

# **Environment and Prosperity Scrutiny Committee**

## **Agenda**

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**Date:** Tuesday, 26th June, 2012  
**Time:** 2.00 pm  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

### **PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT**

1. **Apologies for Absence**
2. **Minutes of Previous Meeting** (Pages 1 - 4)
3. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests in any item on the agenda

4. **Declarations of Party Whip**

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda.

5. **Public Speaking Time/ Open Session**

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For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public

**Contact:** Katie Smith  
**Tel:** 01270 686465  
**E-Mail:** [Katie.smith@cheshireeast.gov.uk](mailto:Katie.smith@cheshireeast.gov.uk)

A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers

6. **Work Programme** (Pages 5 - 8)

To give consideration to the Work Programme

7. **Forward Plan** (Pages 9 - 12)

To give consideration to the Forward Plan

8. **Carbon Management Programme - Annual Review** (Pages 13 - 38)

To give consideration to a report on the Carbon Management Programme Annual Review

9. **Waste and Recycling Collection Over Christmas Period** (Pages 39 - 44)

To give consideration to a report on the arrangements for waste and recycling collections during Christmas period.

10. **Highways Maintenance Update**

To receive an update on highways maintenance (deferred)

**CHESHIRE EAST COUNCIL****Minutes of a meeting of the Environment and Prosperity Scrutiny Committee**

held on Tuesday, 24th April, 2012 at Committee Suite 1,2 & 3, Westfields,  
Middlewich Road, Sandbach CW11 1HZ

**PRESENT**

Councillor L Gilbert (Chairman)  
Councillor G M Walton (Vice-Chairman)

Councillors P Butterill, K Edwards, R Fletcher, P Hayes, S Hogben, H Murray  
and G Baxendale

**Apologies**

Councillors A Barratt, H Davenport, P Hoyland and A Thwaite

**ALSO PRESENT**

Councillor R Menlove – Portfolio Holder for Environmental Services  
Councillor P Raynes – Cabinet Support Member for Environmental Services

**OFFICERS PRESENT**

Chris Williams – Transport Manager  
Karen Carsberg – Strategic Housing Manager  
Nic Abbott – Cheshire Homeschoice Team Leader  
Mark Nedderman – Senior Scrutiny Officer  
James Morley – Scrutiny Officer

**1 MINUTES OF PREVIOUS MEETING**

RESOLVED – That the minutes of the meeting held on 20 March 2012 be approved as a correct record.

**2 DECLARATIONS OF INTEREST/WHIPPING DECLARATIONS**

Councillor Les Gilbert declared a personal interest in Item 6 as he is a Member of the Wulvern Housing Association's Board.

**3 PUBLIC SPEAKING TIME/ OPEN SESSION**

There were no members of the public who wished to speak.

**4 TRANSPORT UPDATE**

The Committee received a report on the current status of the Transport Policy from the Transport Manager. The report summarised the likely changes to

transport that had been either agreed or were to be considered over the coming months.

The Council's adopted business plan for the period 2012-2015 contained a number of changes pertaining to transport support. There were reductions in budgets for home to school transport, public transport, flexible/community transport and management and administration of transport. This required substantial changes to transport provided by Cheshire East.

Consultation on the changes required to be made would be carried out in June 2012 and would be reported back to this Committee before recommending changes to Cabinet in August 2012.

Savings would be made through reductions in subsidising public transport, and removal of free transport provision for children attending denominational schools through parental choice. Efforts would be made to mitigate impacts of withdrawal of support for public transport and affected schools would be given one-off funding to support students in finding alternative travel options.

The Committee expressed concern about the removal for current recipients of free transport for children attending denominational schools through parental choice on the grounds of religion/faith. It was suggested that, although savings were necessary, current recipients should continue to receive support until the end of school years as some parents would have made choices about which school their children would attend based on the receipt of free transport.

RESOLVED:

- (a) That the report be received and the Committee note with concern the impact of the budget restrictions.
- (b) That the Committee express reservations regarding the home to school transport proposals contained within the report.
- (c) That, given the importance of the subject matter, the Transport Manager be requested to return to the Committee with a further update after the consultation period at the 24 July 2012 meeting.

## 5 DRAFT TENANCY STRATEGY

The Committee received a report from the Strategic Housing Manager on the Council's draft Tenancy Strategy. The Strategy was currently under going a 12 week period of consultation and a final decision on the Tenancy Strategy would be made by Cabinet once consultation had been completed.

The Localism Act 2011 placed a requirement on all local authorities to produce a Tenancy Strategy which outlined the Council's approach to flexible tenancies and enabled Registered Providers (RPs) of social housing to formulate their own tenancy policies. RPs in Cheshire East needed to have due regard to the Council's Tenancy Strategy when formulating their policies on flexible tenancies but did not have to adhere to the strategy and did not have to follow the guidance of the Council. The Council tried to mitigate against RPs not following the Tenancy Strategy by working with the three main RPs when producing the strategy to ensure that the content was workable for them.

The draft Tenancy Strategy contained a vision for what RPs should consider when determining tenancy terms (e.g. make the best use of housing stock and reduce levels of under occupation and overcrowding). The Strategy also outlined the type of tenancies available to RPs and the circumstances in which tenancies would not be granted or renewed.

Flexible tenancies were a way of making the best use of housing stock as well as offering people some stability with out committing RPs to life time tenancies. Existing tenancies would not be affected and RPs would still be able to offer life time tenancies.

The Committee was concerned that RPs were only under a duty to have regard to the Council's Tenancy Strategy but were pleased that the best efforts had been made to work with RPs to ensure that they adhere to the Council's position.

RESOLVED – That the report be noted and the Strategy be endorsed by the Committee.

## **6 CHESHIRE HOMECHOICE COMMON HOUSING ALLOCATION POLICY REVIEW**

The Committee received a report from the Strategic Housing Manager on the Cheshire Homechoice Common Allocations Policy Review. The report provided an update on the proposed changes to the Policy. The revised policy was currently going through a 12 week period of consultation.

A review had been started in June 2011. The policy had been working well for the first 12 months however there were some areas of the policy that needed improving or reviewing in the light of lessons learnt and proposed changes in the Localism Bill which became the Localism Act 2011 in November.

In relation to priority it was proposed to change from a star awarded system to a banding assessment based on housing need. Housing need would be the determining factor and those with multiple issues would no longer be assessed on a cumulative basis but their single most important need in relation to a need for re-housing. All current housing register applicants would be reassessed under the new "need" assessment.

The Housing register would be open to all households with a housing related issue however some would be ineligible due to immigration status, those with serious rent arrears or committed acts of serious antisocial behaviour.

Households with no connection to an area would be given the lowest priority and local authorities did not have a responsibility to households from outside of their borough. If a person or household had lived in the area 3 out of the last 5 years or 6 out of the last 12 months or has immediate family residing in a parish for 5 years they would quality to have a local connection to an area. Housing in rural parishes would only be granted to households with a community connection and would be kept unavailable to those with out a community connection.

RESOLVED – That the Committee endorse the changes to the policy.

## **7 WORK PROGRAMME**

The Committee considered its Work Programme for future meetings.

RESOLVED – That the Work Programme be noted.

## **8 FORWARD PLAN**

The Committee considered the Forward Plan from May 2011 to August 2011 for possible items to review before Key Decisions were made.

RESOLVED – That the Forward Plan be noted.

The meeting commenced at 2.00 pm and concluded at 4.30 pm

Councillor L Gilbert (Chairman)

## **CHESHIRE EAST COUNCIL**

### **REPORT TO: ENVIRONMENT AND PROSPERITY SCRUTINY COMMITTEE**

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<b>Date of Meeting:</b>	26 June 2012
<b>Report of:</b>	Borough Solicitor
<b>Subject/Title:</b>	Work Programme update

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#### **1.0 Report Summary**

- 1.1 To review items in the 2012 Work Programme, to consider the efficacy of existing items listed in the schedule attached, together with any other items suggested by Committee Members.

