

GROWTH, ENVIRONMENT AND RESOURCES SCRUTINY COMMITTEE	AGENDA ITEM No. 5
8 JANUARY 2020	PUBLIC REPORT

Report of:	Steve Cox, Executive Director. Place and Economy	
Cabinet Member(s) responsible:	Cllr Marco Cereste - Cabinet Member for Waste, Street Scene and Environment	
Contact Officer(s):	James Collingridge – Head of Environmental Partnerships Richard Pearn – Head of Waste, Resources and Energy Mark Sandu – Operations Director, Peterborough Serco Strategic Partnerships Andrew Lesiw – Managing Director, Westcombe Engineering Charlotte Palmer – Group Manager, Transport and Environment	Tel. (01733) 864736

PORTFOLIO PROGRESS REPORT - CABINET MEMBER FOR WASTE, STREET SCENE AND THE ENVIRONMENT

R E C O M M E N D A T I O N S	
FROM: Councillor Cereste Cabinet Member for Waste, Street Scene and the Environment	Deadline date: N/A
It is requested that the Growth, Environment and Resources Scrutiny Committee note the contents of this report.	

1. ORIGIN OF REPORT

- 1.1 This report is provided to update the Growth, Environment and Resources Scrutiny Committee on the progress of items under the responsibility of the Cabinet Member for Waste, Street Scene and the Environment.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The report is being presented by Cllr Cereste at the request of the Growth, Environment and Resources Scrutiny Committee. The report will provide an overview of all the key portfolio areas. It will also provide an overview of the transfer from Amey Limited to Aragon Direct Services Limited including an overview of current performance.
- 2.2 This report is for the Growth, Environment and Resources Scrutiny Committee to consider under its Terms of Reference No. Part 3, Section 4 - Overview and Scrutiny Functions, paragraph No. 2.1 Functions determined by Council:
1. City Centre Management
 3. Environmental Capital
 7. Waste Strategy and Management

- 2.3 The Cabinet portfolio for Waste, Street Scene and the Environment covers the following areas: -
- a) Aragon Direct Services Limited
 - b) Cemeteries and Crematoria
 - c) Registrar and Coroner's Service
 - d) Lead on the Council's energy strategy
 - e) Responsible for Westcombe Engineering
 - f) Waste Strategy and Management

- 2.4 The areas under this portfolio cover a breadth of services and contributes to all the priorities in the Sustainable Community Strategy: -
- Creating opportunities – tackling inequalities;
 - Creating strong and supportive communities;
 - Creating the UK's environmental capital; and
 - Delivering substantial and truly sustainable growth

3. TIMESCALES

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	N/A
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4. BACKGROUND AND KEY ISSUES

4.1 Aragon Direct Services

- 4.2 Aragon Direct Services Limited (ADS) has taken on a like for like contract as was previously delivered by Amey Limited (Amey). The transition to ADS started in February 2019 and completed on the 1st of May 2019. Staff were TUPE'd from Amey into ADS and this process ran smoothly with PCC and Amey being kept updated by ADS throughout the process.

The current ADS contract delivers a breadth of services including: -

- Street Cleansing
- Waste and Recycling Collections
- Grounds Maintenance and Arboriculture
- Home to School Transport
- Property Maintenance

Back office support is being provided to ADS through current PCC departments and partners and includes support from Procurement, Legal, ICT, and Accounts Payable. HR is being provided by Vero HR and they have an onsite presence which has greatly improved service to ADS employees.

ADS continue to bring on new suppliers. They currently have a core supplier base but are looking to expand this to ensure when quotes are raised PCC are getting competitive rates and that there are the specialist contractors required are already on the system.

- 4.2.1 ADS is overseen by a board of directors including senior Aragon Direct Services officers and PCC Councillors. The board is in place to oversee the running of the company and to have an overarching view on spend and business development.

PCC have fortnightly contractual meetings with the Managing Director of ADS and fortnightly operation meetings with the senior managers of ADS. Ultimately any changes to the governance or structure of ADS including performance will be reported into the Shareholder Cabinet Committee.

The contract is also monitored daily by The Head of Environmental Partnership who is able to use contractual KPI's to ensure ADS are delivering cost effective services.

