

ROCHDALE METROPOLITAN BOROUGH COUNCIL

SERVICE PLANNING 2010/11

Service...Environmental Management

SERVICE PLAN UPDATE

Brief Description of the Service

1. Waste and Recycling.

- Responsible for waste management, minimisation and recycling.
- Domestic refuse and recycling collections.
- Management of public recycling sites.
- Providing a service based admin support function.
- Management of the authority's Mailroom.

2. Street Services, Fleet and Transport.

- Delivering a safer, cleaner, greener Streetscene enhanced by well maintained landscapes responsive to township and community needs.
- Maintenance of public parks and bowling greens.
- Environmental Enforcement.
 - Fly tipping.
 - Litter.
 - Dog Fouling.
 - Graffiti & Fly posting.
 - Trade Waste.
- Graffiti and chewing gum removal.
- Maintenance of Public Open Spaces.
- Provision of an efficient transport and fleet service to the council including:-
 - Welfare Transport.
 - Fleet procurement.
 - Fleet maintenance.
 - Internal mail delivery.
- Vehicle maintenance and specialist equipment workshop.

The following services are provided by Street Services under contract arrangement to a client.

- Groundcare contractor to Rochdale Housing (grass and shrub bed maintenance on Housing land).

3. Development and Specialist Services.

Responsible for the management and development of a range of services driving improvements of the green infrastructure and countryside resource.

- Countryside Services and Events.
- Cemeteries and Bereavement Services.
- Arboriculture Services.
- Plant Nursery.
- Fixed Play Provision.
- Sport Pitches.
- Allotments.
- Landscape implementation and Schools Ground Maintenance.
- Development and improvement of green infrastructure

4. Sustainability

- Leading the council's response to the sustainability agenda and developing educational, and awareness programmes

Broad Service Objectives

In operating and maintaining quality public services we will strive to achieve the following goals;

Customer Related Issues 2;3;4;5;6;7;9;10;11;12.

- A Determine the needs and priorities of our customers through effective consultation
- B Understand and respond to our customers needs
- C Improve and maintain good customer care attitudes
- D Sustain reliable and safe service provision
- E Ensure equality of service provision for our diverse communities
- F Develop and maintain good public relations
- G Improving the local environment to improve to the perception of a safety

Employee Related Issues 1;3;5;7;8;9;10;12.

- H Maintain high health and safety standards
- J Make best use of our resources
- K Provide employee training and career development
- L Improve and maintain good industrial relations
- M Promote equality of opportunities for all employees

Asset and Infrastructure Related Issues 1;8;10.

- N Ensure services remain financially viable working within the budget targets of the authority.
- P Achieve economic, effective and efficient management of physical resources within corporate aims and financial targets
- Q Maximise income within authorities policies

Environmental Related Issues 3;5;8;11;12.

- R Deliver services within environmentally friendly policy framework
- S Maximise resources, savings and income from sustainable action
- T Monitor legislation and scientific trends in environmental related matters and develop appropriate strategies for implementation

PART A Review of the Year

Achievements and Headlines 2009/10

Many Achievements and Headlines cross cut the Council's five priorities. However, for the sake of clarity they have been categorised according to principle focus or theme.

Jobs and Prosperity

- **Environmental Business Forum** established to promote sustainable practices and promote local economic development of the Green Economy.
- **Green Volunteers** now totalling over 90, providing training and up-skilling as well as places on formal and informal training courses in exchange for levels of individual volunteer activity.
- **Horticultural Apprentices** – two more successfully achieved NVQ Level 2 Amenity Horticulture through our work based learning scheme in partnership with Myerscough College. Both apprentices will be offered permanent positions within the service adding to our skill base and confirming our commitment to employment opportunities for local young people. A new 3-year horticultural apprentice post was created following a successful grant application to the Department for Communities and Local Government. The post is currently being filled by a local person.
- **Waste Services permanent staff** – the service moved away from the use of agency staff, leading to the recruitment of permanent loaders and charge hands increasing job security and workforce development opportunities.
- **Increased levels of partnership working** creating the environment for a thriving third sector, increasing

employment opportunities and provision of specialist skill development opportunities for volunteers, including a high proportion of disengaged or disadvantaged individuals: achieved through the Green Volunteers, The Growth Project and other partnership projects with third sector organisations.

- **Attracting external funding** – many such initiatives have a positive impact on local jobs and prosperity both in the short and long term. Specific examples being:
 - Successful stage 1 bid to “Access to Nature fund” (EN) to build a community & environmental educational visitor centre at Alkrington Woods: capacity to create 5 new jobs under social enterprise management.
 - Continuing development of the Heritage Lottery Fund bid for the regeneration of Falinge Park creating employment opportunities for running services, facilities and activities within the Park.
 - Connect 2 / Sustrans National Cycle Routes project.
 - Waste infrastructure / WRAP projects.
- **Council Procurement Policy Drafted** incorporating Sustainable Development principles.
- **Expansion of the Tidy Business Group** implementing the Tidy Business Standards Charter. Scheme to encourage businesses – particularly fast food and night-time economy – to take responsibility for the waste produced by their activities.
- **Recession Planning** – Supported RMBC’s Recession Action Plan by focussing on Town Centre Improvements such as chewing gum removal, painting street furniture and providing a visible presence in the main shopping areas.
- **Improving the Public Realm and Quality of Place** – the vast majority of the work of the Environmental Management Service involves improving the quality of the public realm and capitalising on the Borough’s environmental assets. Research clearly indicates that these factors are as instrumental in creating jobs and increasing prosperity as are economic and developmental activities. Some specific examples in this area are:
 - The Cleaner Greener Team,
 - The Big Clean,
 - Green Flag awards for 7 parks,
 - FSC Certification for sustainable management of woodland areas,
 - High city region performance from waste and recycling services,
 - Improvements in the quality and quantity of footpaths and cycleways,
 - Strong representation for sustainable development in Town Centre improvements and planning for the new Municipal Offices.
- **Fleet Management** - we have increased our procurement activity within the borough, endeavouring to engage local suppliers of goods and services wherever possible. In conjunction with the Planning and Regulation Service we have striven to improve the relationship between the authority and the borough’s Private Hire/Hackney Carriage operators and to raise the standards of vehicles operated within the borough. The outcome of this work being more Private Hire vehicles entering the fleet in 09/10 and greater earning potential for operators.
- **Looking after our People** – staff training and development. Learning and development opportunities have been provided for all staff to ensure we meet our legal obligations with regard to health and safety, provide up-skilling and personal development opportunities and continuously improve customer care. These include:
 - 73% of the 15 most Senior Managers in the service will have completed Enterprising Leadership Training by the end of 2009/2010 with 9 already completed and 2 currently ‘on programme’.
 - The recruitment of permanent loaders and charge hands also served to improve the quality of service provided to the public by having consistent staff on collection rounds. A staff development programme is being established with these new recruits having undertaken components of this programme. Some existing frontline staff have undertaken external WRAP communications training to enhance their customer care skills.
 - Refresher Course for all staff involved in Environmental Management staff involved in The Transys System
 - Town and Country Planning Act Training for our Rights of Way Officers
 - Safe Tractor Driving Certification for all our tractor drivers
 - Certificate of Professional Competence for our Transport and Fleet Services manager
 - Dangerous Goods Awareness Certificate for our Fleet Services Storekeeper
 - NVQ Level 2 qualification for 48 passenger transport staff

- Environmental Auditor Training for our Sustainable Development Manager
- Load Security training for our Fleet Services staff
- Working with Secondary Schools for our Countryside Rangers.
- HIAB Crane operator Training for our streets and Arboricultural Operatives
- All HQ-based staff to have completed e-learning Health and Safety Modules by March 2010
- Web Site Editing Training for 5 staff to enable continual updating of information on Council Web Site and improve services to customers.
- Eco-driving Training

□ ***Making Sure Every Child Matters***

- **Play Pathfinder** – over £2 million invested between April 2008 and March 2010 for Natural Play areas across the Borough including an £800k facility in Falinge, one of the most deprived wards in the country.
- **Sustainable Schools** - St Edwards Primary School won regional teaching award for sustainable schools. Borough wide Eco-schools targets achieved.
- **Travel Plans** - 88% of possible schools have a Travel Plan. Intensive Travel Plan Implementation programme started at 20 schools per annum. Developer travel plans required & received for increasing number of developments including Council led development.
- **Transport for Play Schemes** - increase in the provision of transport for play schemes throughout every holiday period. Previously this requirement was just for the summer holidays. This initiative improves the utilization of the in house fleet during the holiday period and in addition brings in additional revenue.
- **Forest Schools** – Countryside Ranger Service engagement with the local Forest Schools network providing natural areas for learning, activities and advice to schools developing facilities on site.
- **Countryside & Parks Events** - Over 2.400 young people engaged in environmental learning via Countryside Ranger's educational programmes alone.
- **Big Clean, Schools engagement** – schools encouraged to submit schemes. Many Schools also take part in organised litter picks and clean ups.
- **Fleet Services** - we have worked closely with the Child Care and Learners and Young People services on a number of projects. On behalf of the "children with disabilities" team we have provided three specially adapted, wheelchair accessible vehicles, which are permanently allocated to respite carers and care homes, for the transport of children with special needs. In conjunction with the Youth Service we have designed, project managed and introduced three purpose built "outreach vehicles" which are used to deliver youth work around the borough.