#### **2.0 Recommendations**

- 2.1 That the work programme be received and noted.

#### **3.0 Reasons for Recommendations**

- 3.1 It is good practice to agree and review the Work Programme to enable effective management of the Committee's business.

#### **4.0 Wards Affected**

- 4.1 All

#### **5.0 Local Ward Members**

- 5.1 Not applicable.

#### **6.0 Policy Implications including - Climate change - Health**

- 6.1 Not known at this stage.

#### **7.0 Financial Implications for Transition Costs**

- 7.1 None identified at the moment.

#### **8.0 Legal Implications (Authorised by the Borough Solicitor)**

- 8.1 None.

#### **9.0 Risk Management**

9.1 There are no identifiable risks.

## **10.0 Background and Options**

10.1 In reviewing the work programme, Members must pay close attention to the Corporate Plan and Sustainable Communities Strategy.

10.2 The schedule attached, has been updated in line with the Committees recommendations on 24 April 2012. Following this meeting the document will be updated so that all the appropriate targets will be included within the schedule.

10.3 In reviewing the work programme, Members must have regard to the general criteria which should be applied to all potential items, including Task and Finish reviews, when considering whether any Scrutiny activity is appropriate. Matters should be assessed against the following criteria:

- Does the issue fall within a corporate priority
- Is the issue of key interest to the public
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation
- Is there a pattern of budgetary overspends
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service

10.4 If during the assessment process any of the following emerge, then the topic should be rejected:

- The topic is already being addressed elsewhere
- The matter is subjudice
- Scrutiny cannot add value or is unlikely to be able to conclude an investigation within the specified timescale

## **11.0 Access to Information**

The background papers relating to this report can be inspected by contacting the report writer:

Name: James Morley  
Designation: Scrutiny Officer  
Tel No: 01270 686465  
Email: james.morley@cheshireeast.gov.uk



## Environment and Prosperity Scrutiny Committee Work Programme – 13 June 2012

Issue	Description /Comments	Officer	Suggested by	Portfolio	Corporate Priority	Current Position	Date
Carbon Management Programme – Annual Review	To consider the Annual Review of CMP and make recommendations for future developments/initiatives	Michele Burrow	Chairman	Environmental Services Cllr Menlove	Ensure a sustainable future	Deferred from 24 April On Target	26 June 2012
Christmas Bin Collections	To consider a report of the arrangements for bin collections at Christmas	Ray Skip	Chairman	Environmental Services Cllr Menlove	Nurture strong communities	Deferred from 20 March On Target	26 June 2012
Highways Maintenance Update	To receive a report on the first six months of the new contract	Mark Averill	Chairman	Environmental Services Cllr Menlove	Ensure a sustainable future	On Target	26 June 2012
Street Lighting Strategy	To give consideration to a report on Council's Street Lighting Strategy	Kevin Melling	Officer	Environmental Services	Ensure a sustainable future	On Target	24 July 2012
Transport Consultation Evaluation	To consider the evaluation of the transport consultation	Chris Williams	Committee	Environmental Services Cllr Menlove	Nurture strong communities	On Target	24 July 2012
High Speed Two (HS2)	To receive a briefing on the current status of HS2 in Cheshire East	Andrew Ross	Committee	Prosperity and Regeneration Cllr Macrae	Ensure a sustainable future	Waiting for Officer confirmation	18 September 2012
Alfresco Licensing Update	To consider a report on the 12 month review inc. income and costs	Mark Averill	Committee	Environmental Services Cllr Menlove	Nurture strong communities	On Target	18 September 2012
Visitor Economy Strategy	To consider an update on the visitor economy of Cheshire East	Richard Milkins	Portfolio Holder	Prosperity and Regeneration Cllr Macrae	Ensure a sustainable future	On Target	18 September 2012
Car Parking Task Group	To review car park management	James Morley	Committee	Environmental Services	Ensure a sustainable future	On Target	Next meeting 15 June 2012

## **Environment and Prosperity Scrutiny Committee Work Programme – 13 June 2012**

### **Possible Items to Monitor or consider at future Meetings**

- **Environment – Cllr Menlove**
- Community Transport Review – Suspended
- Local Sustainable Transport Fund
- Waste Needs Assessment/Recycling (informing Local Plan process)
- Household Waste Recovery Centres
- Glass Bring Banks
- Waste Procurement Strategy
- Crematoria
- Alfresco Licensing – Kevin Melling – July
- Anaerobic Digesters
- **Prosperity and Regeneration – Cllr Macrae**
- Corporate Landlord Model (6 month performance summary) – Caroline Simpson - 15 October
- **Development Management and Building Control – Cllr Bailey**
- Review of the Interim Planning Policy on the Release of Housing Land
- Planning Enforcement – Possible Spotlight Review (July)
- Pre-Planning Application Service – Update September 2012
- Development Management Transformation Project – Possible update on outstanding work
- National Planning Policy Framework – potential briefing

### **Dates of Future Committee Meetings**

26 June 2012, 24 July 2012, 18 September 2012, 16 October 2012, 20 November 2012, 18 December 2012, 22 January 2013, 19 February 2013, 19 March 2013 and April 23 2013.

### **Dates of Future Cabinet Meetings**

25 June 2012, 23 July 2012, 20 August 2012, 17 September 2012, 15 October 2012, 12 November 2012, 10 December 2012, 7 January 2013, 4 February 2013, 4 March 2013, 2 April 2013 and 29 April 2013.

### **Dates of Future Council Meetings**

19 July 2012, 11 October 2012, 13 December 2012, 21 February 2013 and 18 April 2013.



## **FORWARD PLAN 1 JULY 2012 - 31 OCTOBER 2012**

This Plan sets out the key decisions which the Executive expect to take over the next four months. The Plan is rolled forward every month. It will next be published in mid July and will then contain all key decisions expected to be taken between 1 August and 30 November 2012. Key decisions are defined in the Council's Constitution.

Reports relevant to key decisions, and any listed background documents may be viewed at any of the Council's Offices/Information Centres 6 days before the decision is to be made. Copies of, or extracts from these documents may be obtained on the payment of a reasonable fee from the following address:-

Democratic Services Team  
Cheshire East Council ,  
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ  
Telephone: 01270 686463

However, it is not possible to make available for viewing or to supply copies of reports or documents, the publication of which is restricted due to confidentiality of the information contained.

A decision notice for each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, Council Information Centres and Council Offices.

The law and the Council's Constitution provides for urgent key decisions to be made. A decision notice will be published for these in exactly the same way.

Forward Plan 1 July 2012 to 31 October 2012

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	Relevant Scrutiny Committee	How to make representation to the decision made
CE12/13-6 SEMMMS Scheme Update	To authorise Officers to approve the major scheme business case in order to access DfT funding. To review the mitigation strategy, authorise the next stage of public consultation, and to delegate the lead on delivering the scheme to Stockport MBC on behalf of the 3 promoting authorities.	Cabinet	25 Jun 2012	With residents, landowners, the general public and key stakeholders through public meetings and the Council's website.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-21 Cheshire Homechoice - Allocation Policy Review	To approve the allocation policy for adoption.	Cabinet	23 Jul 2012	Partner housing providers, Homechoice officers, housing benefits, Police and community safety, tenants and residents.	Environment and Prosperity 21st February 2012	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-30 Strategic Tenancy Strategy	In accordance with the Localism Act to publish a Tenancy Strategy setting out the broad objectives to be taken into consideration by Social Landlords when producing their own policies, and on the granting and reissuing of tenancies.	Cabinet	23 Jul 2012	Registered Providers and their Board Members, Stakeholders. Further guidance awaited from DCLG.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Relevant Scrutiny Committee</b>	<b>How to make representation to the decision made</b>
CE11/12-44 Review of the Interim Planning Policy on the Release of Housing Land	To approve and to recommend to Council the interim planning policy on the release of housing land.	Cabinet, Council	23 Jul 2012	With housing stakeholders, Parish Councils, Housing Market Partnership and the Local Plan database using the website, post and email.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-29 Crewe Green Link Road Highway Scheme - Revised Area of CPO	To consider an amended area for the compulsory purchase of land associated with this scheme.	Cabinet	20 Aug 2012	Affected land owners and developers.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)
CE11/12-41 Future Operation of the Old Town Hall, Macclesfield	To decide upon the future running and preferred operating model for the Old Town Hall.	Cabinet	20 Aug 2012	With Macclesfield Charter Trustees and Macclesfield Forum.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)

