire because the case for such powers has not yet been made and such powers are not financially viable.
2. Agrees that the Parking Service should engage with the County Council about the development of a comprehensive traffic management strategy for Huntingdonshire that includes funding by the County for the infrastructure costs if the strategy proposes a CEA for the district.

1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 The report confirms the outcome of the review work conducted by an independent consultant into the desirability of the Council supporting the County Council to adopt Civil Parking Enforcement (CPE) powers. The outcome is the recommendation not to proceed with CPE until a clearer case is made for such powers and the funding of the necessary highways infrastructure by the County Council is confirmed.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 RTA Associates Ltd were commissioned by the Council and the County Council to investigate the feasibility of creating a Civil Enforcement Area (CEA) across the whole of the District Council's administrative area and the resulting financial viability of such a step. A CEA is an area in which the parking offences became a civil contravention, using the powers of the Traffic Management Act 2004. Within a CEA, the responsibility for the enforcement of virtually all parking passes from the Police to the Highway and Traffic Authority (the County Council).
- 2.2 The income from the parking control notices (PCN's) issued is retained by the Highway Authority to be used to fund the CEA and any surplus being ring-fenced for highways related matters. The Council's would be involved as the County Council's agent in enforcement of the civil parking enforcement powers.
- 2.3 The CEA must also include the off-street car parks currently enforced by the Council, in order to provide a uniform enforcement capability in all Council parking areas. These off street car parks which are Council owned are currently controlled using an off street parking places order under the Road Traffic Regulation Act 1984 have to be included in any CEA application to the Department for Transport (DfT).
- 2.4 Cambridgeshire Police who have the current responsibility for parking enforcement on street will support an application for a CEA to cover the whole of Huntingdonshire on the basis they wish to see more enforcement on street but have they limited resources at their disposal. The Police have reduced their traffic warden force in recent years and currently there are no traffic wardens enforcing on street parking in Huntingdonshire but there are some PCSO's capable of enforcing when time allows who have delegated traffic management powers.
- 2.5 The application process takes 8 to 12 months and from the date of the Designation Order and from the date of approval the Police cannot enforce the majority of parking related offences; and the Council must be ready to take them on it new responsibilities immediately.
- 2.6 The Government's view is that CPE is a positive contribution to traffic management and the main benefits are stated as follows:
- A coordinated parking enforcement function across both on and off street parking;

- Improved compliance is stated in permitted parking spaces;
- Growth in demand for vehicular access to urban centres would be restrained;
- Future resident permit schemes could be underpinned by the parking controls available to a CEA.
- Improved environmental conditions though reduced traffic in urban centres and safer traffic conditions, though less illegal parking and better circulation.
- On street parking enforcement would become locally accountable;
- Police resources can be diverted to other purposes.

However the consultant's report need not empirically evidence any of these benefits in Huntingdonshire. Of the 326 authorities in England, 305 have adopted CPE.

3. OPTIONS CONSIDERED/ANALYSIS

- 3.1 The general conclusions of the consultant is that the creation of a CEA in Huntingdonshire is operationally desirable but will not be financially viable. In order for the for the Council and County Council to adopt the powers required for CPE run by this Council, would have set up costs of £175,000 with an on-going net operating cost of £35,000 per annum, increasing year on year with inflation. These projections include the current income from this Council's enforcement activities off street and projected additional income form increased use of this Council's off street parking as a result of tighter enforcement of illegal parking on street.
- 3.2 The consultant states that if the set up costs can be written off (£133K for the County Council) then over 3 to 5 years the CPE service could be self-financing generating a small surplus of circa £6K per annum. However this is dependent on driver reactions (increased use of car parks) and close management of enforcement activities.
- 3.3 The consultant predicts Parking Officers issuing 25 to 30 PCN's for on-street parking per week but did not confirm the current level of enforcement work undertaken by the Police to evidence a substantive on-street parking contraventions.
- 3.4 Consequently, independently of the consultant efforts have been made to obtain this information for the Police. The information made available by the Police was limited and only for Huntingdon. In 2014 only 204 parking tickets were issued and 133 of these were for general obstruction. Despite a request for clarification the Police did not confirm whether this was in respect to double yellow lines or more general obstruction.
- 3.5 Consequently, it is proposed that the Council should not commit to a CEA for the following reasons:

- There is no evidence provided by the Police of substantive parking infringements on street in Huntingdon, St Ives and St Neots that merit a Civil Parking Enforcement service that requires an annual revenue subsidy of circa £35,000 per annum.
- There is no traffic management strategy developed by the County Council for Huntingdonshire that proposes a CEA as part of an integrated approach for traffic management (Inc. capital works for improving traffic flow and capacity) to respond to evidenced need to address illegal parking on street; traffic congestion resulting from increased access pressures to the urban centres; and increasing pollution levels.
- There is no commitment from the County Council confirmed by the consultant to fund the necessary infrastructure works (£130,000) on the highway required for a CEA that would enable a CEA to breakeven after 3 to 5 years.
- There is not a pressing need to extend resident parking schemes in Huntingdonshire and should this emerge in future years the decision to commit to a CEA can be revisited.
- The Council is not receiving calls to the Parking Service from residents or businesses demanding increased parking enforcement in the urban centres and for greater locally accountable through to the Council.
- The Police have deprioritised on street parking enforcement because of the pressure on their resources and this would suggest that they have evaluated that illegal street parking is not a substantial issues even if it is desirable to increase resources for activities if delivered by the Council. No resources would transfer from the Police to the Council to support the CEA.

3.6 It is also proposed that the Council should engage with the County Council about the development of a comprehensive traffic management strategy for Huntingdonshire that includes funding by the County for the infrastructure costs if the strategy includes for a CEA for the district.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 This report will be submitted to the Overview and Scrutiny Panel on 8 September 2015 for their consideration.

**5. KEY IMPACTS/RISKS?
HOW WILL THEY BE ADDRESSED?**

- 5.1 The case for CPE powers has not been evidenced in respect to substantial illegal parking, traffic congestion (caused by increased numbers of people accessing the three major towns) and increasing pollution levels in Huntingdon, St Ives and St Neots. However these environmental factors need to be actively monitored by the County Council for the highway/traffic issues and this Council in respect to the air pollution. If there is an increase in these environmental factors then a decision to adopt CPE powers can be revisited as part of a holistic traffic management response that is strategy driven.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 6.1 The further engagement proposed with the County Council will take place over the coming months to agree if there is a desire to develop a more holistic traffic management strategy for Huntingdonshire.

7. LINK TO THE CORPORATE PLAN

- 7.1 The Council's approach to parking enforcement has to both support the corporate objectives of 'A Strong Local Economy' (accelerating business growth and investment) with 'Establishing Sustainable Growth' (enhancement of our built and green environment). This requires a balance to be achieved and without evidence to confirm illegal parking and traffic congestion are increasing in the three towns the proposed deferment of adopting CPE powers is proposed as the correct balance at this point in time.

8. CONSULTATION

- 8.1 Not applicable before consideration by the Cabinet and then Overview and Scrutiny.