□ ***Improving Community Safety***

- **Design Out Schemes** – Working with Partners such as Community Safety/RBH/Police to identify and remove known problem areas and create a more welcoming environment to improve the perception of feeling safe. Examples during 2009 are BarleyField Estate/Mount Road/Slattocks/Lodge Street and many locations on Kirkholt Estate.
- **Chief Executive's Landscape Award Scheme** - staff are encouraged to provide a list of areas which cause them issues in effecting an overall safe/clean environment to identify priority targets for Design Out Schemes which are then implemented. The judging criteria for this annual award have been changed to include a larger emphasis on the ongoing upkeep and development of previous years' sites.
- **Assisted Collections** – are provided to residents who meet the necessary criteria, creating an individualised waste and recycling service, having a positive impact on both community safety and customer care.
- **Take Your Bin in Scheme** - the recycling participation officer works to address community safety in relation to

wheeled bins by means of the recently launched 'Take Your Bin In' scheme.

- **CCTV Systems & improved lighting in Parks** - in conjunction with the Friends of Middleton Cemetery and with funding from the risk management fund, we have installed security cameras as part of our action plan to deliver Green Flag to the cemetery, in line with the Green Flag Criterion - Safe and Secure. Working with Friends of Hollingworth Lake and with funding assistance from Pennines Township, a CCTV system has also been installed at Hollingworth Lake Visitor Centre & Car Park. The locations and illumination times of lighting within Parks has also been assessed and improved to reduce anti-social behaviour.
- **Partnership Business Group (PBG) and Township Tasking Groups (TTG)** - Street Services contribute to the PBG's efforts to reduce crime by supporting weeks of action and other initiatives carried out in conjunction with other partners. Providing and maintaining a cleaner greener environment underpins all other initiatives which serve to increase the 'liveability' of an area. The PBG provides a strategic partnership perspective and allocates resources to identified priority areas. This work is carried out and coordinated by the TTG's on which Street Services are also represented. Successful campaigns include addressing issues of Anti Social Behaviour and Prostitution by 'designing-out' problem areas (St Mary's Way, Heap-Dawson site) and focussing resources on reducing waste accumulations and fly tipping in areas identified as being prone to the setting of small deliberate fires.
- **Residents' Groups, PACT and Friends Groups** – Environmental Management Staff takes an active part in working with a broad range of community groups and public/third sector partnerships in relation to community safety. This enables tailoring of services to fit local requirements and co-operative implementation of a range of strategies such as maximising the use of public open spaces to increase footfall and reduce isolation and also improving and developing the security of sites such as allotments and community leisure gardens.

□ **Creating a Cleaner, Greener Environment**

- **EMS Transformation Programme** - Phase One implementation
 - Improving customer satisfaction and value for money using state of the art technology to improve systems and work methods
 - Green Fleet Management to increase efficiency of the fleet using management intelligence to reduce mileage through enhanced route planning and increase fuel efficiency
 - Providing opportunities for staff by permitting greater numbers of staff 'on the ground' to be more proactive with regards to issues within the environment.
- **Green Flag Awards** - 7 Green Flag Awards achieved this year exceeding the LAA stretch target of 6. Queens Park in Heywood and Hare Hill Park are both ranked in the top 6 Green Flag Parks in terms of popularity in the country (source – Keep Britain Tidy Group website January 2010).
- **Waste and Recycling Services** - have consolidated and built upon the major improvements in recycling and waste minimisation performance that it had achieved in the preceding years through the introduction of Alternate Weekly Collections through further operational developments.
 - Blue Wheeled Bins for Paper and Cardboard - operational improvements were achieved by the provision of these bins in response to numerous resident requests to replace the blue bags.
 - Rural and hard to reach properties - a triple bin refuse and recycling scheme was implemented across all rural and hard to reach properties. This has served to reduce the health and safety concerns of the previous black bag and recycling box collections and further enhance our recycling performance.
 - Motivational Campaign - further WRAP funding was provided for a motivational campaign to ensure that the good recyclers across the borough continue to maintain their current good recycling performance.
 - Tackling areas of Low Recycling Performance - further WRAP funding has enabled a Participation Officer to be employed to work in areas of Low Recycling Performance to improve the participation in the recycling schemes. A number of successful partners including Police and Fire Services, Regenda Housing, RBH and Deepdish Community Centre have enabled us to broaden our ability to promote recycling in such areas.
 - Waste Collections – significant improvements in operational efficiency were achieved by appraising and optimising collection rounds to reflect the varying participation and tonnage levels that exist across different demographic areas. This resulted in a reduction in the number of collection vehicles and crew sizes.
 - Recycling Communications Plans – service provision continued to be monitored and enhanced at Multi-

Occupancy premises supported by a bespoke communications plan at each facility. This served to both improve the quantity and quality of recyclate collected at each facility and to reduce the need to provide (costly) weekly refuse collections at such facilities.

- **Cleaner/Greener Team established** - with LAA Stretch Funding working on cleaning known failure areas identified via NI195 Inspections. By making areas clean and well cared for, this in turn creates a welcoming haven for companies to invest thus creating new business and jobs. Examples are Gateway to Heywood Industrial Park/Stakehill/Kingsway/Lock 50.
- **Big Clean Initiative** – members of the public, councillors and schools submitted areas in need of attention that were prioritised and cleaned through partnership working with local communities and organisations. The Big Clean initiative is in the second of a three year programme. £100k per year has been allocated to addressing environmental problems on a neighbourhood level. Clearing notorious grot-spots and designing out problems of anti-social behaviour in conjunction with our Community Safety colleagues, the Police and other partners is a large part of the project, as is communicating key messages about the importance and value of a clean environment. This year 126 nominations were received and approximately 60 sites will see the benefits of Street Services, its partners and local people joining together in making the Borough a cleaner, greener, safer place in which to live.
- **Green Volunteer Service** – the number of Green Volunteers has increased to a total of 94 undertaking a wide range of environmental improvement activities in Parks, Countryside and Open Spaces working alongside RMBC staff, other volunteers, 'Friends Groups' and other volunteer groups and organisations. 100% of volunteers are satisfied with the service and 94% satisfied with the opportunities for learning and development. The service is highly inclusive, with 30% having specific individual support needs and 27.9% living within the 16 LSOAs. They deliver over 0.4 volunteer days per hectare of green space managed by EM and are expected to exceed £30,000 worth of volunteer work by the end of the year.
- **Living Within Environmental Limits** - work on strategic alignment around sustainable development and the key UK principle set out in the UK Sustainable Development Strategy of *Living Within Environmental Limits*. RMBC is putting things in place and making the appropriate changes to meet this first principle. These include:
 - Adoption of the council's first Environment Policy in Jan 2010.
 - Whole Life costing toolkit developed
 - Travel Plan 3 draft stage
 - Carbon Management Plan
 - Signed up to 10:10
 - One to One action plan
- **Planning to Adapt to Climate Change** - areas like climate change are genuinely cross cutting and touch on all priorities. Extensive work has been undertaken on NI 188:
 - Rochdale town centre has been selected as a research area for a project with Manchester University on Urban Heat Island Effect
 - A client research report was commissioned from Manchester University on the adaptation potential of the LDF, HMR and Rochdale Town Centre Regeneration Area.
 - A Local Climate Impacts Profile was produced which summarised what effects and what service implications there are already for the borough.
 - NI 188 Service and Partner risk evaluations started in 2009. So far Natural England, United Utilities and Environmental management have been completed.
 - The borough saw its first Sustainable Drainage System introduced at Truffet Park.
 - To ensure connectivity and alignment with SFRA and work/funding on Surface Water Management Plans.
- **Heywood Cemetery Memorial Garden** - in partnership with the Friends of Heywood Cemetery, we opened a brand new woodland memorial garden facility. The garden provides a peaceful modern setting where people can commemorate their loved ones locally following cremation. Funding for the garden came from the Members' Township Investment Fund.
- **Bowlee Nursery** – the nursery was fully re-opened following its destruction by arson the previous year. The Biomass Boiler is now fully operational which has cut down on fuel costs as well as switch the vast majority of power consumption to renewables. Nursery staff have also designed new planting schemes, one per Township, which incorporate increased use of 'sustainable planting/perennials' and utilise previously unused varieties. Each scheme has been designed in line with the individual microclimate of its specific location.