<b>Key Decision</b>	<b>Decisions to be Taken</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Relevant Scrutiny Committee</b>	<b>How to make representation to the decision made</b>
CE11/12-45 Cheshire East Local Plan Core Strategy	To approve and to recommend to Council the publication draft of the Cheshire East Core Strategy.	Cabinet, Council	12 Nov 2012	With housing, business and environment stakeholders, infrastructure providers, Parish Councils and local communities through the website, email post and general publicity.	Environment and Prosperity	John Nicholson, Strategic Director (Places and Organisational Capacity)

## **CHESHIRE EAST COUNCIL**

### **REPORT TO: ENVIRONMENT & PROSPERITY SCRUTINY COMMITTEE**

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**Date of Meeting:** 26 June 2012  
**Report of:** Strategic Director - Places  
**Subject/Title:** Carbon Management Plan Annual Monitoring Report  
**Portfolio Holder:** Cllr Rod Menlove

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#### **1.0 Report Summary**

1.1 In March 2011, Cheshire East Council published its Carbon Management Plan, to reduce CO<sub>2</sub> emissions and energy costs between 2011 – 2016. This document identifies a range of projects to be developed over the five year period to achieve a 25% reduction in our energy consumption from the 2008/09 baseline. This is equivalent to 51,037 tonnes of CO<sub>2</sub>. If we do not take action now to reduce our energy use and meet this target it is estimated that it will cost the authority an additional £ 13.2 million over the next 5 years.

1.2 Within the plan there is a commitment to an annual progress review:

*“The Council acknowledges that a plan is only as good as its management and its delivery. While progress is regularly monitored, a full scale review will take place each April. This review will cover our CO<sub>2</sub> savings against targets collectively and individually for each project and closely monitor the financial investment and savings too. The outcome of the review will be reported to Cabinet”.*

1.3 Since the publication of the plan we have achieved a saving of **2532 tonnes of CO<sub>2</sub>** and there has been good progress in implementing the 55 identified projects. This is a significant achievement, though it should be noted that this is effectively savings achieved through projects implement in 2009/10 and 2010/11, so is effectively 2 years worth of activity. To achieve our target of **12,759 tCO<sub>2</sub> by March 2016**, we need to achieve the same level of savings each year for the next 4 years as we have done in the past two.

1.4 Within the original plan, the identified projects did not account for all the savings needed. There is a gap of 4.8%, or 2504 tCO<sub>2</sub>. This gap is likely to grow larger with time as some of the projects are not implemented or do not achieve the savings predicted. In response, new projects need to be developed. Over the past 12 months several new projects have been identified and are listed in Appendix B for information. This list requires refinement and it is intended that they be reviewed and new projects be developed in conjunction with staff and Councillors over the forthcoming year.

- 1.5** Details of the progress of each project from the original Carbon Management Plan is provided in Appendix A, as are details of the progress with projects to “embed” Carbon Management within the organisation through a review of the Carbon Management self assessment matrix (Appendix C).

## **2.0 Decision Requested**

Environment & Scrutiny Committee is requested to:

- 2.1** Accept and approve the figures presented as the Carbon Management Plan annual monitoring report 2011-12.
- 2.2** Give support to the proposal that additional resources will need to be made available to projects yet to be identified within the Plan in order to achieve the savings target we have set ourselves.

## **3.0 Background**

- 3.1** Cheshire East Council made an early commitment to reducing its impact by signing up to the Nottingham Declaration in 2008/09. In the same year, as the third largest unitary authority in the North West, we had an annual energy bill of £9.9 million and emitted almost 52,000 tonnes of CO<sub>2</sub>. Both our energy costs and carbon footprint will continue to rise if action is not taken to significantly reduce consumption.
- 3.2** In addition, the prospect of the Councils participation in Phase 2 of the governments Carbon Reduction (Energy Efficiency) Commitment from 1<sup>st</sup> April 2013 at a cost of £12/tonne of CO<sub>2</sub> poses an additional financial incentive on the authority to reduce its carbon emissions. The cost for our participation in 2013/14 is estimated to be **£507,528**, and unless action is taken to reduce our carbon emissions, will only continue to increase each year. The table below highlights the sources of the Councils emissions:

		<b>t CO<sub>2</sub> 200 8/9</b>	<b>%</b>
<b>Category</b>			
<b>Buildings and Street Lights</b>	Office buildings	3,868	8%
	Libraries	722	1%
	Primary Schools	9,502	19%
	Community and day centres	2,799	5%
	Secondary Schools	13,325	26%
	Other buildings	3,665	7%
	Streetlights	7,053	14%
	Leisure centres	3,439	7%
<b>Transport</b>	Fleet	4,563	9%
	Business	2,099	4%
		<b>51,037</b>	<b>100%</b>



- 3.2 By working with the Carbon Trust to produce a five year Carbon Management Plan, Cheshire East Council set out to:
- achieve a reduction in energy use and associated carbon emissions and deliver **cost savings** from carbon reduction activities in our buildings, schools, transport provision and street lighting,
  - reduce the demand for energy and fuel and **increase efficiency** of the organisation, and
  - **demonstrate leadership** to the public and the community through actions in our schools, libraries, leisure centres and adult services.
- 3.3 Carbon management is identified as a key objective of the Cheshire East Council Corporate Plan 2011-13:

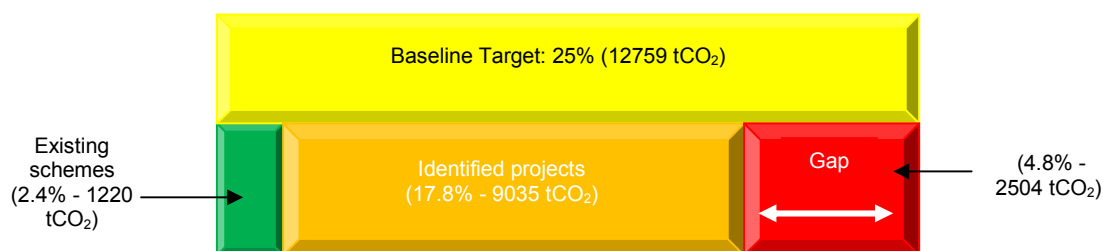
*“In addition to working with residents and businesses to reduce carbon emissions, we have developed a carbon management plan in association with the Carbon Trust. This plan puts in place a 5 year strategy to reduce our carbon emissions by 25% by 2016”.*

And Cheshire East Council’s Business Plan 2012 -15:

*“The Council has set clear targets for reducing carbon emissions which will not only reduce our overall carbon footprint but minimise the amount of money we now have to pay to Government under the Carbon Reduction Commitment”.*

#### 4.0 Carbon Management Plan Project Register

- 4.1 When published, the Carbon Management Plan identified 55 projects that would deliver just over 95% of our target. This left room for further projects to be identified that would deliver a further 4.8% of the target, equivalent to 2504 tonnes of CO<sub>2</sub>.