9. LEGAL IMPLICATIONS

- 9.1 The application process to create a CEA would take 8 to 12 months and would require the support of the Police. After the establishment of a CEA the Council would have to participate in an independent appeals mechanism, known as the Adjudication Service. The Council would need to apply to join this service. This service functions as a Section 101 Committee, so it will require elected Members to formally represent the Council at the very infrequent meetings of the Committees that are held annually. The costs of joining this service have been included in the financial projections that highlight a £35,000 on going subsidy required to support the adoption of CPE powers.

10. RESOURCE IMPLICATIONS

- 10.1 Adoption of Civil Parking Enforcement powers by the County Council with this Council acting as the agent for the enforcement of these powers would require annual subsidy of £35,000 per annum. The case for such powers has not been evidenced therefore without the County Council funding separately the highway infrastructure required for a CEA then such a scheme is not financially viable.
- 10.2 This financial projection also includes the current income from this Council's enforcement activities in respect off street parking (£150,000 per annum) and the projected additional income form increased use of this Council's car parks as a result of tighter enforcement of illegal parking on street being incorporated into the new CPE service. This would constitute a net loss of income to the Council of £150,000 per annum and the projected additional income (£42,000) from increased parking projected on the Council's car parks.

11. OTHER IMPLICATIONS

- 11.1 If the enforcement service for a CEA is delivered in-house by this Council it will require an upgraded IT system for processing of parking tickets and for the administration of Parking Control Notices.
- 11.2 The consultant states that CPE powers can improve environmental conditions, e.g. reducing pollution, traffic flows etc. but such potential benefits in Huntingdonshire have not been evidenced.

12 REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 The consultant's report did not reach a definitive conclusion on whether this Council should support the County Council in adopting CPE powers and then act as the County Council's agent in the delivery of the powers. Consequently the report is necessary for this Council to clearly decide its' position and then to work with the County Council on the development of future traffic management plans for Huntingdonshire.

13. LIST OF APPENDICES INCLUDED

- 13.1 None

BACKGROUND PAPERS

None

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Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Restructure of the Operations Service and the Service Improvement Plan
Meeting/Date:	Overview and Scrutiny Panel (Environmental Well-being) – 8 September 2015
Executive Portfolio:	Councillor Robin Carter
Report by:	Alistair Merrick – Interim Head of Service (Operations)
Ward(s) affected:	All or list individual Ward(s)

Executive Summary:

1. The report provides the Panel with the opportunity to overview the following matters:
 - a) The restructure agreed for the Operations Service with the creation of commercial services function, environmental services function and business development function. The new structure is targeted for implementation by 31 October 2015 and is necessary to deliver efficiencies but also to put the right people in the right roles to drive the improvement of the service forward.
 - b) The service improvement plan which is made up of 138 projects and actions that is being implemented to refocus the Operations Service around the customer, to set clear priorities, to improve the effectiveness of service delivery and to realise efficiencies.
 - c) A progress report on the work completed within the service improvement plan across the various service streams within the Operations Service, including the following:
 - A review of land ownership and maintenance arrangements;
 - Needs analysis work for green spaces and play facilities;
 - Waste Service initiatives raised previously by the Panel, including bin stickers and recycling services to flatted properties;
 - Re-invigoration of the street markets in Huntingdon and St Ives;
 - The remedial weed control programme and future service delivery arrangements;
 - Powers in relation to graffiti and flyposting removal;
 - A new process for Member enquiries to improve responses.

2. The report also provides the opportunity for the Panel to scrutinise the St Ives green spaces and play needs analysis and the new garden waste contamination policy before they are adopted.

a) The Greenspaces and Play Needs Analysis for St Ives is the needs analysis work completed for St Ives. The conclusions reached are as follows:

- Overall the town already has greenspace provision that meets the benchmark for provision, with a policy target of 35.6 hectares and provision of 61 hectares.
- To achieve a better distribution of play provision against the benchmark for provision the needs analysis work confirms the priorities for investment should be upgrading the local equipped play areas at Stirling Road and Warners Park (Town Council owned) to be Neighbourhood equipped play areas.

b) Possibly the issue causing the most dissatisfaction with the Waste Service is when garden waste bins are rejected for being contaminated with other waste. In response the current garden waste contamination policy has been fundamentally reviewed and a new proposed policy developed. This operational policy involves the following:

- Crews taking a photograph of contaminated waste in a bin to be able to evidence to the resident the reason for rejection.
- If it is clear small items have been dropped into the bin overnight then the crews will now remove such items and tie them to the emptied bin in a small recycling sack that promotes recycling. This will request the resident to support us by correctly recycling the items.
- Other small items that are not recyclable and that are not easy to remove will be left in the bin but the bin will be emptied. This has now been agreed with the waste processor.

Recommendation(s):

1. The Panel are invited to make comments that will be included in the future reports to Cabinet concerning the two matters submitted for scrutiny, the St Ives green spaces and play needs analysis and the new garden waste contamination policy.

1. WHAT IS THIS REPORT ABOUT/PURPOSE?

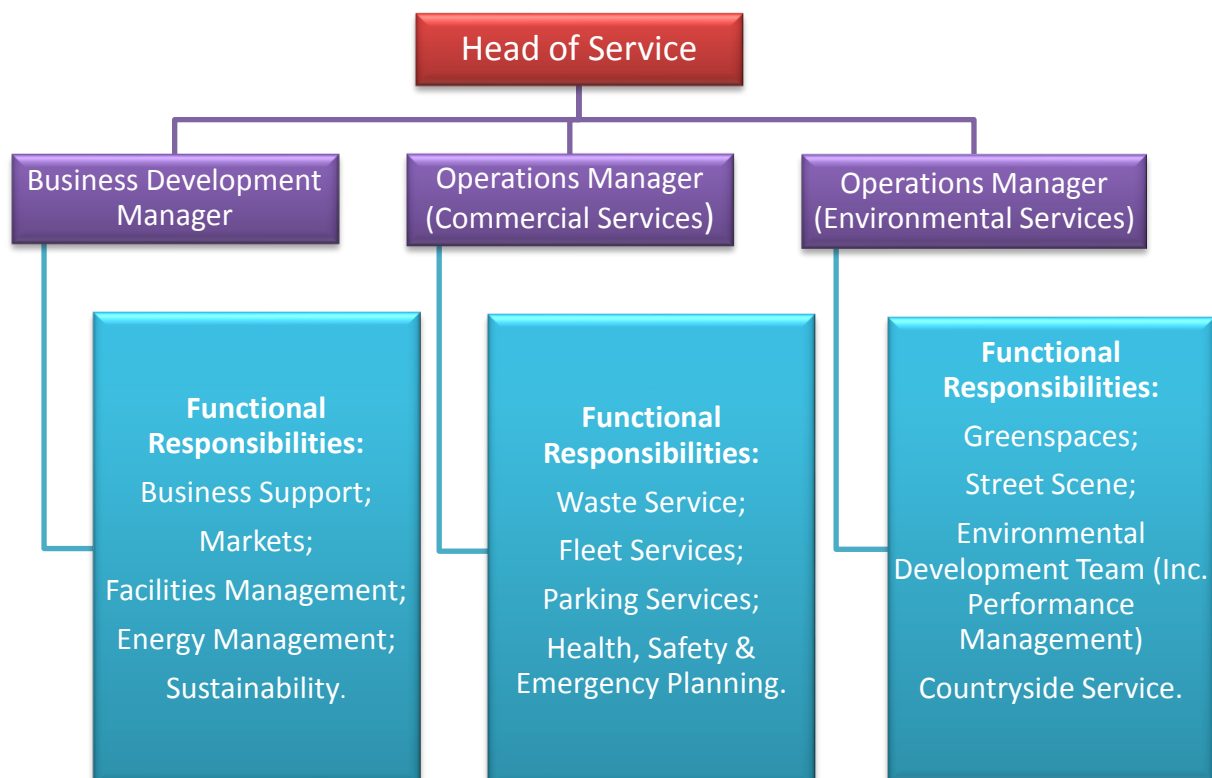
1.1 The report provides detail of the approved restructure of the Operations Service and service improvement plan that is being implemented to refocus the service around the customer, to improve service delivery effectiveness and to realise efficiencies. The report also provides the opportunity for scrutinising the St Ives green spaces and play needs analysis and the new garden waste contamination policy before they are adopted.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 The report provides the Panel with the opportunity to overview the restructure proposals for the Operations Service and the service improvement programme and development activities being undertaken to make the service more customer orientated and more effective and efficient. The report also includes two items for scrutiny.