- **North West In Bloom** – Rochdale was awarded a Silver Gilt for its Borough wide entry which included wider involvement of partner organisations and volunteers than in previous years. Forming part of the route, North West regional awards were won by Heywood Business Park who won the Best Commercial Premises Awards and the Growth Project at Kellett Street Allotments who won the Best Grow your Own Project.
 - **Rights of Way** - RMBC Definitive Map now available online on the authority's web site. Creation of a new LAF (Local Area Forum) in partnership with neighbouring authorities. The service has increased the 'percentage of footpaths that are easy to use' SP4.B indicator from 42.2% in 2004/05 to 70% in 2008/2009 with an expected increase to 75% by the end of the year, significantly exceeding the original 65% target for 2010.
 - **Countryside Services** – Forestry Stewardship Council (FSC) UKWAS certification retained for the third year after annual re-inspection by awarding body. Woodland Management (WMG) and Woodland Improvement (WIG) Grants used to deliver numerous woodland improvement schemes to raise levels of community use and management, improve access and manage the woodland areas effectively. A Borough wide Japanese Knotweed management and containment scheme is now in its third year and starting to demonstrate significant reduction in infestation and resulting increases in Biodiversity. Activity is particularly intense in Pennines Township with the initiative benefiting from additional Township Funding.
 - **Transport and Fleet Services** – operational efficiencies including reductions in fleet size, driver numbers and administrative costs. Rescheduling services to accommodate more passengers within existing resources, e.g. a rescheduling exercise undertaken during the Summer to accommodate 36 extra pupils transferring to Redwood Special School at minimum extra cost. Extensive partnership working and planning with AGMA, Impact, Transformation Team, Internal auditors and Business Development Team with a view to improving efficiency and increasing value for money. Ten new recycling collection vehicles which enable the Waste Services team to continue improving the borough's recycling rate. During the year we introduced new equipment such as chewing gum removal machinery, graffiti removal equipment, pedestrian sweepers, seven new street sweeping machines etc.
 - **Managing our Trees through Collaborative Working** - in partnership with RBH we have moved to a 3-year planned programme of tree care which gives residents direct involvement in decision making through estate walkabouts. The new approach allows the Arboricultural Team the opportunity to determine work on an estate basis, reduce the amount of travelling time across the Borough and increase the number of trees that we are able to treat. We have agreed clear priorities with RBH to give clarity to the residents on decision making, timescales and how the tree budget is being spent.
- **Improving Health and Well Being**
- **Love Food Hate Waste (LFHW)** - We have delivered approximately 20 Roadshows to promote the LFHW WRAP funded Waste prevention campaign which is being delivered in partnership with our other Greater Manchester partners. Approximately 1500 residents attended.
 - **Connect2** - Kingsway links in place, cycle monitoring started, volunteer programme under development, towpath works started, arts programme started. Connect2 Plus: £207k European rural funds (Leader) secured for Connect2 extension to Calderdale border.
 - **CTC community cycling development** - projects delivered and continuing participation in cycling for health, off road cycling, Duke of Edinburgh's awards, BMX club and track. Partnerships: Sustrans (Connect2, volunteer scheme, Bike It in schools, Links to Schools); CTC (community cycling, Hollingworth Lake Cycling Centre); British Waterways (towpath improvements, volunteer scheme).
 - **Play Pathfinder Scheme** – delivering Natural Play facilities across numerous sites for 8-13 years olds encouraging increased physical activity through high quality imaginative play facilities.
 - **Improved access to Transport Services** - increase in the number of dementia clients being transported to Springhill and Saxonside Resource Centres. Additional funding achieved for improved wheelchair restraints. Especially important due to the increased weight and size of several clients.

- **Countryside Events** – over 60 provided within the yearly programme providing local communities with healthy outdoor leisure options.
- **Adult Gym Facilities** - New Adult Gym approved for Lime Trees Park in Middleton to add to the existing facility in Queen's Park. Skate Park opened in Hare Hill Park.
- **Pyramid Activity Centre** - nearing completion in Queen's Park, Heywood.
- **Floodlit Bowling Green** - opened in Truffet Park, Middleton to encourage night time and out of season use.
- **Working with HMRPCT and other health agenda stakeholders** – the service works closely with the PCT, Joint Health Unit and other stakeholders across many of the strategic health agenda delivery working groups such as the Physical Activity Strategy, Health and Wellbeing and Older People's steering groups. In addition to raising the profile as to how activities of the service and its parks and open spaces can be most effectively utilised to improve public health, it also results in partnership working to deliver joint-managed activities such as Health Gyms in Parks, Health Walks for Older People led by Green Volunteers etc. etc. This creates a more 'joined up' approach across not just EMS but also a range of other services.
- **Mental Health & Wellbeing** - a further example where partnership working has improved Health and Wellbeing is the Growth Project which won the North West in Bloom Grow your own Award. The project is a partnership between RMB Adult Care and Environmental Management Services, Rochdale and District MIND, HMRNHS and Pennine Care. It operates from an Allotment site providing opportunities for people with Mental Health Issues, providing work experience and employment-related skills. The project has been so successful that the beneficiaries are now working on a food and wildlife 'wild walk', wildflower meadows and willow sculptures at the developing Valley Road Community Leisure Gardens alongside The Jericho Foundation who are a charity providing work opportunities for Young Offenders.
- **Council Health Improvement Group (CHIG)** – the service is represented on the CHIG and is working with the CHIG in undertaking a Peer Review in February 2010 covering all aspects of health in terms of both service delivery and healthy workforce. It is anticipated that actions will arise from this activity which will contribute to the 2010/2011 service Action Plan.
- **'Friends of Friends' group** - improving Park Friends Group abilities to organise more events in Parks for local communities by organising Friends of Friends group meetings where Green Flag Park Friends Groups can liaise on a Quarterly basis with Environmental Management Officers and share good practice.
- **Healthy Workforce** – the service is strongly represented on the Healthy Workforce Steering Group which is a sub-group of the Council Health Improvement Group
 - Green Volunteers – provided Team Building days for two teams of RMBC Staff from financial services undertaking practical conservation activities in the context of team development and cohesion.
 - Noise screening programme introduced for all EM staff.
 - Continuation of detailed HAVS screening system for all EM staff despite recommendations that this can be reduced by CSU.
 - Lunchtime Health Walks are arranged on a regular basis along with inter-departmental team sports opportunities.
 - Many of the tasks undertaken by front line operatives in Environmental Management are physically demanding and energy-intensive. For the majority of the workforce it is protection from over-exertion which is usually more pertinent than increasing physical activity.
 - Regular Health & Safety Meetings with service Managers as well as operatives and trade unions.

PART B Key Changes to Service Plan proposed for 2010/11

Aiming High 2007 – 2010

All the Borough wide priorities of Aiming High impact on Environmental Management Services and the extent to which this applies has already been indicated through the breadth of activity and achievements under each of the priorities in the Achievement and Headlines 2009/10 section, which clearly demonstrate their integration across the service.

Increasing jobs and prosperity - EM's responsibility for management of the public realm, as well as its key role in preserving, maintaining and developing the Borough's natural assets is the single most important element contributing to this priority. These activities have a direct and immediate impact on quality of place and subsequently on economic indicators such as visitors to the area, property prices and a sense of civic pride. Sustainable Development activity also makes major contributions to this priority both now and in the future. The service is also a significant employment provider in the area with a role to play in workforce development and training opportunities.