- 4.2 Within the plan, these 55 projects were divided into 43 “existing projects”, 10 “planned projects” and 2 “medium/long term projects”, depending upon their level of development and funding available.
- 4.3 Detailed reporting of progress against each of these 55 individual projects is provided in Appendix A. In summary, of the 55 projects:
- 40 have already been successfully completed and are on target to achieve their predicted savings (mostly from existing projects);
  - 7 are ongoing with good prospects for achieving the anticipated savings within the plans timeframe (from planned projects)

- 3 of the projects originally identified have not been implemented (from existing projects);
- 4 projects are constrained by resources available to implement them and need better data and/or performance measures developing (Good Housekeeping, Green ICT, Staff travel and Schools Engagement);
- 1 has been implemented but not achieved the savings originally identified (the Invest to Save budget 10/11),

4.4 The projects that have taken place since the production of the Carbon Management Plan have saved the authority **2532 tCO<sub>2</sub> to 31<sup>st</sup> March 2012**. This is a significant achievement, though it should be noted that this is effectively savings achieved through projects implement in 2009/10 and 2010/11, so is effectively 2 years worth of activity. To achieve our target of **12,759 tCO<sub>2</sub> by March 2016**, we need to achieve the same level of savings each year for the next 4 years as we have done in the past two. Therefore, the pace of implementation needs to increase if we are to ensure we achieve the challenging target we have set ourselves.

4.5 It is likely that as we progress through the next year or two of the Carbon Management Programme, the gap between our achievements and our target grows. This is in part because we have already identified those projects which are more straightforward to complete, and identifying savings will become increasingly challenging. It is also likely that some of those projects which are ongoing may not deliver the savings anticipated unless additional resources become available to them. Appendix B lists those projects which have been identified within the last 12 months which will be amongst those considered in developing new projects to achieve savings in consultation with staff and members. Additional resources will need to be made available to projects yet to be identified within the Plan in order to achieve the savings target we have set ourselves

## **5.0 Embedding Carbon Management within the Council**

5.1 For the Carbon Management Plan to be successful it needs to be owned across the Council, or “embedded”. We used the Carbon Trust’s Carbon Management 5 level Embedding Matrix (enclosed in Appendix C to this report) to determine our starting point when the plan was published in March 2011. Targets were also set at that point for progression. An assessment of progress against those targets at March 2012 is also set out below.

5.2 Each element is led by a senior officer whose role is to ensure progress and to report that progress to the Programme Board and to the Council. The Matrix demonstrates that carbon management is not just about technical projects but relates to all Council activity from strategy development, communications and training, responsibility, accountability, monitoring and review, programme management, finance and investment and policy alignment.

- 5.3 As can be seen, although some progress has been made in many areas, there is still some way to go in embedding carbon reduction into all of the Council's actions and activities.

<b>Category</b>	<b>Level (of 5) at March 2011</b>	<b>Target level by date</b>	<b>Level at March 2012</b>	<b>Target level at 2014</b>
Corporate Strategy	3	4 (by March 2012)	4	5
Programme Management	3	4 (by December 2011)	3/4	5
Responsibility	2	4 (by March 2012)	3	5
Data Management	4	4 (by December 2011)	4	5
Communications and Training	3	4 (by December 2011)	3/4	5
Finance and investment	4	5 (by March 2012)	4	5
Policy alignment	2	3 (by September 2011)	3	5
Schools engagement	3	4 (by March 2012)	3/4	5

#### **Further information**

Copies of the Carbon Management Plan and all supporting data are available from the officer below.

Name: Michele Burrow  
 Designation: Senior Carbon Management Officer  
 Telephone Number: 07506 232616  
 Email: [michele.burrow@cheshireeast.gov.uk](mailto:michele.burrow@cheshireeast.gov.uk)

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## Appendix A

### Carbon Management Plan Project Progress 2011-12

#### 1. Existing projects

Project	Status	Date	Comments	Capital Cost	Predicted annual savings		Implemented annual savings		Actual tCO2 saved to 31/03/12
					tCO2	£	tCO2	£	
Alsager Leisure Centre - fitness suite controls	Not implemented		Project not gone forward	£400	5.29	£875	-	-	-
Alsager Leisure Centre - various lighting controls	Implemented	28/09/2010		£4,044	9.58	£1,585	9.20	£1,585	13.8
Congleton Leisure Centre - AHU controls	Implemented	08/11/2010		£8,977	17.87	£2,914	20.00	£3,000	28
Congleton Leisure Centre - pool cover	Implemented	06/09/2010		£14624	52.57	£8,571	57.10	£8,092	89.56
Congleton Leisure Centre - voltage optimisation	Implemented	30/04/2011		£12,165	31.03	£5,134	29.70	£5,008	27.23

Congleton Leisure Centre -sports hall lighting controls	Implemented	2009/2010*		£1,809	9.06	£1,499	8.70	£1,500	17.4
Crewe Pool - burner controls	Implemented	02/09/2010		£3,000	26.71	£4,356	29.00	£4,286	20.26
Crewe Pool - pipe insulation	Implemented	17/03/2011		£2,200	14.35	£2,340	14.20	£2,130	14.75
Crewe Pool cover	Implemented	22/02/2011		£7,840	2.68	£437	2.90	£4,300	3.19
Dalton House - meeting room light switches	Implemented	2009/2010*		£1,120	2.39	£396	2.30	£400	4.6
Delamere House - boiler controls	Implemented	06/04/2010		£5,769	25.00	£4,075	27.20	£4,013	53.92
Delamere House - heating pipework insulation	Not implemented		Project not gone forward	£4,000	14.11	£2,335	0.00	-	0

Holmes Chapel Leisure Centre - lighting controls	Implemented	05/10/2010		£4,259	12.50	£2,068	12.00	£2,066	17.82
I2S projects package - completion of I2S 2010/11	Implemented but not achieved predicted savings	2010/2011	1 additional project delivered in the 10/11 ItS beyond those identified separately in the CMP	£200,000	272.00	£45,000	0.00	£2,088	12.1
Knutsford Leisure Centre - sports hall lighting controls	Implemented	14/01/2011		£4,095	16.59	£2,745	15.90	£2,500	19.25
Macclesfield Leisure Centre - power factor correction	Implemented	2009/2010		£3,327	0.00	£4,380	0.00	£4,380	0
Macclesfield Leisure Centre - Voltage optimisation	Implemented	2009/2010*		£26,997	84.12	£13,917	80.40	£10,546	160.8
Macclesfield Town - boiler controls	Implemented	2009/2010*		£5,481	12.27	£2,000	13.30	£2,000	26.6
Macclesfield Town - boiler controls addition	Implemented	2009/2010*		£1,400	2.76	£450	3.00	£450	6.0

Macclesfield Town Hall - 1st floor lighting controls	Implemented	2009/2010*		£17,688	60.44	£10,000	57.80	£10,000	115.6
Macclesfield Town Hall - 2nd floor lighting controls	Implemented	28/05/2010	Costs and savings incorporated with Macc Town Hall ground floor corridor lights project below	£8,900	21.76	£3,600	-	-	-
Macclesfield Town Hall - ground floor corridor lights	Implemented	28/05/2010		£20,110	37.43	£6,193	35.80	£6,193	59.67
Macclesfield Town Hall - voltage optimisation	Not implemented		Project not gone forward	£26,878	84.12	£13,917	-	-	-
Macclesfield Town Hall refurbishment scheme	Implemented	11/11/2011		£40000	28.29	£4,680	41.60	£8,000	16.03
Macclesfield Leisure Centre - various areas lighting	Implemented	2009/2010*		£3,772	9.28	£1,535	8.90	£1,340	17.8
MCL - variable speed drives	Implemented	10/02/2011		£7,070	38.01	£6,289	36.30	£5,590	41.31
Middlewich Library - lighting and controls	Implemented	17/09/2010		£2,000	3.29	£544	3.10	£649	4.76