2.2 **Overview Matters:** The following are the matters for the Panel to review as part of the overview function of the Panel.

2.3 **Restructure of the Operations Service:** The restructure proposals for the Operations Service were approved by COMT on 18 August 2015 after the formal consultation period. Staff fully engaged in the consultation and their feedback helped to shape the finalised proposals. The restructure involves the following new operating model now being introduced for the service.



2.4 **Commercial Services:** The specific changes to create the commercial services function include the following:

- a) **Waste Service:** Creation of a dedicated management team for the service lead by a Waste Services Manager and including three Assistant Managers with a clearer accountability for service delivery. The current trade waste service being set up as a separate business entity to ensure customer focus and profitability. The creation of 25 Driver/Team Leader posts to engender tighter control, improved customer service and greater accountability for the daily delivery of collection services. Bank Holiday working will also be introduced over the next 12 months to meet customer expectations for collection services to be sustained on Mondays and Fridays (?) throughout the year. It is expected that the only day changes required will be to cater for the Christmas catch up.
- b) **Parking Service:** A separate Parking Service is being created by splitting this function out of the old Street Ranger Service that also included the Markets Service. This is important to create a new customer focused service easily understandable to the public. This new service will also take on managing income reconciliation and the appeals process for parking control notices for the Resources Division of the Council to create a seamless service. Finally Parking Service activities need to be delivered over 6 days so Saturday working and Bank Holiday working is being introduced for the staff as part of their normal working week.
- c) **Fleet Services:** The current transport management and vehicle maintenance functions work well so they remain unchanged.
- d) **Health, Safety and Resilience:** The role of the Health, Safety and Resilience Officer has been retained but the work requirements have been fundamentally revised with a new framework for management, monitoring and reporting on health and safety being introduced.

2.5 **Environmental Services:** The specific changes to create the environmental services function include the following:

- a) **Street Scene Service:** The creation of an integrate street cleansing and grounds maintenance activities on an area basis with the introduction of 5 out of 7 day working for all staff who carry out street cleansing activities.
- b) **Development Team:** The creation of a small team to carry out needs analysis, strategic planning, specification of maintenance requirements and performance management activities for greenspaces and environmental maintenance. This team will be critical in shaping the future direction for the open space and play provision in the District and

also determining environmental maintenance requirements and standards.

- c) **Countryside Service:** A new operating model is also being introduced for the Countryside Service that will involve a reduction in the direct resources for managing and maintaining countryside assets and the introduction of greater involvement for volunteers in both management and maintenance activities. A greater emphasis is also going to be put on appropriate events to increase the use of the countryside sites to introduce more people to conservation and environmental matters.

2.6 **Business Development Service:** To support the operational service function detailed above a Business Development service is being created that will contain all the support functions necessary to deliver the operational services. This includes the following teams and specialist roles:

- Business Support Team for customer relations and administration support.
- Facilities Management Team to provide caretaking, cleaning, catering, security, and maintenance services at Pathfinder House and Eastfield House.
- Energy management and sustainability strategies and delivery plans.
- The Market Service has also been placed in business development and it is being given a clear focus to improve it.

2.7 The restructure will allow management to:

- Update service standards and use them as the basis of service monitoring going forward.
- Review the work being done against the specified work requirements to identify smart ways of working.
- Develop service specific workflow systems that are used as the basis of planning and organising work (with access for the Call Centre).
- Put in place formal work completion processes for Team Leaders.
- Develop and agree business rules with the Call Centre.
- Collate performance metrics by service stream to enable the services to be benchmarked in order to evidence value for money.
- Introduce structured customer engagement and satisfaction surveying.
- Reduce sickness absence to acceptable industry levels to improve productivity levels and in turn to reduce agency spend.

2.8 The target for the full implementation of the restructure taking into account recruitment of staff into post and implementation of revised terms and conditions of service is 31 October 2015.

2.9 **Managing the Future & the Service Improvement Process:** A structured improvement process has been adopted based on a service improvement plan made up of service improvement certificates for each service function with a senior manager in Operations being accountable for the delivery of the service improvement certificates as summarised below. The following

principles underpin the adoption of the service improvement process recommended:

- The Head of Service will use the service improvement certificates as the focus of 1 to 1 meetings with senior managers to ensure progress against the improvement objectives and targets.
- The relevant senior manager has accountability to deliver the improvement actions.
- The Business Development Manager supported by the Sustainability Officer will develop and manage the overall project reporting structure for the Improvement certificates.

2.10 The structure of the service improvement certificates is as follows, involving 10 individual service improvement certificates and 138 projects/actions:

Service Certificate	Improvement Direction, & Performance	Number of Projects/Actions	Owner
Strategic Governance & Management	Direction, & Performance	25	Head of Service
Health, Safety & Planning	Emergency	8	Head of Service
Waste Service		24	Operations Manager (Commercial Services)
Fleet Service		5	Operations Manager (Commercial Services)
Parking Service		10	Operations Manager (Commercial Services)
Street Cleansing		16	Operations Manager (Environmental Services)
Grounds Maintenance		14	Operations Manager (Environmental Services)
Greenspaces & Countryside		17	Operations Manager (Environmental Services)
Business Development		19	Business Development Manager

2.11 There is currently no slippage in the delivery of the 138 projects and actions but keeping the momentum up is tied to the implementation of the restructure. This Panel will receive regular update reports on progress as part of its Overview role.