Making sure every child matters – although not a core deliverer of children's services, many of EM's activities have a direct impact on the children and young people in the Borough. It does have a direct responsibility for playground management and maintenance but its influence stretches much wider. The Parks and Open Spaces it manages, along with playing fields and countryside areas are key features of the Borough's Play Development Strategy. It also has a key educational role in terms of environmental sustainability which is manifest through its events and activities in Parks and Countryside Areas, work in the areas of Eco-Schools and education about waste minimisation and recycling. Coupled with this is the work of the service in terms of school travel plans.

Improving community safety – the Place Survey indicated that the key priorities of residents are a clean environment and community safety and these two factors are also integrally linked together. Although the causal factors for this concern are certainly wide ranging. The service has an immediate responsibility and impact in both these areas and will continue to develop its services to maximum effect. There are clear connections between both the quality, cleanliness and management of streets and green spaces and the incidence of Anti-Social Behaviour (ASB) and as a result, the service works in close partnership with RMBC's Community Safety service and the local police force. It is well understood that both at present and in the future, such partnership working is integral in terms of ensuring that the correct balance is created for a safe and secure environment whilst 'designing out' the opportunities for ASB.

Improving health and well-being – again, the service plays a major role in 'narrowing the gap' in terms of health inequalities, with the areas it manages being so vital in providing opportunities for recreational improvement of public health. It is well researched that Parks, Countryside and Open Spaces (the Green Infrastructure) are instrumental in terms of the sense of well being of those who use them and live around them. Beyond this, the work of the service in areas such as Allotments and Community Leisure Gardens and local food growing, has great benefits and facilities and activities to deliver these are ever on the increase. In terms of developments and key changes to the service plan, continuing to build on existing network in terms of partnership working is the key area in which joined-up-thinking can deliver outcomes greater than the sum of the parts. The service is also responsible for development of the cycling and Rights of Way networks as well as promoting their utilisation. This does not solely contribute to improving health through exercise but also provides opportunities to improve air quality and reduce CO2 emissions.

Creating a cleaner, greener environment - As demonstrated, the majority of activity within Environmental Management is cross cutting, this particular Aiming High priority is of particular relevance to the service and therefore some Key Changes to the Service Plan for 2010/11, which do not clearly fall under subsequent headings, warrant being listed here:

- **Performance Management** – as of Q3 2009/10, Creating a Cleaner Greener Environment was the only Aiming High indicator which was recorded as meeting and/or exceeding the majority of its targets on the Authority's Performance Management System. It is expected that year end figures will show the same picture. The service is responsible for delivering 65% of the indicators within this priority area.

- **Biodiversity** - whilst not an Aiming High or LAA Priority Indicator 2010 is the international year of Biodiversity. In this context emphasis will be placed on NI 197, which is: Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented. Staff will be working with colleagues across the service and in other services areas such as Planning and Strategic Housing as well as in Schools to raise the profile of biodiversity and nature conservation locally. Initiatives to increase biodiversity, such as an increase in wildlife-friendly management of open spaces and roadside verges will be a feature of Key Changes in 2010/11.
- **Community Leisure Gardens and Local Food Growing** - ongoing quality improvement and an increase in partnership capacity of the allotment provision to widen participation in allotments. Support transfer to self-managed sites. Implement strategic moves from Allotments towards Community Leisure Gardens.
- **5-year Woodland Works Plan** - retention of FSC Certification: via commencing year 1 of 5 year woodland works plan.
- **Rights of Way** - deliver Key Objectives from the Rights of Way Improvement Plan (ROWIP). Increase total length of footpaths and other rights of way which are easy to use by members of the public Borough wide (BVPI 178) to achieve 2010/2011 target.

Aiming High Indicators which EMS is responsible for delivering all fall within the **Creating a Cleaner Greener Environment** priority area. These are listed below with results and commentary.

Number	Description/Narrative		08/09 Actual	09/10 Target	09/10 Actual
AH4.C	Increase the Percentage of schools in the Borough with an eco-school accreditation from 32% to 60% by 2010		55%	60%	64.84% Q3 data
AH4.D	Increase the number of schools with a travel plan from 58% to 82.6%		88%	82.6%	88% plus Predicted
NI 191 LAA	Residual household waste per household Defra DSO (lower is better)		512.06	480.15	510 predicted from Q3 data
SP4.A STRETCH	Increase in number of Green Flag award parks from 1 to 6		5	6	7 Achieved
SP4.B	Increase the percentage of footpaths that are easy to use by the public from 50% to 65%	Original target of 65% raised due to extra investment 08/09 which did not continue in 09/10	70%	75% (65%)	75%+ Predicted
SP4.K STRETCH	We will reduce the number of streets below standards for litter and detritus from 19% to 8% by 2010 (current TR1/TR2 data average = 9% Q3)		8%	8%	8% or less Predicted
SP4.F	Increase the percentage of play areas conforming to LEAP standards from 32% to 48% by 2010.(LOCALLY EQUIPPED AREA FOR PLAY)	Indicator not relevant for last 2 years. New trends/investment in play provision (Play Pathfinder), focus on natural play.	42%	42%	42% Achieved
NI185	CO2 reduction from local authority operations	Establishing baseline especially for property has been ongoing as there has been no energy manager in post for over 2 year. Interim arrangement with The Impact Partnership now improving and internal energy manager appointed. Buildings data requested and received from utilities companies. New Street lighting PFI will result reduce CO2 emissions . NI185 spreadsheet for NI reporting has been submitted (Aug 09) Carbon Management plan refresh has been undertaken. New Carbon Management plan	55346	n/a	n/a

		is being drafted with 34% reduction to 2014. One to one support programme with the Energy saving trust also assisting RMBC to manage its CO2 emissions			
SP4.E	To measure the increase in energy generation from on site renewables and low carbon technologies in KWh /Predicted CO2 reductions from new developments through the application of the Energy and New Development SPD	No information available. The definition was changed following the harmonisation exercise as it was found to be un-measurable. Baseline information will be available after 2009/10 year end.	n/a	n/a	n/a

Sustainable Development (SD) activity is genuinely cross cutting across all of the Aiming High themes.

- Work will continue in 2010 **supporting colleagues**, services and partners come to terms with the sustainable development agenda: key services will be Finance, Planning, Business Partnerships, Housing, RDA, P&D, Schools and Impact.
- Work on **sustainable communities**, whilst being specific and geographic, also directly contributes to the achievement of sustainable development locally. SD Priorities when applied should result in sustainable communities. SD alignment will now be achieved by working closely with the LSP Structures and through the Quality of Place Partnership including its Environment and Climate Change Sub-Group.
- Aiming High 2007-2010 provides some much needed focus and clarity in terms of broader prioritisation. However it makes no direct reference to **climate change** although the supporting work is well underway, aligned with legislation and national indicators, and will provide a focus for activity in 2010/11 including meeting 10:10 targets, implementation of both the Carbon management Plan and the One to One Action Plan. To bring coherence to this agenda and integrate with climate change adaptation work, a fully integrated climate change strategy is now underway and will be drafted by July 2010. See Revised SP4 indicators and LAA National Indicators.

Stepping Up

□ *Maximising the potential of our people - Workforce Planning and Development*

The Council Efficiencies Programme will have a major impact on staff within the service in 2010/11. A significant re-structuring of service management and delivery is due to take place within this period which will require judicious and innovative management and planning.

Internally, staff will be taking on new roles and responsibilities and passing on existing ones to others which will require planned cross-service training and significant utilisation of peer-training. This training will be in addition to the normal day-to-day training for managers and front line staff required to update and develop their skills in an environment of changing priorities, legislation and technologies.

The cost-saving element of the programme will, at least in the short term, require that this development takes place within existing staff resources, as opposed to focusing on new recruitment.

Following the success of the two pilot Team Building / Staff Development Days for teams from Financial Services run by the EM Green Volunteers Service, the opportunities for teams across the whole organisation, and its business partners, will be promoted and increased to provide an important contribution to the Stepping Up programme whilst providing a chance for staff to 'give something back' through the environmental activities undertaken.