Municipal Building Crewe - data centre survey/ amendments	Implemented	10/12/2010		<b>£2,600</b>	<b>37.05</b>	<b>£6,129</b>	<b>35.40</b>	<b>£6,596</b>	<b>46.19</b>
Municipal Building Crewe - lighting controls	Implemented	11/02/2011		<b>£5,400</b>	<b>22.63</b>	<b>£3,744</b>	<b>21.60</b>	<b>£1,748</b>	<b>24.52</b>
Nantwich Civic Centre - loft insulation	Implemented	27/09/2010		<b>£6,179</b>	<b>3.79</b>	<b>£618</b>	<b>4.10</b>	<b>£633</b>	<b>6.15</b>
Nantwich Pool - burner controls	Implemented	02/09/2010		<b>£3,000</b>	<b>41.85</b>	<b>£6,823</b>	<b>45.50</b>	<b>£6,750</b>	<b>68.09</b>
Nantwich pool - pipe insulation	Implemented	07/01/2011		<b>£4,244</b>	<b>12.86</b>	<b>£2,096</b>	<b>29.50</b>	<b>£4,660</b>	<b>36.28</b>
Poynton Leisure Centre - lighting controls	Implemented	30/03/2011		<b>£1,177</b>	<b>5.66</b>	<b>£936</b>	<b>5.60</b>	<b>£976</b>	<b>5.62</b>
Poynton Leisure Centre - pool cover	Implemented	2009/ 2010*		<b>£10,142</b>	<b>20.73</b>	<b>£3,381</b>	<b>22.50</b>	<b>£3,380</b>	<b>45</b>
Poynton Leisure Centre - pool temperature controls	Implemented	31/01/2011		<b>£903</b>	<b>28.23</b>	<b>£4,670</b>	<b>10.40</b>	<b>£1,416</b>	<b>12.13</b>

Pyms Lane - voltage optimisation	Implemented	28/05/2011		<b>£13006</b>	<b>24.25</b>	<b>£4,012</b>	<b>32.80</b>	<b>£6,000</b>	<b>27.35</b>
Sandbach Leisure Centre - light and heater controls	Implemented	24/02/2011		<b>£1,420</b>	<b>2.23</b>	<b>£370</b>	<b>2.80</b>	<b>£474</b>	<b>3.08</b>
Shavington Leisure Centre - fan controls	Implemented	06/12/2010		<b>£365</b>	<b>0.50</b>	<b>£82</b>	<b>2.00</b>	<b>£350</b>	<b>2.63</b>
Shavington Leisure Centre - sports hall lighting controls	Implemented	08/10/2010		<b>£1,548</b>	<b>6.03</b>	<b>£998</b>	<b>5.80</b>	<b>£998</b>	<b>8.57</b>
Shavington Leisure Centre - store room lights	Implemented	06/12/2010		<b>£446</b>	<b>0.60</b>	<b>£100</b>	<b>2.30</b>	<b>£400</b>	<b>3.03</b>
Westfields Offices - a/c units linked to light controls	Implemented	09/11/2010		<b>£18,674</b>	<b>29.00</b>	<b>£4,797</b>	<b>5.80</b>	<b>£4,797</b>	<b>8.07</b>
Wilmslow Leisure Centre - various lighting controls	Implemented	2009/ 2010*		<b>£3,626</b>	<b>9.70</b>	<b>£1,605</b>	<b>9.30</b>	<b>£1,340</b>	<b>18.6</b>

Wilmslow Leisure Centre - voltage optimisation	Implemented	26/10/2010		£14,876	38.83	£6,424	37.10	£5,004	52.56
<b>TOTAL TO 31/03/2012</b>				£525,531	1177.44	£198,620	780.9	£135,638	1138.32

\* for 2009/10 projects, exact implementation dates are not available so two years worth of tCO2 savings are assumed to 31/03/12

## 2. Planned projects

Project	Status	Date	Comments	Capital Cost £	Predicted annual savings		Implemented annual savings		Actual tCO2 saved to 31/03/12
					tCO2	£	tCO2	£	
<b>Adopt new car lease scheme</b>	Implemented	11/2011	60 vehicles purchased since November launch. Average saving 34.25 g CO2/km per vehicle.	£10,000	49.9 (over 3 years)	£26,016	17.08	£-	2.125
<b>Fleet review</b>	Ongoing	03/2011	Reductions in the number of vehicles achieved through completing a fleet review. Telematics installed in half of the waste vehicles in the North. EST Motorvate scheme no longer available due to govt cuts in funding.	£286,000	572.49 (over 3 years)	£283,322	73 <sup>1</sup> (09/10) & 263 <sup>1</sup> (10/11)	£-	336 <sup>1</sup>

<b>Good Housekeeping strategy: personal responsibility (assumed 10 per cent reduction in electricity use)</b>	Ongoing	03/2011	Network of Eco Reps established. Staff events held around energy, climate change and smarter driving techniques. Two staff surveys on climate change. Corporate building energy use has reduced around 10% on average, though difficult to attribute to specific factors beyond technical measures. Need to develop performance measure.	<b>£20,000</b>	<b>136</b>	<b>£41,400</b>	<b>-</b>	<b>£-</b>	<b>-</b>
<b>Green ICT strategy</b>	Ongoing	03/2011	Almost 500 energy efficient PCs have replaced existing equipment. Server rationalisation to date is yet to show a marked effect on energy consumption at these sites. Partial problems with accurate meter readings at these sites. Need to develop performance measures.	<b>£900,000</b>	<b>326.40</b>	<b>£54,000</b>	<b>9.44</b>	<b>£-</b>	<b>9.44<sup>2</sup></b>
<b>Review of staff travel rates and hierarchy</b>	Ongoing	11/2011	New casual user rates introduced in Nov 2011. Figures for staff travel in 5 months available since changes indicate a reduction in mileage by 6.6% (26,885 miles) in those months. However, a full 12 months data is required to give a	<b>£10,000</b>	<b>300.64</b>	<b>£156,974</b>	<b>0.00</b>	<b>£-</b>	<b>8.8<sup>3</sup></b>

			reliable calculation. Need to improve accuracy of data collection in grey fleet. Need to promote a travel hierarchy. Video conferencing facilities introduced but not well used.						
<b>School engagement and awareness</b>	Ongoing	03/2011	Engagement with schools in carbon management is an ongoing process. Two programmes have been launched to schools; the Junior Energy Monitor Scheme (JEMs) and the Collaborative Low Carbon Schools Programme. 65%, or 80 Primary Schools, now have JEMs. Some participating schools are reporting savings of up to 8.5% on electricity consumption but information is patchy and varied. More robust performance measures for this project are being developed for 11-12. A pilot of the CLCSP was successful in 2010-11. Working with 10 schools measures were identified that have the potential to achieve approx 13% savings on energy consumption and	<b>£10,000</b>	<b>3206.90</b>	<b>£528,000</b>	<b>0.00</b>	<b>£-</b>	

			CO2. Reportable figures will only be available after 12 months of implementation. However, the global picture for CE schools in 2011-12 is that consumption continues to increase in both gas and electricity. A better understanding of the reasons behind these figures is required if target is to be achieved.						
<b>Illuminated Traffic Signs - selected switching off based on 400 units per year</b>	Superceded	By 03/2013	This project has developed into one of full replacement of all traffic signal lamps with LEDs. It is now projected to achieve savings of 262 tCO2 pa. A proposed strategy for the delivery of the scheme has been developed and subject to full member approval, work will commence over the summer months. This project will be part funded through a successful Salix application. Confirmed savings figures will only be available once energy data reviewed after completion.	<del>£30,000</del> £637,000	<del>163.20</del> 262	<del>£27,000</del> £42,000	<del>0.00</del>	<del>£-</del>	