2.12 **Policy Review:** Work has begun to review and revise all existing operational policies with a specific focus at present on the policies that govern waste collection services because it is these policies that affect every household in the District and impact most significantly on our customer interface. In reviewing these policies there have been the following three prime objectives:

- a) To ensure the policies are customer centric;

- b) To encourage waste minimisation by residents and compliance with recycling requirements;
 - c) To ensure the efficiency and effectiveness of service delivery arrangements.
- 2.13 The policies being reviewed are the policies regarding rejection of contaminated garden waste, dry recyclates and side waste. The current policies can all be improved in relation to the objectives stated above. Each draft final policy will be submitted to this Panel for scrutiny before being finalised.
- 2.14 **Service Specifications and Service Charter Development:** High performing organisations have clear specifications for their work that set out the key result areas, performance standards and output requirements. Service specifications are being developed for the following services:
- Waste collections;
 - Grounds maintenance including arboriculture works;
 - Street Cleansing, including graffiti and flyposting removal.
- 2.15 The service specifications are internal documents that direct and control service delivery and it is against these documents that work programmes will be revised to ensure greater efficiency and effectiveness. For the public the detail on service levels and standards will be captured in service charters that will be published on the Council's website, **Appendix 1** of this report contains the service charter developed for the Parking Service. It is proposed that service specifications and service charters will be brought back to the Panel for scrutiny before being finalised.
- 2.16 **Land Ownership and Maintenance Review:** Currently it can be a very confusing picture for residents about which tier of local government owns and maintains what. Often residents ring our Call Centre and request maintenance work to be carried out to be advised that it is not this Council's responsibility or that we need to clarify land ownership before carrying out any works. This can cause frustration for residents when all they want are simple solutions not referral on of service requests with no guarantee that the work will be completed.
- 2.17 Consequently a review of land ownership and maintenance arrangements for greenspace and the public realm has been initiated. This involves maps and schedules being sent to all Town and Parish Councils and the County Council to build the first complete picture of land ownership and maintenance arrangements. The benefits of this are twofold; a greater ability in the Call Centre to deal with enquiries and confirm the responsible entity for a response and then an opportunity to review jointly all maintenance arrangements to drive out efficiencies. Further reports on the outcome will be reported back to the Panel as part of its overview role.
- 2.18 **Greenspaces and Play Needs Analysis Work:** The current provision of green spaces and play facilities owned by the Town and Parish Councils and this Council has evolved outside of robust strategies. It is not based on a needs analysis of current provision against benchmarks for provision to identify areas to be prioritised for future investment in provision.

Consequently there is an imbalance at a district level and localised level (particularly in the towns).

- 2.19 To address this needs analysis, work has started in the main towns to confirm the future investment priorities to then allow Section 106 Agreement monies to be targeted at the priorities when they are secured. The S106 monies include commuted sums for 15 years for the maintenance of facilities so it will also help to ensure the financial sustainability of the provision going forward. The needs analysis work includes identifying the optimum site for development regardless of ownership. The needs analysis profile completed for St Ives is contained as **Appendix 2** of this report.
- 2.20 **Waste Service Initiatives:** Specifically at the last meeting the Panel raised issues concerning promotional material for recycling and provision of recycling services to flatted properties. In respect to the promotional material a bin sticker has been designed as requested by the Panel and it will be distributed in a pack at the beginning of December 2015 that will include a newsletter promoting waste minimisation and the collection arrangements for Christmas/New Year. The remaining changes to the collection service will be distributed once the issue of bank holiday opening of the disposal sites has been resolved. This is the most cost effective means of getting all this information out to residents. **Appendix 3** contains the proposed bin sticker that complies with the guidance of WRAP.
- 2.21 Recycling collection services to flatted properties is complex because there is no universal solution as blocks of flats invariably have different factors to be surveyed and then taken into account when designing a service. The other issue is to get the commitment to participate in recycling from the residents/tenants. Consequently a meeting is now scheduled with Luminus Housing to secure their commitment for including in their tenancy agreements a requirement for tenants to participate in the recycling service implemented. On securing this commitment a pilot scheme will be initiated to test the proposal to focus recycling services for flatted properties largely on a sack collection service.
- 2.22 **Markets Service:** The markets in Huntingdon and St Ives are important to the economic wellbeing of the towns and greater effort is being put into consolidating and then growing these markets. The Market Rules of the Council have been reviewed and updated to ensure appropriateness. These rules will now be consistently applied to ensure fair and transparent treatment of traders and well run markets. Meetings will be scheduled going forward with traders from each of the markets to agree action plans to develop the markets. **Appendix 4** contains the action plan agreed with the Huntingdon Farmers' Market trader. Progress against the actions plans will be reported to this Panel as part of its' oversight role.
- 2.23 **Weed Control:** This has been the most difficult delivery function this year, particularly in relation to weed control on the highway which is a function this Council carries out for the County Council. The milder winters and wetter summers have accelerated weed growth across the Country combined with the residual chemicals not being legally usable management of weed growth is more challenging requiring more applications when the weather allows

and then hand pulling of the dead weeds. In response a remedial programme for weed control was introduced based on treatment of hot spots reported by Members.

2.24 However this is not a sustainable practice. Therefore the following work is being developed:

- a) Development of a new programme for treatment of weeds across the District for 2016 to be published in January 2016 and commenced in March/April 2016.
- b) Discussions with the County about the funding of the new programme because the current inadequate programme exceeds the fee paid annually to this Council for the weed treatment work it is already doing.

The Panel as part of its' overview role will receive an update on this matter.

2.25 **Graffiti & Flyposting Removal:** Detailed below for clarification are what this Council's powers are regarding graffiti and flyposting removal. The Operations Service can:

- a) Remove graffiti immediately if it is abusive or racial;
- b) Remove graffiti on public or charitable buildings;
- c) But there is no legal obligation for Operations to remove graffiti from private property and the Council may charge for graffiti removal from private property if it carries out such works with the owners approval;
- d) If Operations are unable to remove the graffiti they will recommend service providers who can.

2.26 For reference the Environmental Enforcement Officer in Operations (subject to transfer to the Community Division as part of the implementation of the restructure) can:

- a) Deal with litter, dog fouling and graffiti;
- b) Investigate, enforce and remove abandoned vehicles;
- c) Investigate, enforce and remove flytipping.
- d) Investigate and enforce in respect to non-compliance with waste collection policies;
- e) But they have no authority for dealing with A Boards or flyposting on the highway.

2.27 In respect to flyposting the Highway Authority (the County Council) does have powers under the Highways Act 1980 which includes the ability to remove posters on street furniture. In some places they have passed that power down to the District but they are required to confirm such action can be taken to ensure permission has not been given for the signs to be in place. Similarly there are also some powers that allow a Planning function of a Council to take action. This requires investigation and confirmation of action to remove from the Planning Enforcement Team.