Growth of the company is key and in pursuit of this ADS have appointed a new Managing Director who commenced her post in September 2019; this role is to look at how we can expand the services that ADS offers and increase third party works resulting in increased external revenue.

4.3 **Overview of Service Areas and Performance**

4.4 **Street Cleansing**

4.4.1 ADS undertake street cleansing throughout the city, they currently empty 1,341 litter bins and 305 dog waste bins and since May 2019 Aragon have already collected 692.13 tonnes of street sweepings.

ADS have now procured a new street washing machine that will continue to work round the City Centre on a cyclical basis to remove stains and combat chewing gum. The new machine works at a higher temperature than the old one so should help to give better results.

Gluttons (these are large electric vacuum machines used for cleaning) continued to be used City wide and have been mobilised with several Parish councils who are now using these through their own lengthsman (single operative with a barrow and brush to cleanse) to supplement street cleansing.

4.4.2 ADS have also been an active member of the 'Discarded Needles Group' meetings, offering advice on the areas of the City where they are finding the most paraphernalia. They have procured new post / wall mounted needle bins that have been installed in hot spot areas across the city. Since installation, they have collected 153 needles from these bins.

They are also liaising with a company to see if sensors can be fitted to these bins which will inform them when they are 80% full. This will mean that bins never overflow and that ADS do not waste time emptying bins that are not being used.

4.4.3 Fly tipping continues to be an issue across the city, ADS are working hard to clear it within the KPI timeframe of 24 hours for hazardous and 48 hours for non-hazardous fly-tipping once this is reported to them. ADS also provided information to the cross-party working group on fly tipping and the areas they found to be Hot Spots. ADS are also working with the PES team to look at the possibility to have a single visit resolution in most cases). A fly tip requires an enforcement officer to attend before it can be removed. However, we are investigating whether ADS operatives can remove any evidence in situ so that fly tip can be removed quicker and completed in one visit for some of the more routine fly tips

The following table demonstrates the fly tip numbers for 2017 /18 and 2018 /19 this shows we have seen a small decrease in numbers : -

	Flytip incidents	Difference	Tonnes of waste	Difference
April - Nov 18	4,126		1,519	
April - Nov 19	3,116	-1,010	965	-554

4.4.4 **RECAP Fly Tipping Group**

SCRAP It Fly Tipping Campaign is a toolset developed by Hertfordshire County Council and provided for Councils to improve the management of the response to Fly Tipping.

An arrangement with all Councils within the Recycling for Cambridgeshire and Peterborough (RECAP) area involving Cambridgeshire County Council and its constituent District Councils and Peterborough City Council, to tackle fly tipping together is gathering pace, with a recent press launch being undertaken in Fenland.

Development of an event for Peterborough involving PCC and ADS officers is underway to highlight the specific issues within Peterborough which are different from the scheme's

implementation in Fenland, as is the case for all of the RECAP partners involved.

4.5 **Waste, Recycling Collection and Waste Treatment**

4.5.1 ADS operate a fortnightly collection of residual and recycling waste from circa 85,000 properties with food waste being collected weekly. Garden waste continues to be a paid for service and we have 21732 subscriptions this year compared to 21437 last year. Residents continue to take up the Direct Debit option with 7847 choosing to pay this way, breaking down the £45.00 charge over 3 payments and making it a recurring subscription for them.

Current recycling rates compared to this point last financial year are shown below. , We are currently slightly down but various campaigns are commencing to drive this rate back up recognising that with each 1% that can be diverted into the correct recycling waste stream, this can save the authority circa £48,000.

April 18 - September 18 = 40.39% Recycled/Composted

April 19 - September 19 = 39.84% Recycled/Composted

4.5.2 The current fleet of Refuse and Recycling vehicles will be coming to the end of its economic life within the next two years. ADS are working with PCC to look at future options for new vehicles which could include electric RCV's. This work is in tandem with waiting on the government's paper on how they would like authorities to collect waste moving forwards as this could have a major impact of the types of vehicles that are procured.