<b>Street Lighting - Dimming of main road lights based on 600 units per year</b>	Superceded	06-10/ 2012	These projects have been reviewed and developed into three street lighting initiatives to be undertaken within one scheme. Three trials have been implemented to aid the development of a strategic approach (funded 2011/12). A £2 million project combining street lighting removal, dimming & part night lighting will deliver predicted carbon savings in the region of 1904 tCO2 pa. A proposed strategy for the delivery of the scheme has been developed and subject to Scrutiny & full member approval, work will commence over the summer months. Confirmed savings figures will only be available once energy data reviewed after completion.	<del>£450,000</del>	<del>380.80</del>	<del>£63,000</del>	<del>0.00</del>	<del>£-</del>	
<b>Street Lighting – selective reduced lighting hours in residential areas based on converting 3, 000 units per year</b>	Superceded	06-10/ 2012		<b>£350,000</b> <b>£2 million</b>	<b>1360.00</b> <b>1904</b>	<b>£225,000</b> <b>£288,000</b>	<b>0.00</b>	<b>£-</b>	
<b>Waste and Recycling: scheme harmonisation etc</b>	Ongoing	03/ 2011	A single co-mingled recycling scheme was introduced in phases to October 2011. In the first year of operation, recycling has been increased by 7,781 tonnes (9.3%) on the previous year. Figures indicate a potential saving of	<b>£1.25 million</b>	<b>894.00</b>	<b>£234,000</b>	<b>0.00</b>	<b>£-</b>	

			8,525 tCO2 to 2016 but need to be confirmed.						
<b>TOTAL TO 31/03/2012</b>									<b>356.37</b>

1. Based on CO2 savings achieved in reduced fuel consumption by CEC fleet between 2010 - 2012.
2. Based on kWh savings as a result of replacing 216 desktops and 282 laptops in 2011-12.
3. Based on savings in CO2 emissions from reduction in staff mileage.

### 3. Medium/long term projects

Project	Status	Date	Comments	Capital Cost £	Predicted annual savings		Implemented annual savings		Actual tCO2 saved to 31/03/12
					tCO2	£	tCO2	£	
Property rationalisation - assumed savings in electricity and natural gas	Ongoing	03/2011	Rolling programme of property reviews in place. 8 buildings sold.9 buildings currently in affordable housing programme.7 buildings held for regeneration purposes.17 buildings subject to review/consultation.30+ properties that are currently in the process of being devolved to T& P Councils. Need to	£100,000	1521	£250,000			1037*



			ensure accurate data available for properties in disposal programme so that savings can be accurately captured.						
Property rationalisation - assumed savings in burning oil	Ongoing	03/2011	This project has been combined with the one above.	£10,000	49	£6,000			
<b>TOTAL TO 31/03/2012</b>									<b>1037*</b>

\* Figure to December 2011

**TOTAL SAVINGS TO 31/03/2012 FROM EXISTING, PLANNED AND MEDIUM/LONG TERM PROJECTS = 2531.99 tCO2**

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## Appendix B

## Potential new Carbon Management Projects identified 2011-12.

Project	Description/Issue	Status/Deadline
<b>Corporate Buildings</b>		
Strategic feasibility against owned assets	Feasibility of micro renewable energy generation technology on Council property and estate (linked to LAA). The renewable energy workshop highlighted above will deliver the first element of this.	New – Renewable energy workshop held 11 <sup>th</sup> Jan 2012
IT energy saving	Enforce energy saving mode on all standard desktops PC'S and peripheral IT equipment	New
Use of thermal paints in building refurbishments	Thermal paints can reduce energy consumption by around 10% by acting as a reflector for infrared wavelengths. Building ~ 10,000 sq meters would take 500 cans of paint @ 5 litres per can, £19.95 each = £9,975. Potential savings 10% of energy £1,475 p.a. 46,093 kWh of gas saved p.a. 8.8t CO2 saved p.a.	New
Delamere House – TRV's	Install Thermostatic Radiator Valves to all radiators in Delamere House, possibly funding through Salix finance. This will have to be delivered in parallel with an awareness raising campaign for it to be effective.	New – Identified as possible Salix bid
Hand Dryers in core buildings	Replace inefficient hand dryers in main corporate buildings	New – Identified as a Salix fund project
Building /staff optimisation	Linked with staff travel management and IT there may be a potential to rationalise where staff are located in relation to their role, requirement for mobility etc. There may also be an opportunity to coral staff to populate fewer buildings at time of low demand or public holidays and closed buildings to save energy and carbon.	New
Car Share	Our subscription to the car share Liftshare website is due to expire in March 2012. The cost to re subscribe would be £2500 over 2 years.	Ongoing
Time switches	Time switches fitted to vending machines, cooling machines and hot water boilers in main corporate owned buildings	New
Sustainable procurement zero waste	CEC currently has a swap shop arrangement with Shared Services, however it is not clear how effective this is as it is not currently monitored.	New
Internal Recycling	This project is already underway and has already delivered over £20k + pa of savings in the 7 buildings rolled out.	Ongoing – Will be rolled out to Pym's Lane and Dalton House W/C 30/1 with £2k savings identified

Schools		
Salix Loan scheme to schools	£20m of Salix funding is currently on offer for energy efficiency projects which payback within 5 years. Min £500 and maximum £5000.	New - £108k Salix bid proposed for for 3 school (Wilmslow High, St Marys Primary and 1 other) to intstall voltage optimisers (£24K annual savings with 4 yr payback)
Transport		
Car Parking charges	Financial mechanism to encourage staff to use more sustainable means of travelling to and from the workplace	New
Pool bikes		New
Pool Car 'We Car' Grey Fleet scheme	Enterprise car hire have claimed that they are able to save the council over £1.2 million	New
Street Lighting		
Lyme Green Depot Lighting	Replace yard lighting with LEDs	New
Pyms Lane Depot Lighting	Replace yard lighting with LEDs	New – Funding secured for this project
Monitoring & reporting		
Improved billing/data for Gas	Similarly for electricity billing and data collation already completed, improved billing and data for gas will benefit in terms of highlighting areas where we are paying for bills that are not ours (including historic) and giving more accurate an timely data to target efficiency improvements and any future investment.	In progress
Accurate meter Readers for buildings	As part of the WMS contract, there is a rolling programme of installing AMRs, currently at a rate of 30 per month.	In progress – Installation programme scheduled through 2012
Awareness raising/knowledge		
Checklist for developments/projects	Integrating carbon and energy efficiency considerations in project development and planned maintenance by including a checklist approach which could either be presented as an online tool or spreadsheet	New
Communications Schedule & Plan	Communications have been enhanced through putting in place a carbon management communication strategy and schedule which aims to raise the profile of our successes but to also inform how everyone can contribute to carbon savings and why it is critical to the council	Ongoing

E-Learning module	Introduce basic environmental training for staff through e-learning modules	In progress – to be launched in 2012.
Carbon Accounting training	Many departments are willing to act but were unsure how to assess financial budgets and accounts against the calculations needed for carbon management. This project will assist in embedding carbon management in to the central planning processes of the Council's annual improvement cycle and should initially be trialled with a few services.	New – Presentation finalised and will be rolled out to Service Delivery teams
Show carbon use for meetings	Build into the Room Booking System as a guidance to raise awareness of drawing people from multiple locations to a meeting in terms of cost and carbon	New
Benchmark schools performance	This is to be suggested as part of the current Low Carbon Schools Programme and the data from the baseline tool developed by the assets energy team could easily pull out a schools performance raking to encourage competition and incentivise schools to reduce consumption	New
Site Management Guidelines for Schools	Booklet/schools bulletin (all schools). This has already been discussed as one of the outputs of the Low Carbon Schools Programme and a straightforward guidance booklet should be put together and issued in the schools bulletin for schools caretakers/maintenance officers to show how simple checks and measures can reduce energy usage. Estimated minimum 352 tCO2 based on the assumption that greater awareness is more likely to result in positive action to reduce energy use and emissions. Estimated at £31,437 per year allowing for reduced energy use	New
Buildings Carbon Checklist	To consider each of the Council owned properties against the Carbon Trust's checklist on an annual basis and to publish these.	New
Carbon Management Policy	Adoption of a Carbon Management Policy and inclusion in Corporate Plan	New – Carbon Management included in corporate risk register
Carbon Management in Job Descriptions appraisals	The aim is to make each member of staff aware of their personal responsibility for carbon management and the positive contribution that they can have on reducing the Council's carbon footprint. By including carbon management in the annual staff appraisals with the aim of keeping up the initiative and gaining feedback from staff on both the existing regimes and proposals for further savings. Training and advice could also be included in the induction for new staff.	New
Carbon Management Staff Survey	Staff survey to be conducted to explore perceptions of carbon management and in particular transport use	New – survey completed.
Carbon Management in ASPIRE for excellence awards	Inclusion of award category for staff who demonstrate excellence in taking action to reduce our impact on the environment.	New To be trialled in 2012.