- 2.28 Operations are complying with powers in respect to graffiti removal but there is an aspiration from some residents for graffiti to be removed from private property which the Council has no powers or resources to undertake. The other live issue is 'tagging' on utilities boxes and again the Council has no powers to treat such graffiti without permission of the utilities companies. This is not readily forthcoming because of their concerns about cleansing damaging sensitive equipment in the boxes. Consequently limited cleansing in the town centres will be trialled using graffiti wipes.
- 2.29 Flyposting is particularly prevalent in relation to promoting local events and often involves promoters who book venues in the District. There is clear responsibility for the venue owners to prohibit such behaviour from their hirers or to clearly advise that approval is needed from the County in relation to posters on the highway and from the utility companies regarding utility boxes. Rather than removal, the underlying issue is one of enforcement by Licencing and Planning Enforcement. This is because most of the powers HDC have are contained in three pieces of Legislation but they are directed to the criminal nature of the activity rather than removal. Progress on this matter will be reported back to the Panel as part of its' overview role.
- 2.30 **Members' Enquiries:** There has been no formalised process for Members to make service requests of the Operations Service that has involved a track system to ensure matters have been dealt with and that Members have been advised their service request has been closed. Consequently a simple Members' Contact Us Form has been created and it is available on line or as note pads, **Appendix 5** contains the form to be adopted. The Portfolio Holder will receive a monthly report of outstanding service requests to be able to challenge the service on its' performance.

3. OPTIONS CONSIDERED/ANALYSIS

3.1 **Scrutiny Matters:** The following are the matters for the Panel to review as part of the Scrutiny function of the Panel.

3.2 **Greenspaces and Play Needs Analysis for St Ives: Appendix 2** contains the needs analysis work completed for St Ives. The conclusions reached are as follows:

- a) Overall the town already has greenspace provision that meets the benchmark for provision, with a policy target of 35.6 hectares and provision of 61 hectares.
- b) The area of deficiency is for natural and semi-natural open space but the over provision in all the other forms of green space more than compensate for this deficiency.
- c) Allotment provision meets the policy target but all the provision is in the west of the town. This is understandable because east of the town is more industrial in nature and the south of the town is the town centre.
- d) Policy targets for play tend to be more aspirational and are much harder to meet not only in terms of providing the space but also in terms of funding development costs and the subsequent maintenance and cleansing costs. To achieve a better distribution of play provision against the benchmark for provision the needs analysis work confirms the priorities for investment should be upgrading the local equipped play areas at Stirling Road and Warners Park (Town Council owned) to be Neighbourhood equipped play areas.

3.3 The Panel are invited to scrutinise the conclusions reached and the proposed actions.

3.4 **Garden Waste Contamination Policy:** Possibly the issue causing the most dissatisfaction with the Waste Service is when garden waste bins are rejected for being contaminated with other waste. There are generally three causes for rejections:

- a) The resident is unclear about what can be recycled as green waste. Soil and rubble being included for collection is the common problem. This will be resolved by an improved awareness campaign scheduled for December 2015 and then on into 2016.
- b) Individuals who choose deliberately to not comply with the Council's collection policies. This is a very small number of people.
- c) When passers-by drop items in the top of a bin after it has been put out for collection the next day. This particularly aggravates residents.

- 3.5 In response the current garden waste contamination policy has been fundamentally reviewed and the new proposed policy is attached as **Appendix 6** to this report. This operational policy involves the following:
- a) Crews taking a photograph of contaminated waste in a bin to be able to evidence to the resident the reason for rejection, in doing so reduce the levels of debate with residents initiated through the Call Centre that the bin has been missed rather than rejected as contaminated. The photograph will be made available if required to the resident.
 - b) If it is clear small items have been dropped into the bin overnight then the crews will now remove such items and tie them to the emptied bin in a small recycling sack that promotes recycling. This will request the resident to support us by correctly recycling the items.
 - c) Other small items that are not recyclable and that are not easy to remove will be left in the bin but the bin will be emptied. This has now been agreed with the waste processor.
- 3.6 The Panel are invited to scrutinise the draft policy and propose any amendments for consideration by the Portfolio Holder.

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

- 4.1 Comments of the Panel will be included in future reports to the Cabinet concerning the two matters submitted for scrutiny, the St Ives green spaces and play needs analysis and the new garden waste contamination policy.

5. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

- 5.1 The structured improvement process (detailed in paragraph 2.9 of this report) that has been adopted based on a service improvement plan made up of service improvement certificates for each service function with a senior manager in Operations being accountable for the delivery of the service improvement certificates will be the prime means of managing impacts and risks going forward.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 6.1 Each project and action in the service improvement plan has a deadline set for completion. On a monthly basis a RAG report (red, amber, green traffic light status) is produced to confirm progress being made. If a project or action is flagged as red, in danger of not being delivered it is targeted for intervention by the Head of Service to ensure it is ultimately delivered.

7. LINK TO THE CORPORATE PLAN

- 7.1 The outputs and outcomes from the service improvement plan will fundamentally contribute to the Corporate Plan as follows:
- a) Developing a more flexible and skilled workforce in the Operations Service.
 - b) Enhancing fundamentally the built and green environment of the District.
 - c) Empowering local communities to become involved in the self-management of countryside sites and play facilities.
 - d) Operations becoming much more business-like and efficient in the way it delivers services.
 - e) Ensuring that service improvement planning (priority setting) and service delivery in Operations is driven by customer engagement.

8. CONSULTATION

- 8.1 The service improvement plan includes for a structure of on-going consultation with residents and service users, but specifically customer satisfaction surveys will be introduced.

9. LEGAL IMPLICATIONS

- 9.1 There are no immediate legal implications concerning the two matters submitted for scrutiny, the St Ives green spaces and play needs analysis and the new garden waste contamination policy.

10. RESOURCE IMPLICATIONS

- 10.1 There are no immediate resource implications concerning the two matters submitted for scrutiny, the St Ives green spaces and play needs analysis and the new garden waste contamination policy. The work has been done within existing resources. The finalised operational policy for garden waste contamination will also be delivered within the existing resources of the Waste Service. The needs analysis work for green spaces and play facilities will also help to target future S106 monies better to priorities that have been clearly quantified.

11. OTHER IMPLICATIONS

- 11.1 The needs analysis work seeks to ensure an appropriate and equitable balance in the provision of green space and play facilities across the District to militate against under provision so that no residents are unreasonably excluded from such provision.
- 11.2 The new operational policy for garden waste contamination seeks to better support residents to recycle garden waste as a positive step in better management of the environment of the District.

12 REASONS FOR THE RECOMMENDED DECISIONS

- 12.1 The matters for overview in Section 2 of the this report give the Panel the opportunity for oversight of the decisions being made in the Operations Service to restructure the service and to drive forward improvements in service delivery focused around the customer but also to delivery efficiencies.
- 12.2 The two matters for scrutiny give the Panel the opportunity to influence the final decision making regarding the St Ives green spaces and play needs analysis (and the priorities for investment) and the new garden waste contamination policy before introduction.

13. LIST OF APPENDICES INCLUDED

Appendix 1 – Service Charter for the Parking Services
Appendix 2 - St Ives Greenspaces & Play Needs Analysis
Appendix 3 - Recycling Bin Sticker
Appendix 4 - Huntingdon Farmers' Market Action Plan
Appendix 5 – Members' Contact Us Form
Appendix 6 – Draft Garden Waste Contamination Policy

BACKGROUND PAPERS

None.