A further addition to the Service Plan will be developing and delivering an 'Ambassador Scheme' working with colleagues across services in the Place Survey / Customer Focus Action Group which acknowledges that front line

staff are the organisations most widespread and consistent interface with its customers and that they are, in many ways, the key to improving perception of the Authority and its services. The scheme design and implementation will focus on mechanisms to utilise this contact to promote the organisation and using staff feedback and consultation to maximise staff 'buy in' to the initiative.

From a Sustainable Development perspective, the development of a Council wide Environmental Management System (EMS) will require a top down training and development programme for all Members, Officers and Front Line staff in the Environmental Policy and EMS and their implementation in Rochdale.

More specific and detailed components of all the proposals above are:

- Set up a comprehensive programme of manager and peer training sessions within the service to facilitate the move to the new structure and prepare for further efficiency savings.
- Promote and deliver the Green Volunteer 'Team Building / Giving something back' training days.
- Develop and pilot the 'Ambassador Scheme' with a team of staff within the service with the objective rolling it out across the Authority by the end of 2011/12.
- Supervisor/ Chargehand Development Programme – To be devised in conjunction with EM and CTU to enable our staff to carry out their duties confidently and effectively
- Include EMS training as part of the Corporate Induction
- Recruit service champions and service auditors across all services who will require more advanced training in the EMS principles and the process' of attaining the International Standard ISO14001 and establish a network of champions to lead on carbon reduction activities across their own service areas.
- Develop and deliver training in travel plan requirements and roles to relevant council services and departments and renew the Council Travel Plan, with greater emphasis on CO2 reduction, efficient vehicle use and behaviour change.
- Officers will continue to attend the current network of local and regional forums in order to improve their knowledge and maintain networks of good practice sharing.
- Manual Handling Refresher Training - Arranged in 2009. To be carried out during 2010 by EM and CSU
- Driver Training – To enable staff to drive new vehicles which have been designed to minimise manual handling when loading including CPC regulations.
- Eco Driving – following on from the training carried out to teach EMS staff how to drive more efficiently, resources will be sought to roll this out to transport functions over which the authority has a regulatory function and ensure that any new drivers for the service have undertaken the training. One option being considered is a static simulator to be installed in the vehicle workshop.
- Wood Shredder Training – Training arranged to certificate staff in use of this machine to comply with Health and Safety and maximise the amount of green waste disposal for re-use we can do in-house thus reducing tipping costs.
- The service will continue to encourage people to develop key skills and will support personal development by establishing training plans.
- Work with people with learning disabilities, to provide opportunities for work experience, to develop their personal and technical skills, which may lead to possible future employment.

□ **Customer Focus**

A large amount of preparatory work around customer focus has been completed in 2009/10 which will develop into tangible outcomes in 2010/11. The service is confident that it delivers a range of high-quality, flexible, individually tailored services and, in addition to maximising the opportunities for customers to influence the services they receive, there are opportunities to more effectively promote and publicise the good work which is already done.

The existing '**Cleaner, Greener Communications Group**' facilitates partnership working between EMS and the Communications Service, it concentrates on promoting headlines and key activities in line with corporate objectives. In the interests of efficiency, this will be re-aligned into a strategic-level decision-making group with specialist smaller meetings to promote specific campaigns and events.

The **Web Development Team** has already resulted in training a number of EMS staff on web site editing but, more importantly, gaining an understanding of the way in which to present web content in a more customer focused manner. This allows the trained editors both to update the Council Web Site and also provide advice to service teams about how to present their content and use it to reduce avoidable contact and improve service quality. The

group will continue to drive for incorporation of new technologies into the site to maximise customer interaction and service response. It will also ensure that the benefits of the EMS Transformation programme and its associated technologies are developed in relation to web-based customer focus.

Waste and Recycling Services will continue to develop the assisted bin scheme and improve recycling performance at multi-occupancy sites. Working with the Web Development Team it will also complete the development of a **Waste Collection / Recycling Calendar** in which residents can type in a House Number and Post Code to access details of their collection dates and schedules.

The emphasis on customer focus will continue to increase within **staff training programmes** with the 'Ambassador Programme' detailed above being a specific example. The service will continue to develop the customer care skills of our front line staff as part of their ongoing personal development.

The **EMS Transformation Programme** entered Phase 2 delivery from January 2010 and will be completed by March 2012. The programme has a strong customer focus providing increased access to services, more contact time between front line staff and members of the public and improved business intelligence leading to more flexible services. It cuts across all other customer focused activity with respect to both Streetscene and Waste/Recycling Services and will also result in improved interaction between EMS and the **Contact Centre** in keeping information supplied to customers up to date, also connecting to the Web Development Team's work to make the web site the **single definitive information source** for customers and staff, reducing duplication and increasing efficiency.

EMS has a strong record of **public consultation** that will be maintained through attendance at Township and Ward Consultation meetings and specific consultations concerning particular issues. The key development to the service plan for 2010/11 is to more effectively connect information from all consultations into service design and delivery and strategic plans.

One example of this approach will be the development of a Park and Open Spaces Strategy using an innovative approach of bringing together a range of elements to create a truly customer focused strategy. It will be clearly connected to the new Green Infrastructure Strategy scheduled for release within the next 12 months, and will bring together:

- Green Flag Parks Management Plans – as activity has focused specifically on these during the LAA stretch target period to March 2010, resulting in detailed work and effective planning. However, these need to be adapted in the future now that the funding structure has changed, and in a way to more comprehensively cover all parks and open spaces across the Borough.
- Results of existing consultations to use the data gathered already and also to adopt as a model for future consultations.
- Satisfaction Surveys – have been used over a number of years but need to be re-assessed and re-designed. At the same time, the sample sizes, selection and methods need to be revised to be more representative of a wide range of users.

Sustainable Development has a number of functions as an internal service. However, its operations have far-reaching effects on the organisation's customer care both in the short and the long term. The team will be working with all Services on the Development and implementation of EMS and the embedding of Sustainable Development principles:

- Living Within Environmental Limits - Respecting the limits of the planet's environment, resources and biodiversity – to improve our environment and ensure that the natural resources needed for life are unimpaired and remain so for generations.
- Ensuring a Strong, Healthy & Just Society - Meeting the diverse needs of all people in existing and future communities, promoting personal well-being, social cohesion and inclusion, and creating equal opportunity for all.
- Achieving a Sustainable Economy - Building a strong, stable and sustainable economy which provides prosperity and opportunities for all, and in which environmental and social costs fall on those who impose them (polluter pays), and efficient resource use is incentivised.
- Promoting Good Governance - Actively promoting effective, participative systems of governance in all levels of society – engaging people's creativity, energy, and diversity
- Using Sound Science Responsibly - Ensuring policy is developed and implemented on the basis of strong scientific evidence, whilst taking into account scientific uncertainty (through the precautionary principle) as well as public attitudes and values.

Current objectives for 2010/11 include finalising and adopting the **Travel Plans Supplementary Planning Document**, to strengthen the policy background to travel plans, the Access Hierarchy, and site design and location. Delivering the timetabled elements of **Connect2, Connect2Plus** and associated volunteer schemes. Ensuring that Sustainable Development is embedded throughout the new **Pride of Place (PoP3)** strategic document.

Improvements to customer care will also be achieved through:

- Increasing our ability to provide a broad range of information via a range of communication channels
- Continuing to improve the quality and quantity and information on the web that will act as the central reference point for service information for both residents and staff (e.g. Contact Centre staff).
- Exploring the benefits of social networking to broaden the number of residents we can reach with our key messages.
- Recruiting new Volunteers/Champions to widen the methods by which we provide the community with information and to provide feedback on the quality and usability of our communication materials.

□ **Value for Money**

Economy, efficiency and effectiveness are all key components in delivering real Value for Money. However, the current environment indicates that there will be a strong emphasis on reducing costs for the foreseeable future and therefore **it is a requirement of the Service Plan Action Plan that all managers submit at least two new actions that will directly reduce costs** that are supplementary to existing plans.

With the prospect of budget reductions over the coming years, a critical component of effective management this coming year will be to go beyond 'quick wins' to identify areas in which **sustained long term efficiency savings** can be made through judicious 'investment to save' in the short term. These can then be planned into savings over the following years. At the same time, **identifying additional sources of external funding** to finance such planned investments will be a key component of this process, as will **capitalising on opportunities for income generation** and appropriate out-sourcing.