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## Appendix C. Carbon Management Matrix – Self assessment at March 2011 (blue line) and March 2012 (green line)

Aim to achieve level 4 in all sections by April 2014

	CORPORATE STRATEGY	PROGRAMME MANAGEMENT	RESPONSIBILITY	DATA MANAGEMENT	COMMUNICATION & TRAINING	FINANCE & INVESTMENT	POLICY ALIGNMENT *	ENGAGEMENT OF SCHOOLS
<b>Mature</b>  5	<ul style="list-style-type: none"> <li>Top level target allocated across organisation</li> <li>CO<sub>2</sub> reduction targets in Directorate Business Plans</li> <li>Action plans in place to embed strategy. Progress routinely reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Cabinet / SMT review progress against targets on quarterly basis</li> <li>Regular diagnostic reports provided to Directorates</li> <li>Progress against target published externally</li> </ul>	<ul style="list-style-type: none"> <li>CM integrated in responsibilities of senior managers</li> <li>CM part of all contracts / Ts &amp; Cs</li> <li>Central CO<sub>2</sub> reduction advice available</li> <li>Green Champions leading local action groups</li> </ul>	<ul style="list-style-type: none"> <li>Regular collation of CO<sub>2</sub> emissions for all sources</li> <li>Data externally verified</li> <li>Monitoring &amp; Targeting in place for:                             <ul style="list-style-type: none"> <li>buildings</li> <li>street lighting</li> <li>transport/travel</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>All staff given formalised CO<sub>2</sub>:                             <ul style="list-style-type: none"> <li>induction and training</li> <li>communications</li> </ul> </li> <li>Joint CM communications with key partners</li> <li>Staff awareness tested through surveys</li> </ul>	<ul style="list-style-type: none"> <li>Finance committed for 2+yrs of Programme</li> <li>External funding being routinely obtained</li> <li>Ring-fenced fund for carbon reduction initiatives</li> </ul>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> friendly operating procedure in place</li> <li>Central team provide advice and review, when requested</li> <li>Barriers to CO<sub>2</sub> reduction routinely considered and removed</li> </ul>	<ul style="list-style-type: none"> <li>A 'whole school approach' including curriculum</li> <li>Mature programme of engagement in place</li> <li>CO<sub>2</sub> saving in schools having a wider community impact</li> </ul>
4	<ul style="list-style-type: none"> <li>CO<sub>2</sub> reduction commitment in Corporate Strategy</li> <li>Top level targets set for CO<sub>2</sub> reduction</li> <li>Climate Change Strategy reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor reviews progress and removes blockages through regular Programme Boards</li> <li>Progress against targets routinely reported to Senior Mgt Team</li> </ul>	<ul style="list-style-type: none"> <li>CM integrated in to responsibilities of department heads</li> <li>Cabinet / SMT regularly updated</li> <li>Staff engaged through Green Champion network</li> </ul>	<ul style="list-style-type: none"> <li>Annual collation of CO<sub>2</sub> emissions for:                             <ul style="list-style-type: none"> <li>buildings</li> <li>street lighting</li> <li>transport/travel</li> </ul> </li> <li>Data internally reviewed</li> </ul>	<ul style="list-style-type: none"> <li>All staff given CO<sub>2</sub> reduction:                             <ul style="list-style-type: none"> <li>induction</li> <li>communications</li> <li>CM matters communicated to external community</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Co-ordinated financing for CO<sub>2</sub> reduction projects via Programme Board</li> <li>Funding principles and processes agreed</li> <li>Finances committed 1year ahead</li> <li>Some external financing</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive review of policies complete</li> <li>Lower level policies reviewed locally</li> <li>Unpopular changes being considered</li> </ul>	<ul style="list-style-type: none"> <li>A clear emphasis on energy / CO<sub>2</sub> reduction in schools</li> <li>Council activities fully co-ordinated</li> <li>Broad set of education stakeholders engaged</li> <li>Funding in place</li> </ul>
3	<ul style="list-style-type: none"> <li>Vision for CO<sub>2</sub> reduction clearly stated and published</li> <li>Climate Change Strategy endorsed by Cabinet and publicised with staff</li> </ul>	<ul style="list-style-type: none"> <li>Core team regularly review CM progress:                             <ul style="list-style-type: none"> <li>actions</li> <li>profile &amp; targets</li> <li>new opportunities</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>An individual provides full time focus for CO<sub>2</sub> reduction</li> <li>Key individuals have accountability for carbon reduction</li> <li>Senior Sponsor actively engaged</li> </ul>	<ul style="list-style-type: none"> <li>Collation of CO<sub>2</sub> emissions for limited scope i.e. buildings only</li> </ul>	<ul style="list-style-type: none"> <li>Environmental / energy group(s) given ad hoc:                             <ul style="list-style-type: none"> <li>training</li> <li>communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>A view of the cost of CO<sub>2</sub> reduction is developing, but finance remains ad-hoc</li> <li>Some centralised resource allocated</li> <li>Finance representation on CM Team</li> </ul>	<ul style="list-style-type: none"> <li>All high level and some mid level policies reviewed, irregularly</li> <li>Substantial changes made, showing CO<sub>2</sub> savings</li> </ul>	<ul style="list-style-type: none"> <li>A person has responsibility for Schools CO<sub>2</sub> reduction</li> <li>Schools CO<sub>2</sub> reduction projects co-ordinated</li> <li>Ad-hoc funding</li> </ul>
2	<ul style="list-style-type: none"> <li>Draft Climate Change Policy</li> <li>Climate Change references in other strategies</li> </ul>	<ul style="list-style-type: none"> <li>Ad hoc reviews of CM actions progress</li> </ul>	<ul style="list-style-type: none"> <li>CO<sub>2</sub> reduction a part-time responsibility of a few department champions</li> </ul>	<ul style="list-style-type: none"> <li>No CO<sub>2</sub> emissions data compiled</li> <li>Energy data compiled on a regular basis</li> </ul>	<ul style="list-style-type: none"> <li>Regular awareness campaigns</li> <li>Staff given CM information on ad-hoc basis</li> </ul>	<ul style="list-style-type: none"> <li>Ad hoc financing for CO<sub>2</sub> reduction projects</li> </ul>	<ul style="list-style-type: none"> <li>Partial review of key, high level policies</li> <li>Some financial quick wins made</li> </ul>	<ul style="list-style-type: none"> <li>Ad-hoc schools projects to specifically reduce energy / CO<sub>2</sub></li> </ul>
<b>Start</b> 1	<ul style="list-style-type: none"> <li>No policy</li> <li>No Climate Change reference</li> </ul>	<ul style="list-style-type: none"> <li>No CM monitoring</li> </ul>	<ul style="list-style-type: none"> <li>No recognised CO<sub>2</sub> reduction responsibility</li> </ul>	<ul style="list-style-type: none"> <li>No CO<sub>2</sub> emissions data compiled</li> <li>Estimated billing</li> </ul>	<ul style="list-style-type: none"> <li>No communication or training</li> </ul>	<ul style="list-style-type: none"> <li>No specific funding for CO<sub>2</sub> reduction projects</li> </ul>	<ul style="list-style-type: none"> <li>No alignment of policies for CO<sub>2</sub> reduction</li> </ul>	<ul style="list-style-type: none"> <li>No CO<sub>2</sub> / energy reduction policy for schools</li> </ul>

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**CHESHIRE EAST COUNCIL****REPORT TO: CORPORATE SCRUTINY COMMITTEE**

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**Date of Meeting:** 26<sup>th</sup> June 2012  
**Report of:** Recycling and Waste Manager  
**Subject/Title:** Proposed changes to recycling and waste collection arrangements over Christmas and New Year 2012/2013  
**Portfolio Holder:** Councillor Menlove

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**1.0 Report Summary**

- 1.1 Corporate Scrutiny Committee requested a report detailing the proposed arrangements for waste and recycling collections over the Christmas period 2012/13.
- 1.2 This report outlines the proposed arrangements and are based on lessons learned and experience from 2011/12.