CONTACT OFFICER

Name/Job Title: Alistair Merrick – Interim Head of Service (Operations)
Tel No. 388635

Appendix 1: Service Charter for the Parking Service



Huntingdonshire District Council – Parking Service (Version 2)

Service Charter

Mission Statement:

To provide a high quality parking service that:

1. Supports effective and efficient management of traffic in the town centres of Huntingdonshire.
2. Supports the local economy providing readily access to businesses and retail within the town centres.

Charges will always reflect these priorities for the Parking Service of the Council.

Customer Service

The Council provides and manages 30 car parks across Huntingdonshire. The location of these car parks, the directions to the car parks and the parking regulations and charges for short and long stay parking are available on the Council's website (huntingdonshire.gov.uk).

We will:

- Provide well designed and maintained car parks, ensuring the safety of customers of the Parking Service.
- Provide well trained, easily identifiable staff to support our customers.
- Be open and available to our customers and always put the customer first, prioritising support and guidance to customers on the use of the car parks over enforcement action.
- Be fair and objective in all our actions but specifically in relation to enforcement activities when they are necessary.
- Continually improve the service offered and publish details on our performance, including conducting an annual customer satisfaction survey to shape future service developments and the setting of charges.



You can help us by:

- Giving us information to deal with your issues fully and fairly.
- Letting us know if you have any special needs that we are not providing for.
- Telling us how we can improve the Parking Service.
- Asking us to explain anything you are not sure about.

Equality & Diversity:

We want the Parking Service to be accessible to all residents, businesses and visitors to Huntingdonshire regardless of age, disability, race or any other factor that causes a disadvantage.

Customer Complaints & Comments:

We are committed to providing the best possible Parking Service. Your comments and complaints are important to us.

We will:

- Welcome customer comments and complaints.
- Investigate any complaints about the Parking Service, and reply within x days.
- Learn from customer comments and complaints to improve the Parking Service as a result.

How to contact the Parking Service:

By telephone	Call Centre number
By e-mail	parkingservice@huntingdonshire.gov.uk
By Text	The text message for the service

Appendix 2: St Ives Greenspaces & Play Needs Analysis

St Ives Green Space and Play Assessment

St Ives is made up of 3 wards, South, East and West which has a variety of open space that provides numerous benefits to the local community. This document outlines the importance of these sites and will help us consider the value, quality and future of these areas when trying to help create a sense of ownership, and maximising their usage.

Whilst Appendix 2 the following page shows detail of the actual Green Space and play provision in St Ives, the below extract illustrates those areas of deficiency when related to our policy requirements.

	East		South		West		Total	
Green Space Provision (ha)	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*
Natural & Semi Natural	1.60	0.42	1.56	4.96	0.70	0.00	3.86	5.38
Allotments & Community Gardens	2.23	0.00	2.17	0.00	0.97	5.34	5.37	5.34
Total Green Space	14.77	22.81	14.41	19.20	6.41	19.01	35.59	61.03
Play Provision (ha)								
Total	1.74	0.08	1.70	0.13	0.76	0.15	4.20	0.36

Natural and Semi Natural Green Space (N&SN)

Although at a local level the East and West wards are deficient in N&SN as a whole St Ives is over provided by 1.5ha.

Action – In both East and West wards, reallocate approximately 1ha of Amenity Green Space to N&SN, reduction in maintenance regime should result in a cost saving.

Allotments and Community Gardens (A&CG)

Provision for A&CG is deficient in East and South ward although when St Ives is assessed as a whole provision matches policy requirement.

Action – Allotments would not always be appropriate in dense urban areas and instead community gardens would be more successful. One location in the East and South Ward should be identified as a site for a small community garden (approximately 100m² per site).

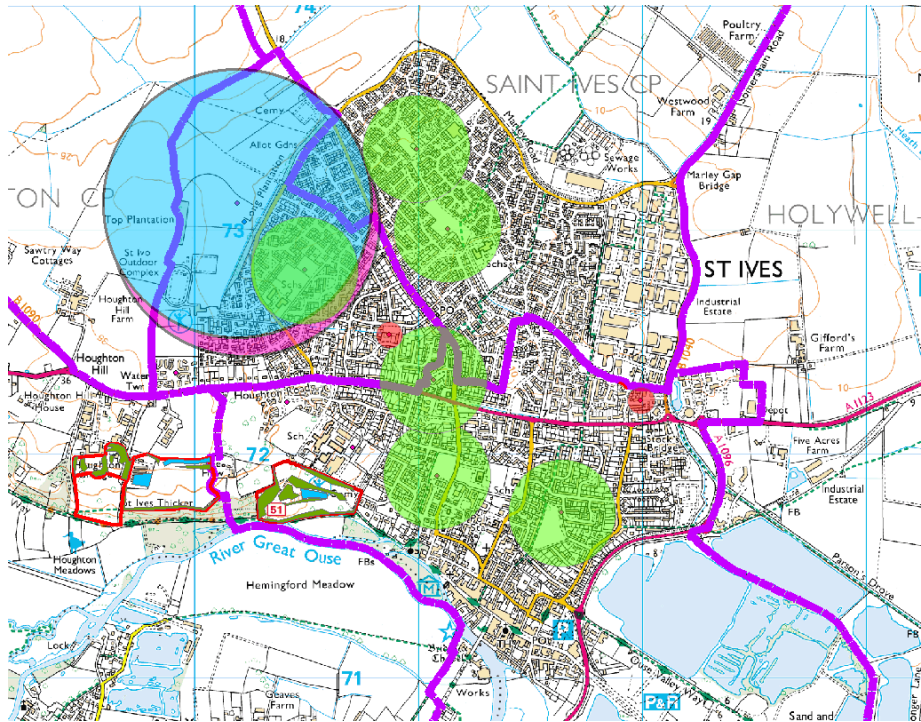
Play

A serious under provision for play is noted across the whole of St Ives. Appendix 1 indicates the current play provision in St Ives alongside a plan illustrating the result of increased investment in 2 play areas. By increasing the designation of the play areas at Stirling Road and Warners Park (Town Council owned) to NEAP status through investment, adequate play coverage could be reached.