VFM in the sense of whole life costs and full utility value is central to Sustainable Development and in particular the work of the natural resources officer. This area is closely related to CAA requirements and is about **organisational change and challenging accepted practice**. A methodology has been developed and will be agreed and rolled out in early 2010. Whilst it is referenced on the scorecard the implications of the **Whole Life costing toolkit** will be profound. Improvements such as this will need to be supported by standards and procedures which align with SD Priorities, PoP, Aiming High and legislation. More broadly VFM is achieved by the Sustainable Development Team's involvement in process improvement and in key strategic lines of work such as EMS.

As described, the Service Action Plans will provide more specific detail of VfM activity. However, specific examples are:

- EMS Transformation Programme Phase 2 – improving service efficiency and effectiveness
- Operations Report – A report which contains all relevant information to Street Services including items such as staff/overtime/vehicle costs/Agency costs/budgets etc and gives an immediate heads up of our overall position on a daily basis. Allows us to be more pro-active to any issues arising and amend our work accordingly to deal with those issues.
- The AGMA VPMM (Vehicle Procurement, Management and Maintenance) Transport project includes several work streams based on Value for money. It is intended that all procurement and operating activities will be scrutinised as part of the move to cross-authority provision.
- Waste & Recycling Services - front line operational performance will continue to be regularly monitored. Round sizes will be adjusted, as required, to reflect performance and growth and resources will be allocated accordingly.
- Fuel and Energy Efficiency – the Biomass Boiler at Bowlee Nursery is now operational and saving oil costs whilst burning renewable fuel. It is also known that significant savings can be made through reducing energy consumption and increasing the energy efficiency of assets managed by EMS. A prime example is that of Bowling Pavilions where work is to be undertaken into their usage and costs to the Authority. In addition, work will be undertaken to more accurately monitor energy use through receiving timely meter

readings and monitoring these across all buildings.

- Green Waste Management and Composting – project currently exploring whether Rochdale can adopt a system to compost all arisings from our activities. In assessing the required investment, a holistic approach is being adopted which looks at transport and storage of green arisings as a whole and the costs associated with these activities which can be much reduced through careful planning as well as delivering environmental habitat and wildlife benefits.
- The Green Volunteers deliver significant quantities of work towards environmental improvement and these will be increased through increased numbers and range of activities as well as more effective partnership working.
- Grassland Management – a project is entering the planning phase which will assess costs savings and environmental benefits of changing the management and cutting frequency of significant areas of grassland in the form of verges
- Future Jobs fund – opportunities to take 6 week placements for young people out of work, which can also be coupled with apprenticeships.
- New Municipal Offices - an internal challenge (probably the most important) for Sustainable Development principles. Reviewing the business case for refurbishing original municipal offices is an example. This exercise identified £60 million worth of refurbishment and upgrade costs which had not been included in the original calculations.
- Being selected to participate in both the Carbon Trust and Energy Saving Trust local authority support programmes both equate to significant consultancy support and also offer other significant in kind support e.g. training for planning officers.
- Complete re tendering exercise of the Home to School Transport Contracts during the Spring and Summer of 2010. New contracts to commence first week in September.
- Transport Services - reduction of fleet by 3 vehicles. Analysis of the impacts on service and cost savings arising from potential cessation of the Partnership buses.
- Manage the change due to the reduction in transported school meals.
- Work in partnership to facilitate the transfer of Hollingworth Lake Visitor Centre to Link4Life.

Performance Management 2010-2011

Environmental Management Scorecard

Indicators on this scorecard have been reviewed by EMS Senior Management Team as it is considered they were considered unfit for purpose for 2010/11 due to not providing a balanced representation across the range of services within EM.

Certain LAA priority stretch targets expired in March 2010 and others (e.g.SP4.F below) are no longer relevant and will be replaced with revised and new indicators.

Certain indicators within Corporate and Strategic have been placed elsewhere (mainly under Customer Focus and Value for Money) and others (such as St004) have been removed as we were never able to access the required data to complete them.

The revised Scorecard Indicator set, suitable for 2010/11 was presented to the Executive Director for approval by ELT.

Significant work has been undertaken in 2009/10 to improve **data quality** in terms of its security and accuracy and management efficiency, coupled with significant forward steps in Performance Management and its integration into all levels of service delivery. Further detailed analysis will take place in 2010/11 to continuously improve the robustness of data management and **maximise use of performance data** across the service.

Aiming High targets outstanding or not achieved by 31st March 2010

All Aiming High targets have been achieved by the service or are projected to achieve.

There are two targets for which data is either unavailable or the data received to date is only sufficient to set a baseline (NI185 and SP4.E). However, these are important inclusions within the Aiming High PI Dataset and will become more indicative as data is released.

SP4.F - Increase the percentage of play areas conforming to LEAP standards from 32% to 48% by 2010.(LOCALLY EQUIPPED AREA FOR PLAY) **has been removed from the Aiming High Scorecard** as Play strategy and development have moved away from the LEAP standard over the last 2 years or so and it is no longer an objective for new play areas to conform to this. This has arisen principally through a change of emphasis away from fixed play provision towards natural play. For this reason, the original target of 48% has been reset as it will not be, and is not intended to be, achieved.

Additional PIs have been added within the Service dataset to better reflect the activities of the services e.g. Transport Services - average cost per client (by client group per day/annum), average cost per trip for contracted regular transport /fleet, average cost per trip for contracted ad hoc,/fleet, vehicle occupancy rates by vehicle type and size. Number of Licence vehicle inspections completed on schedule.

Township Devolution

EMS tailors its services to the specific needs and priorities of the individual Townships and makes a significant contribution to the Township Planning process as well as regularly benefiting from devolved Township funds to achieve local objectives. A number of our services are Township-devolved and many more Township-influenced. All recent strategic plans incorporate a Township Dimension and this trend will continue within all future plans.

The service has benefited significantly from devolution of funds to Township as their specific priorities often relate to EMS areas of service delivery. Examples are:

- Funding from Pennines Township for the Hollingworth Lake Walkway Feasibility Study and the Japanese Knotweed Treatment Programme.
- Funding identified and agreed with Heywood and Middleton Townships to improve Gateways with provision of new landscape schemes/floral displays and street furniture. For example Heap Bridge/J19
- Most recently, Townships have also agreed funding for 2010/11 to support the new Township-devolved 'North West In Bloom' entries. The funding is allocated to a multi-agency Steering Group in each Township, facilitated by RMBC EMS, Township Offices and Communications with membership of local voluntary, community and public sector organisations.

A specific Township related issue which will be addressed during 2010/11 is that funding for Green Flag will need to be secured in order to maintain existing sites and allow for selection and development of new sites now that the LAA stretch target funding has expired.

Financial Planning and Budget Update

See overleaf

ENVIRONMENTAL MANAGEMENT

2009/10 REVISED ESTIMATE £' 000		2010/11 ORIGINAL ESTIMATE £' 000	2011/12 ORIGINAL ESTIMATE £' 000	2012/13 ORIGINAL ESTIMATE £' 000
	Budget by Service Area			
	Service Management			
246	<i>Expenditure</i>	464	444	435
-19	<i>Income</i>	0	0	0
-227	<i>Net effect of Internal service recharges</i>	-464	-444	-435
104	<i>Contribution to/-from a reserve</i>	106	107	144
104	Total	106	107	144
	Development & Specialist Services			
3,644	<i>Expenditure</i>	3,474	3,564	3,701
-2,386	<i>Income</i>	-2,153	-2,180	-2,235
254	<i>Net effect of Internal service recharges</i>	265	267	267
1,512	Total	1,586	1,651	1,733
	Sustainable Development			
359	<i>Expenditure</i>	333	342	348
-6	<i>Income</i>	-6	-6	-6
19	<i>Net effect of Internal service recharges</i>	-60	-61	-63
372	Total	267	275	279
	Waste services and Admin			
13,414	<i>Expenditure</i>	13,719	14,909	16,125
-453	<i>Income</i>	-232	-232	-233
184	<i>Net effect of Internal service recharges</i>	218	222	219
13,145	Total	13,705	14,899	16,111
	Street services, Fleet and Transport			
11,808	<i>Expenditure</i>	11,185	11,560	11,733
-7,237	<i>Income</i>	-6,846	-6,929	-7,039
792	<i>Net effect of Internal service recharges</i>	887	901	892
5,363	Total	5,226	5,532	5,586
20,496	Net cost of providing services to the Public	20,890	22,464	23,853