**2.0 Recommendations**

- 2.1 That the report is noted and the proposed arrangements endorsed

**3.0 Reasons for Recommendations**

- 3.1

**4.0 Wards Affected**

- 4.1 All.

**5.0 Local Ward Members**

Not applicable.

**6.0 Policy Implications – Carbon reduction**

- Health

- 6.1 No specific implications.

**7.0 Financial Implications**

- 7.1 The financial implications of the proposed arrangements are highlighted and discussed in sections 10.16 and 10.17.

**8.0 Legal Implications**

- 8.1 There are no legal implications in the proposals.

**9.0 Risk Management**

- 9.1 Risks in the supply of vehicles and supporting agency staff are discussed in the report – sections 10.16.

**10.0 Background and Options**

- 10.1 Over the Christmas period 2012/13 Christmas Day and New Years Day fall on Tuesdays and Boxing Day on a Wednesday. These are the only three Bank Holidays in the year that the Waste and Recycling Service does not operate.
- 10.2 Clearly with the loss of three working days (and particularly with two of those days affecting the same day of the week) arrangements have to be in place to provide a service to those households affected especially at a time of greater waste production. To put this into context last year residual waste increased by 15% and recycling by 30% over the Christmas and New Year period.
- 10.3 As in previous years it is planned to suspend garden waste collections for a period from 14<sup>th</sup> Dec 2012 to 25<sup>th</sup> Jan 2013. This frees up resources (both vehicles and labour) to contribute to the delivery of the recycling and residual waste services over the period in question.
- 10.4 In formulating the catch up arrangements (known as 'pull back') a number of assumptions are made. These are:
- the stood down garden waste vehicles and crews will be used to cover the pull back collections;
  - six additional RCVs will need to be hired in as there are not enough core vehicles in the garden waste fleet to cover the pull back rounds;
  - additional agency staff will be required i.e 6 drivers and 12 loaders as there insufficient core staff drivers and loaders to cover the pull back rounds;
  - having access to a waste transfer station that is open on Saturday 29<sup>th</sup> December (subject to agreement with contactor);
  - holiday entitlement to staff is restricted over this period where possible to ensure adequate cover; and,
  - those households directly affected by a Bank Holiday will have 'side waste' collected on their next scheduled collection as detailed in the table below.

10.5 The proposed arrangements are summarised in the table below:

	Unaffected collections	Pull back collections
Monday 24 <sup>th</sup> Dec	Normal collections	N/A
<b>Tuesday 25<sup>th</sup> Dec</b>	<b>BANK HOLIDAYS</b> <b>No collections</b>	
<b>Wednesday 26<sup>th</sup> Dec</b>		
Thurs 27 <sup>th</sup> Dec	Normal collections	<b>Pull back Christmas Day</b> <b>Residual waste</b>
Friday 28 <sup>th</sup> Dec	Normal collections	<b>Pull back Boxing Day</b> <b>Residual waste</b>
Saturday 29 <sup>th</sup> Dec	N/A	<b>Pull back Christmas Day</b> <b>Recycling</b>
Monday 31 <sup>st</sup> Dec	Normal collections	<b>Pull back Boxing Day</b> <b>Recycling</b>
<b>Tuesday 1<sup>st</sup> Jan 2013</b>	<b>BANK HOLIDAY</b>	
Wednesday 2 <sup>nd</sup> Jan	Normal collections	<b>Pull back New Years Day</b> <b>Residual waste</b>
Thurs 3 <sup>rd</sup> Jan	Normal collections	<b>Pull back New Years Day</b> <b>Recycling</b>
Friday 4 <sup>th</sup> Jan	Normal collections	N/A

10.6 Those households due to have a residual waste collection on Christmas Day (Tuesday) will have a replacement collection on Thursday 27<sup>th</sup> December. Boxing Day (Wednesday) residual waste collections will instead be made on Friday 28<sup>th</sup> December.

Those households due to have a recycling collection on Christmas Day (Tuesday) will have a replacement collection on Saturday 29<sup>th</sup>

December. Boxing Day (Wednesday) recycling collections will be made on Monday 31st December.

Households missing collections on New Years Day (Tuesday) will have replacement collections on Wednesday 2<sup>nd</sup> January (residual waste) and Thursday 3<sup>rd</sup> January (recycling)

Week commencing 7<sup>th</sup> January 2013 collections of residual waste and recycling will return to their normal cycle subject to any disruption caused by inclement weather.

- 10.7 Approximately 33,000 properties will be affected on each day of the revised schedule for pull back collections.
- 10.8 The proposed schedule has been drawn up to take into account the differing tipping restrictions currently in place at waste reception points.

### **Communications**

- 10.9 Informing residents of the changes is vital to providing some continuity of service and to minimise reports of missed collections which would then require rectification.
- 10.10 The following actions are proposed to inform residents:
- direct mail the 66,326 households affected by Christmas, Boxing Day and New Year Bank Holidays with the revised collection days of residual waste and recycling. Due to the complexity of the new rounds and the efficiencies made in the collection system it is necessary to use direct mail rather than bin stickers. We estimate the cost of this communication to be £20,000.
  - sticker all garden waste bins with a generic sticker indicating the shut down period in the two weeks of collection before the shutdown. The reduced volumes of garden waste at this time of year mean crews are down to one loader leaving a space in the cab to allow sticking to be done by additional agency staff with each crew. Stickers cost approximately £9,000 plus agency worker costs of £11,840.
  - Customer Centre scripts and website pages will be amended and used to deliver the message as well as the Service's Twitter feed.
- 10.11 These additional costs are not covered in the base budget for 2012/2013 and will therefore create an in year budget pressure.

### **Implications**

- 10.12 The changes to collections over the Christmas 2012/13 period affect approximately 40% of the Borough's households. It is therefore vital that the communications are in place to inform residents adequately and in a timely fashion.
- 10.13 As has been experienced in previous years there are residents who for one reason or another do not receive the messages about the service

changes from the outlets used. To a certain extent this is unavoidable and the Service will manage any complaints arising accordingly, supported by the Customer Centre.

- 10.14 The Service has been assured that the Customer Centre will be able to provide normal support to the service during the Christmas period, although the corporate buildings are facing a Christmas shutdown. This is crucial as the Service needs to receive any collection issues as they are reported so that they can be dealt with promptly. If the Customer Centre is unable to provide coverage the Recycling and Waste Service will not have sufficient resources to deal with any issues sent to it *en masse* after the event.
- 10.15 As these proposals will change the pattern of work during the Christmas and New Year period consultation with staff will take place with Trade Union representatives.
- 10.16 The costs for hire of the additional RCVs will be in the region of £10,500 (including fuel) and the agency costs for staffing in the region of £8,000. Availability of staff and vehicles is unknown at this time. However the Service will place its order for both resources in good time.
- 10.17 Additional costs arising from the change in the collection schedule are not included in the base budget for 2012/2013 and as such will present an in year budget pressure.

**11 Access to Information**

The background papers relating to this report can be inspected by contacting the report writer:

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