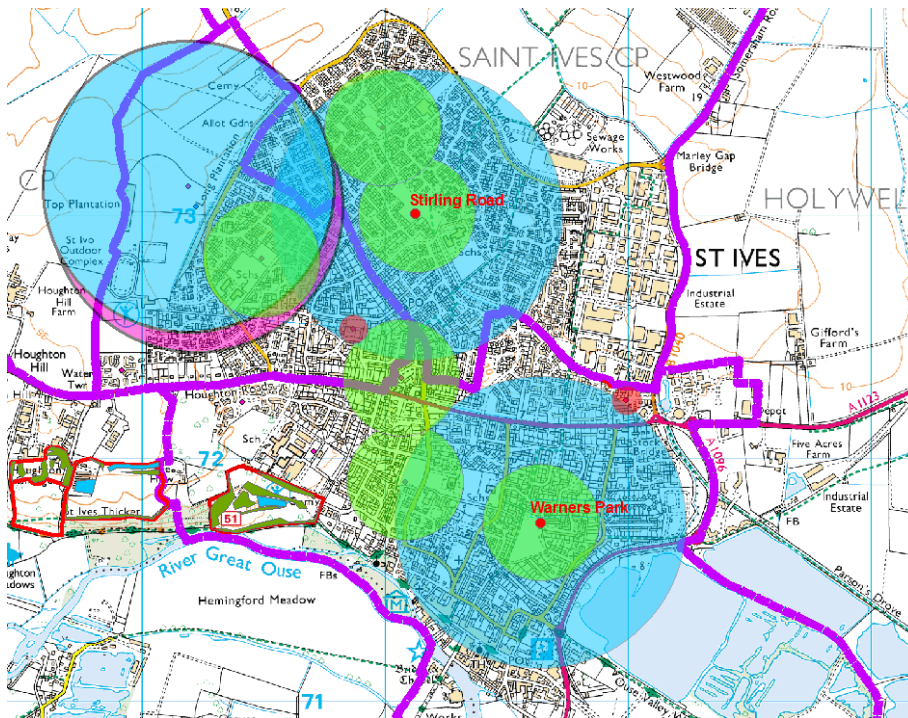
Action – Identify funding to invest in Stirling Road and Warners Park play areas to re-designate them as NEAPs.

Play Provision in St Ives

Current play area coverage



Suggested play area coverage following investment in identified locations



		East		South		West		Total	
Population	Population figures taken from Lower Super Output Areas - National Office of Statistics	6,966		6,795		3,025		16,786	
Green Space Provision (ha)	Green Space Definitions from PPG17	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*	Policy	Actual (ha)*
Parks & Gardens	Accessible, high quality opportunities for informal recreation and community events	3.34	5.14	3.26	2.04	1.45	6.57	8.06	13.74
Green Corridors	Walking, cycling or horse riding, whether for leisure purposes or travel and opportunities for wildlife migration	0.00	2.76	0.00	1.12	0.00	0.18	0.00	4.06
Natural & Semi Natural	Wildlife conservation, biodiversity and environmental education and awareness	1.60	0.42	1.56	4.96	0.70	0.00	3.86	5.38
Allotments & Community Gardens	Opportunities for those people who wish to do so to grow their own produce as part of the long term promotion of sustainability, health and social inclusion	2.23	0.00	2.17	0.00	0.97	5.34	5.37	5.34
Amenity Green Space	Opportunities for informal activities close to home or work or enhancement of the appearance of residential or other areas	7.59	14.49	7.41	11.09	3.30	6.92	18.30	32.50
Total Green Space		14.77	22.81	14.41	19.20	6.41	19.01	35.59	61.03

Play Provision (ha)	Definition								
LAP (0.01ha)	Small play space aimed at up to 6yrs children, not equipped	n/a	0.00	n/a	0.01	n/a	0.01	n/a	0.02
LEAP(0.04ha)	Equipped play area, 5 types of equipment, 4-8yr olds	n/a	0.08	n/a	0.12	n/a	0.04	n/a	0.24
NEAP(0.1ha)	Equipped play area, 8 types of equipment to include ball games, aimed at older children	n/a	0.00	n/a	0.00	n/a	0.10	n/a	0.10
Total		1.74	0.08	1.70	0.13	0.76	0.15	4.20	0.36

Appendix 3: Recycling Bin Sticker



What goes in your recycling bin?



Glass bottles & jars



Milk & juice cartons



Pots, tubs and trays



Clean foil



Newspapers



Cardboard



All plastic bottles



Aerosols



Cans & tins



Paper, magazines
& envelopes



Plastic packaging including
carrier bags and bubble wrap

- NO** Black sacks
- NO** Clothes and shoes - take to charity shops or clothing banks
- NO** Paint tins
- NO** Toys or house wares
- NO** Polystyrene
- NO** Batteries - Recycle at the household recycling centres
- NO** Shredded paper - place in to your garden bin for composting

Squash cans and bottles and flatten boxes to save space.

Rinse your bottles, food containers and cartons to help keep your bin clean and reduce contamination

Place your bin at the edge of your premises adjacent to the public highway by 6.30am or no earlier than 6pm the night before.

For further information please call 01480 388640

HPS-1047

Appendix 4: Huntingdon Farmers' Market Action Plan

No	Action	Lead	Deadline (RAG rated)
1	Review the content of the signage advertising the market and the arrangements for its hanging the day before the market.	HDC (JF/CJ)	31 Aug 15
2	Review the dates for the Farmers' Markets against the markets held in Stamford	HDC (JF/CJ)	31 Aug 15
3	Consideration to be given to a limited rent free period during January each year.	HDC (AM/CJ)	30 September 15
4	Confirm a formal structure of incentives for new traders based 2 weeks free rent and two weeks half rent.	HDC (AM/CJ)	30 September 15
5	Promote the opportunity for a bread/cake, fish and cheese trade lines on the market.	HDC (JF/CJ)	30 September 15
6	Review the opportunities for extending the hot food offer on the market.	HDC (JF/CJ)	30 September 15
7	Develop and introduce a formalised policy for restricting trade lines, initially to one per line to be reviewed to two per line after the market has been established and grown.	HDC (AM/CJ)	30 September 15
8	Clarify the rules regarding traders retaining their pitches in the event of being absence from the market; and then HDC to consistently manage against the rules.	HDC (JF/CJ)	31 Aug 15
9	Revisit the layout plan for the market to remain in market Square but to group stalls towards the top of the High Street.	HDC (AM/CJ)	30 September 15
10	Improve the content of e-mails (Inc. vacant pitches and trade lines seeking to attract) sent to traders before each market and ensure the e-mails are promptly sent before markets.	HDC (JF/CJ)	31 Aug 15
11	Promotional actions: a) Leaflets need to be distributed more widely; b) Create local radio features; c) Improve the internet presence for the Farmers' Market; d) Improve the Facebook/Twitter presence and provide access for traders (open group); e) Develop an annual programme of events to support the market, with the events being actively promoted; f) Improve the cross over in promotional activities with the Saturday.	HDC (AM/CJ)	30 September 15

Appendix 5: Members Contact Us Form

MEMBERS CONTACT US FORM

NAME:	
WARD:	
E-MAIL ADDRESS:	
CONTACT TEL NO:	
SERVICE	<p>Drop down for electronic/tick box for hard copy:-</p> <p>Refuse and Recycling <input type="checkbox"/></p> <p>Street Cleansing <input type="checkbox"/></p> <p>Grounds Maintenance <input type="checkbox"/></p> <p>Trees <input type="checkbox"/></p> <p>Markets <input type="checkbox"/></p> <p>Parking <input type="checkbox"/></p> <p>Other (please state below) <input type="checkbox"/></p> <hr/>
DETAIL OF REQUEST	

Please submit form to CRM_Ops@huntingdonshire.gov.uk, or post (via internal post) to the Operations Division. Your enquiry will be dealt with within 5 working days with works being completed or a deadline given for work completion.