ENVIRONMENTAL MANAGEMENT

2009/10 REVISED ESTIMATE £' 000		2010/11 ORIGINAL ESTIMATE £' 000	2011/12 ORIGINAL ESTIMATE £' 000	2012/13 ORIGINAL ESTIMATE £' 000
	Budget by Expenditure Type			
11,243	Employees and related expenses	10,617	10,870	11,084
940	Premises related expenses	1,168	1,209	1,237
5,418	Transport related expenses	5,634	5,744	5,871
2,195	Supplies and services	1,086	1,405	1,515
8,726	Agency and contracted services	9,541	10,520	11,619
949	Depreciation	1,129	1,071	1,016
0	Management cost redistribution	0	0	0
29,471	Total Service Expenditure	29,175	30,819	32,342
1,390	Central departmental and support services	1,239	1,286	1,289
-368	Less internal service departmental recharges	-393	-401	-409
1,022	Net effect of internal service recharges	846	885	880
30,493	Total Service Expenditure net of Internal Service Recharges	30,021	31,704	33,222
	Income			
-10,082	Rents, Fees & Charges	-9,237	-9,347	-9,513
	Grants			
0	Dedicated Schools Grant	0	0	0
-19	Other Grants	0	0	0
-10,101	Total Income	-9,237	-9,347	-9,513
104	Contribution to/-from a reserve	106	107	144
20,496	Net cost of providing services to the Public	20,890	22,464	23,853

Improving Health and Well Being and Tackling Health Inequalities

The main Key Change to the 2010/11 Service Plan in relation to this section is that **specific actions will be identified in the Service Plan Action Plans for each service area.**

The length and detail of the Achievements and Headlines for 2009/10 indicate the breadth of work being undertaken in this area.

Love Food Hate Waste (LFHW) - we will continue to work with our partners to deliver the LFHW campaign providing more specific messages now that awareness has been increased.

Emissions - by controlling and reducing emissions from motor vehicles and equipment, we are working to reduce the authority's carbon footprint and improve air quality within the borough.

Connect2 – further implementation of this project and Connect2 Plus will take place in 2010/21

CTC community cycling development - projects continuing in cycling for health, off road cycling, Duke of Edinburgh's awards, BMX club and track.

Play Development – will continue to focus on natural play and identify ways in which Parks, Countryside and Open Spaces can make an increasing difference to improving the quality of life for children and young people.

Parks and Countryside Events & Activities – will place improving Health and Well Being and Tackling Health Inequalities as a high priority in their design and delivery.

Parks – will continue to seek out external funding to deliver health benefits.

Working with HMRNHS and other health agenda stakeholders – we will work closely with the NHS, Joint Health Unit and other stakeholders across many of the strategic health agenda delivery working groups such as the Physical Activity Strategy, Health and Wellbeing and Older People's steering groups.

Council Health Improvement Group (CHIG) – the service is represented on the CHIG and is working with the CHIG in undertaking a Peer Review in February 2010 covering all aspects of health in terms of both service delivery and healthy workforce. It is anticipated that actions will arise from this activity which will contribute to the 2010/2011 service Action Plan.

Healthy Workforce – the service is strongly represented on the Healthy Workforce Steering Group which is a sub-group of the Council Health Improvement Group

- Green Volunteers – expand provision and promotion of Team Building days for teams of RMBC Staff undertaking practical conservation activities in the context of team development and cohesion.
- Build on the number of Lunchtime Health Walks and inter-departmental team sport opportunities.
- Work to protect the workforce from the physical demands of their jobs through Health and Safety and staff training and development.

Tackling Deprivation

In many respects, the 'on the ground' nature of the delivery of environmental service means that activity to tackle deprivation is inbuilt.

The requirements for more intensive provision in terms of street cleansing, waste and recycling services and environmental enforcement are intrinsically linked to areas of higher deprivation.

However, the service operates a significantly more proactive approach to the complex problems, seeking to raise quality of life and concentrate on 'the cure' rather than simply tackling 'the symptoms'. Deprivation tends to operate as a vicious circle and the need for more intensive service provision can often be as a result of poor understanding of the service or small minorities lowering the quality of life for those around them.

The issue for Sustainable Development is one of raising the quality of life for deprived communities without leading to a significant rise in their CO2 emissions, often associated with areas of lesser deprivation.

In the case of Waste and Recycling Services it is well known that low recycling participation correlates with low socio-demographic areas. Poor understanding of the recycling and refuse collection service can directly impact upon the environmental quality of such areas. Therefore, we will make our services as accessible as possible to such communities by tailoring our communications to each community.

In terms of the Green Infrastructure, performance targets as specifically set to reduce the number of residences more than 400m away from a high quality green space.

In addition, new developments are prioritised in terms of their location within deprived areas, mapped to LSOAs. An example is the work being undertaken to secure a Heritage Lottery Grant for Falinge Park which is not only located within one of the most deprived wards in the country but also has the benefit of having a regionally significant design by Mawson, one of the most famous Park Landscape Architects.

In 2010/11 the service will strive to utilise the guidance from the LGA Reputation Campaign (listed below) to maximise its profile and effectiveness in areas of deprivation:

- maintain a highly visible, strongly branded council cleaning operation.
- ensure no gaps or overlap in council cleaning and maintenance contracts.
- use one phone number for the public to report local environmental problems.

- deal with 'grot spots'.
- remove abandoned vehicles within 24 hours.
- win a Green Flag award for at least one park.
- educate and enforce to protect the environment.

Collaborative Working

The service has a strong history of collaborative working which diversifies continually, evidence of this work is already integrated throughout this service plan. However, some specific examples have been selected to illustrate the breadth of collaborative working within the service.

Local Strategic Partnership

Involves working with a range of public, private and third sector providers. The service plays a particularly major role in the Quality of Place Thematic Group and a number of its subgroups. We are working across the whole LSP in a cross cutting capacity on areas such as reducing per-capita CO2 emissions. In addition, one of our managers is 'cultural champion' within Quality of Place providing further evidence of the strength of collaborative working across the heritage, events, tourism and leisure provisions alongside Link4Life.

The service makes a major contribution towards the CAA Improvement Plan within Quality of place, establish the Quality of Place Partnership within the Pride Partnership Family, extending membership of Design and Conservation Panel and developing a Design Awards scheme.

Other Public Sector Providers

Collaborative working between public sector providers such as the NHS, Fire Service and Police force is gathering momentum rapidly, particularly with expected pressures through public service efficiency savings. Closer working partnerships are seen as vital in reducing duplication and sharing management roles and structures to reduce costs with minimum impact on service delivery.

A wide range of multi-agency and joint-working groups have already been set up on which the service is represented with work being undertaken with, for example, the Joint Health Unit and Council Health Improvement Group, in these cases, specifically to ensure joint delivery of the health agenda.

Major work programmes are underway, working with other public sector providers, such as neighbouring Authorities. The Waste and Recycling service will continue its work in partnership with our Greater Manchester local authority partners at chief officer, senior officer and recycling officer for the effective disposal of our refuse and recyclates and to share good practice regarding our collections and continue to deliver the WRAP funded Waste Prevention campaign with our Greater Manchester partners.

EMS is currently engaged with the other nine AGMA authorities on a number of projects. We are midway through a project to procure a joint Fleet Management system, We have completed a project to procure light goods vehicles from a common agreement. In conjunction with Transport Managers from around the North West of England, we undertake joint evaluation of vehicles and equipment, in order to share best practise etc. We work closely with Planning and Regulation and Youth Services as previously explained.

Parks and street services are currently working with Community Payback to design out crime and ASB and visually improve areas. Examples are Gold Brook Close, Heywood and Higher Lomax Lane, Heywood– removal of overgrown vegetation and pruning shrubs/trees and snow/ice clearance on several estates in Heywood.

RMBC Business Partners

The service works extensively with the Impact Partnership, Rochdale Boroughwide Housing (RBH). Examples of current work, using RBH as an example are:

Development and extension of partnership working with housing associations e.g. RBH, Regenda to improve waste and recycling provision for Multi-Occupancy premises and Social Housing areas.

Managing our Trees through Collaborative Working and providing Value For Money - in partnership with RBH we

have moved to a 3- year planned programme of tree care which gives residents direct involvement in decision making through estate walkabouts. The new approach allows the Arboricultural Team the opportunity to determine work on an estate basis, reduce the amount of travelling time across the Borough and increase the number of trees that we are able to treat. We have agreed clear priorities with RBH to give clarity to the residents on decision making, timescales and how the tree budget is being spent.