4.5.3 ADS continue to deliver waste services in line with PCC policy that no residual side waste will be picked up and contaminated bins are not collected. However, they are finding that more HMO and social landlords' recycling bins are being contaminated and then left to overflow instead of contamination being removed. Working with Cllr Cereste, they are approaching social landlords to offer a collection service for an annual charge which means we will always clear the bins away rather than the current situation whereby the landlord has to pay a contractor to take each contaminated bin. This should help the landlords but also mean that bins stores and communal areas should not become overflowing which will benefit the tenants.

4.5.4 **Recycling Improvement - Education and Awareness Raising**

The new HRC in Fengate is already recycling more material than the Dogsthorpe site did however the development of the service is not yet complete. Part of the facility is specifically designed to permit the hand sorting of any bags of mixed waste that contain recycling and included within the contract is a role for educating site users as to how to prepare for recycling on site. This will improve residents' next visit, as segregated materials are often quicker to deposit and also allows an opportunity to engage on the wider recycling and environmental message at home.

Members may well have seen some of the good work undertaken through the Council's Christmas and New Year recycling campaign through social media, the press and roadshows which aims to encourage improved participation in existing recycling services. This was formed from a similar campaign being run across Cambridgeshire developed with RECAP partners and tailored to the specific requirements of our residents.

Starting in early 2020 a second approach will commence with targeting of areas where contamination, poor participation or other issues are affecting the recycling performance of the City as a whole. Using information gathered from crews, inspections of collected material and data gathered by the onboard equipment, areas can be identified and communication efforts targeting the key issues can be undertaken in conjunction with Aragon and the Prevention and Enforcement Service.

4.5.5 **HRC**

The HRC in Fengate was featured recently in a BBC Look East story on the publication of national fly tipping statistics. During the period of the data published the situation has worsened a little compared to the previous year. However much positive change had been seen in the reducing volume of local incidents since the opening of the Fengate HRC. This improvement occurred after the 2018-19 financial year period included in the national data and as such will not be available nationally until next year's reports.

A user survey is to be undertaken in the coming months to ascertain usage patterns, identify areas for improvement and development etc.

The site has been performing well in segregating material away from disposal. Performance to end of August 2019 is over 73% of received materials separated for recycling, reuse and composting. This is above the performance achieved at the Dogsthorpe site for the same period was 64%.

4.5.6 **Resources and Waste Strategy - RECAP**

A project is being undertaken across the RECAP Authorities (Cambridgeshire County Council and its constituent District Councils and Peterborough City Council), to develop proposals for waste and recycling collection to allow partners to move services towards ways of working that will align with the developing government Resources and Waste Strategy.

The government strategy, subject to extended ongoing consultation, aims to bring consistency to the materials collected by Councils across the Country to improve the quality and quantity of recycling collected nationally. By working with RECAP partners, funding for this system modelling exercise has been secured from DEFRA and the existing closeness in shared strategy and collection method places us in a position whereby we are able to share learning and adopt common approaches to reduce cost and improve services to residents.

Other provision in the expected policy suite aims to legislate to influence the producers of packaging to simplify its design for improved recycling and to ensure the costs of recycling, and treating non-recyclable packaging, is borne by the producers themselves. This aims to assist Councils in future service design and delivery subject to how this is implemented. The aforementioned modelling work aims where possible to take account of these implications to futureproof developing services.

4.6 **Grounds Maintenance and Arboriculture**

4.6.1 ADS have completed all the city-wide grass cutting for 2019/20 and have commenced shrub cutting. One biodiversity area (Hallfields Lane) suffered from several arson attempts this year which resulted in an additional cost to remove the arising's to stop further arson attempts. PCC and ADS are exploring options for next season to see if there is a more cost effective way of carrying out the cut but also removing the cuttings.

ADS have retained Green Flag status at 4 parks across the city and continue to work with 'friends of' groups to improve park facilities. This also includes working closer with the groups to apply for external funding for improvements and events within the parks.

The new park in Dyson close was opened in May 2019 called Connect Park. This park has been formed using WREN funding and considerable community involvement. The park has a mixture of play equipment and outdoor gym equipment with selected planting. This has been a great asset to the area and has made an area that once suffered from Anti-Social Behaviour a welcoming entrance into the City Centre.