Appendix 6: Draft Garden Waste Contamination Policy

Rejection Policy – Small items in Garden Bins

Issue: Concerns have been raised that garden bins are being rejected when they only have one of two pieces on litter in them which looks like someone passing by has dropped them in the bin rather than the resident putting them in the bin with their garden waste.

Trial: To try and identify the issues and how often this is happening one of the garden waste collection crews undertook at trial for 2 weeks where they took photographs of all the bins they rejected as well as record them on their contamination sheet. This data was analysed with the photographs and a summary of the results are presented in the table below:

Date	Total number of rejected bins	Number of bins with items possibly dropped in bin by passers by	Notes
13.07.15	32	7	1 bin totally empty apart from contamination (probably not being used for garden waste collections)
14.07.15	42	5	
15.07.15	13	2	
16.07.15	11	1	2 other bins had 1 item each (a trowel & a hose pipe end) – probably dropped in by resident
17.07.15	12	1	
20.07.15	9	0	
21.07.15	13	1	1 other bin with a tin of paint in it, may have been dropped on top
22.07.15	20	1	
23.07.15	1	0	
24.07.15	1	0	
TOTAL	154	18	

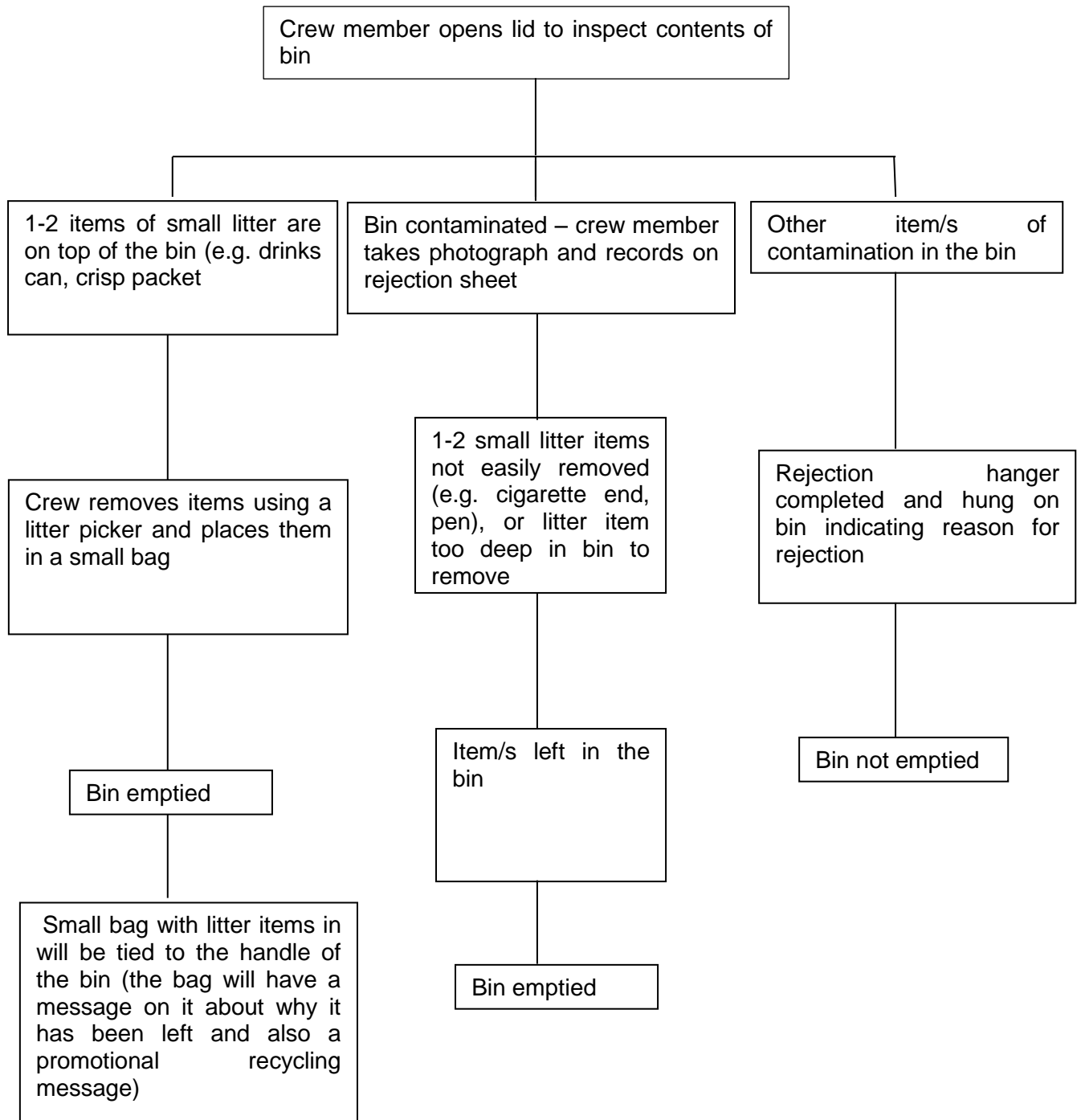
The trial showed that there were instances where it looked as those items of litter had been dropped in the bin. Taking photographs of bins worked well and allowed us to be clear with the residents about why a bin was rejected. The photographs can also be used for future publicity material and promotions.

There also seemed to be confusion amongst both the public and crews as to the amount of soil that is acceptable in the bin.

Following on from the trial a new policy is proposed for bins with 1-2 items of litter in the bin.

Proposed Future Operating Procedure

For garden waste bins the following procedure will be followed:



Updated Waste Policy 17 – Rejected / contaminated wheeled bins and sacks

It is proposed that Policy 17 will be updated as follows:

Where wheeled bins are found to be contaminated, residents will be notified by means of a sticker or hanger placed on the relevant bin or sack (if possible) requiring them to remove the offending material and dispose of it in a responsible manner.

For garden waste bins where 1-2 small litter items (e.g. crisp packet, drinks can, cigarette butt) have been dropped on top of the bins contents, the bin will

either be emptied or the contaminating item removed and placed in bag which will be tied to the bin for the resident to dispose of appropriately. For larger amounts of contamination or other items obviously not litter related the bin will not be emptied until the offending material has been removed and they will be collected on the next scheduled collection day. We will not return to empty the bin or collect the sack before the next scheduled collection date where they have been rejected in these circumstances.

Timescales for introduction of revised policy

We are currently sourcing the bags for the crews to use and should be able to provide timescales for the purchase of these by mid-September.

The introduction of taking of photographs of contaminated bins will be introduced when the Assistant Waste Minimisation Officer is in post to undertake the daily downloading and collating of these.

Other Future Actions

The next edition of Green News (in the Hunts Post) will use some of the information from this trial to remind residents what should and should not go in the bin.

We have produced a guide for the collection crews, residents and call centre as to the acceptable levels of soil in the bin. This will be uploaded onto the Council's website and publicised.

A pack of information is being produced for residents which will be delivered in late November / early December containing bin stickers for each bin, a recycling leaflet and bank holiday collection dates.