Working with RBH on 'design out' schemes and their contribution to Borough In Bloom.

EMS has also worked closely with Link4Life on a Cultural and Sport Improvement Toolkit, an externally assessed evaluation mechanism which has been used to develop and action plan for a cycle of continuous improvement in delivery of these services.

Voluntary, Community, Third Sector and NGOs

The service works with a wide range of external organisations, delivering development projects in partnership and strengthening its links with local communities. Selecting a handful of current examples, there are:

- Working with Energy Saving Trust for One to One support programme
- Supporting community cohesion in line with the new Equality Framework with an organisational target of Level 3 Excellent by March 2011..
- Supporting the MELA event committee during 2009. To seek a more centralised event site for the 2010 Mela.
- Alkington Woods Woodland Classroom project proposal. In partnership with the Friends of Alkington Woods and local private sector organisation, McBride's.
- Support for a large number of Friends Groups in Parks, Countryside and Cemeteries.
- Facilitating the setup and development of a Multi-agency In Bloom Steering Group in each Township, working with local businesses and community organisations.
- Green Volunteers work closely with other volunteer agencies such as Rochdale CVS, BTCV and asylum seekers.

Sustainable Development (SD) is primarily about partnerships, collaborative working and communication as well as support/guidance/advice etc. The SD Team work across all RMBC services and key partners including: GM Commissions, GONW, Government Departments, Universities, voluntary sector, PCT, Local businesses, Schools, other Local Authorities and statutory agencies such as EA.

The Single Equality Bill

The section about Tackling Deprivation details the front line approach to socio-economic inequalities, the majority of which relates directly to the Single Equality Bill.

In terms of the strategic approach, EMS will ensure that mechanisms to reduce socio-economic inequalities are explicitly detailed within strategic documents, service plans and budgetary allocations and also seek to influence other decision makers to address and recognise the issues.

The key to progress in this area is an integrated and cross-cutting approach in which the multitude of complex factors which contribute to socio-economic inequalities are tackled on every level whether it be related to environment, health, economic stability, education, communication etc. etc.

One specific example already identified by EMS Transport Services is considering the Single Equality Bill in relation to managing the changes brought about by the introduction of individualized budgets, the decision to charge clients to travel and the decision to outsource meals on wheels provision

Legislative Changes

- Compliance with current legislation in relation to significant Aspects identified during the environmental audit as part of the work in preparation for ISO 14001
- Investment in Green Lane EM HQ infrastructure to comply with current legislation In particular Water Resources Act 1991, Water Industry Act 1991, Groundwater Regulations 1998, and Control of Pollution (Oil

Storage) England Regulations 2001

- The important issue for Sustainable Development is not so much pending legislation, as much as recently enacted legislation e.g. Climate Change Act 2008. This makes the UK the only country in the world to be legally committed to an 80% CO₂ reduction by 2050
- One piece of pending legislation is the recast of the EU Energy Performance of Buildings Directive, which will strengthen the requirement for public buildings to have Display Energy Certificates
- The European Batteries directive is now in place which obligates producers of portable batteries to put in place compliance schemes for the collection of batteries. A number of producers are working with retailers to provide in store take back schemes. We will work to publicise such schemes to our residents
- Mercury Abatement at Crematoria - the government has introduced new targets for reducing Mercury emissions at Crematoria by 2012. We will need install new equipment and new building works during 2010/11 to ensure that we comply with the new legislation and can continue to operate a cremation service.
- Dichlobenil – Removal of the use of this chemical product will have an effect on the condition of all our shrub beds as this is a residual herbicide and once applied usually means weed growth is controlled until the following year. Unless a suitable alternative is found, we may find that additional resources are required to manually weed beds during the summer months. Water Framework Directive and the Chemical Regulations Directive have led to the removal of the use of Dichlorobenil. This is a voluntary requirement until 2011 when it will be enforced by DEFRA.
- Use of Quad-bikes and similar motorised methods of weed control are now being phased out resulting from recent legislation. Further implications on expense involved in providing current levels of weed control (on top of those mentioned above) are likely to be in the order of 3x more expensive.
- Reservoirs Act – smaller bodies of water now included in the regulations.
- Driver CPC (certificate of professional competence) came into force Sept 09. It is anticipated that during 10/11 we will need to introduce a robust training programme to deliver the complete accreditation to all drivers.

Key Improvement Activity 2010/11

- To increase the percentage of household waste recycled to 40% by March 2010 and to 50% by March 2011.
- To introduce Transformational Changes to the Service through the re-engineering of processes and the introduction of mobile technology (PDAs) and GPS systems.

Asset Management

During 2009/10, the service used the SAMPs (Asset Management Programme), working with the Impact Partnership, to develop a new approach to its asset management, placing emphasis on 'what do we really need' as opposed to 'what have we got'. This has led to a developing Asset Management Plan in which the even spread of service provision which require assets across the Borough has been assessed and mechanisms and plans to reduce assets required, particularly with respect to buildings will be developed as a detailed plan during the forthcoming year.

Current activity already implemented in this is area is:

- 2 Depots closed in Heywood with all staff reporting and now using Green Lane
- Princess Street depot closed and reallocated staff and vehicles to report to Broadfield Depot, Green Lane or other identified community bases.

Sustainable Development (SD) has a particularly strong emphasis on asset management and is represented on the Asset Management Group (AMG) and Bids Sub-Group. SD will be setting some of the standards and procedures supporting AMG process and progress in 2010 e.g. how AMG aligns with SD priorities and principles including climate change. SD are also represented on MO Steering group, Rochdale Town Centre working group

and also BSF groups.

Carbon Reduction Commitment 10:10

The Council currently spends approximately £5,000,000 a year on energy. Reduction of this figure should be a key aim. Reducing our spend by 10% would mean savings to the Council of half a million pounds.

We will realise these savings by reducing our energy consumption, irrespective of whatever else happens within CRC. The sustainable development team is working closely with the Energy managers and services to help reduce our energy consumption and achieve our commitment to 10:10

New legislation from the Government the Carbon Reduction Commitment (CRC) is to be implemented from April 2010. The new scheme covers electricity and gas consumption, and potentially other fuel sources. It is a new carbon trading scheme which requires us to reduce our fuel consumption against our baseline. Essentially the scheme establishes a number of principles:

- There is now a financial cost to the carbon produced by any use of heat and/or power (except renewables)
- Organisations that reduce their CO₂ faster than the average will be rewarded financially, whereas those that increase/reduce more slowly their CO₂ will be financially penalised
- Although the price of CO₂ is fixed initially, organisations need to prepare for the start of the scheme proper, in April 2013, where the overall number of allowances in the scheme is limited and the price will be determined by auction between participants

Fundamentally there is another positive financial implication, that the less CO₂ we emit, the lower our energy bills.

Environmental Management System (EMS)

To comply with the principles of Sustainable Development the council is implementing an Environmental Management System (EMS) across all services and working towards accreditation to ISO14001, the International standard for Environmental Management. A key prerequisite and cornerstone of ISO14001 is for the council to have an Environmental Policy, Rochdale's Policy was adopted by Full Council in January 2010

The main principles of ISO 14001 are

- Compliance with Environmental Legislation
- The prevention of Pollution
- Demonstration of continual environmental Improvement

The sustainable development team and The EMS officer who will be leading this work will be engaging all council services and recruiting Environmental Champions and Auditors to help achieve and maintain an ISO compliant EMS.

Sustainable Development

Living within environmental limits is one of the key drivers of sustainable development.

The UK sustainable development principles identify that respecting the limits of the planet's environment, resources and biodiversity are necessary to improve our environment and ensure that natural resources needed for life are unimpaired and remain so for future generations.

The Council is committed to the above principles and therefore all services will ensure that when making decisions about spending and service delivery, they consider the effects purchases and service delivery have on the environment and the depletion of natural resources. There is also an intention to reduce services' reliance on carbon based products e.g. electricity, gas, fuel and oil and make progress in reducing the carbon footprint in line with the Carbon Reduction Commitment

Approved by Portfolio Holder	Cllr Maguire.....
Opposition Member	Cllr Beswick.....
Opposition Member	Cllr Metcalfe.....
Head of Service	Peter Cunningham.....