4.7 **Home to School Transport**

4.7.1 ADS currently operate 30 Home to School routes for the City Council. These are both mainstream and SEN. They also operate the Community Link Service that takes residents who cannot use public transport to and from the shops. This continues to be a valued and well utilised service, due to the timings we are also able to utilise Home to School vehicles in between their runs.

Aragon Direct Services are also looking to upskill their staff members as they have seen a lack of skilled PSV drivers in the market for the hours required to cover Home to School routes. As such they are training non PSV drivers and Passenger Assistants to obtain their PSV licence. This will allow greater flexibility in service delivery and offer the resilience needed to cover for sickness etc.

4.8 **Property Maintenance**

4.8.1 ADS offer a Repairs and Maintenance helpdesk function for all PCC properties with a 24 hour on call-service where required. They also ensure that the Council's statutory servicing obligations

on our properties are fulfilled and a 5 yearly condition survey of our estate is conducted.

This is seen as an area of the business that can be further expanded with some schools already signing up to SLA's with ADS. However, we want to expand this further as ADS can offer a complete package with Property, Grounds Maintenance, and Cleaning,

4.9 **Aragon Savings**

4.9.1 As part of the ongoing financial pressures on the authority, ADS have also been looking at potential efficiency saving the ones currently put forwards are part of the budget consultation which is due to conclude in January: -

- Reduction in Street Cleansing in the Gladstone area from having a daily presence throughout the day to a once per day visit to cleanse.
- Reduction in City Centre and wider City Street Washing, to be managed going forwards with a less intense daily regime.
- Move to full FTE's and move away from agency use and do not reemploy a full time Allotments Officer
- Move PCC building condition surveys from a 3 year program to a 5 year program

The current batch of savings aim to achieve recurring savings of £287,000.00

4.10 **City Centre Management**

4.10.1 The Cabinet Member for Waste, Street Scene and Environment has taken over responsibility for the newly formed City Centre board. This new board looks to bring in all services areas that have a direct impact on what happens in the City Centre including, events, enforcement, cleaning and infrastructure.

The aim is to have the new City Centre team to be a 'one stop shop' if there are any issues in the Centre this multi-agency team can ensure they are addressed in a timely manner, also ensuring if any events are put on the appropriate cleansing and enforcement is in place.

It is hoped through the new multi-agency group we will be able to increase footfall into the City Centre and make strategic decisions as a group and not in silo teams, to enable a suit of events to take place and a clean safe environment to visit.

4.11 **Bereavement Services**

4.11.1 The mausoleum project is moving forward, and it is hoped that a supplier will shortly be appointed at which time the works can be scheduled in. A model of the new mausoleum design is to be made available for interested parties to view, and it is our intention to allow them to reserve 'off plan'. The option to reserve will initially be made to the families that are currently on our waiting list and then to the general public.

4.11.2 The chapel has been refurbished and a new carpet has been put in place. The Wesley Music system that provides our chapel music, Visual Tributes, Web Cast and Audio/Visual recordings is currently being updated as technology has improved since first purchasing the equipment.

4.11.3 The Green Flag has once again been awarded to the Crematorium, indicating the high standards that are maintained within the grounds. The service has also retained the highest possible 'Gold Standard' award as assessed by the Charter for the Bereaved for both Cemeteries and the Crematorium.

4.11.4 Finally, two long standing valued colleagues will be retiring in May 2020 and work is underway to ensure a smooth transition when these staff members will be replaced. Crematorium Supervisor; Alan Douglas will be leaving after over 20 years' service and Cemeteries Supervisor; Steve Tyler will be leaving after 40 years' service. Our thanks go to both for their loyalty and excellent service throughout this period.

4.12 **Register Office**

4.12.1 The European Union Settlement Scheme service began at the Register Office on 09 April 2019. Appointments are offered one day a week and 150 have been completed to date at a fee of £14 per person. This service offers support to the E.U. citizens to apply for settled status by helping them use the mobile phone app to verify and scan identity documents to the Home Office.

4.12.2 Following the submission in April of the Peterborough Annual Performance report for 2018/19,

General Register Office have noted the good level of service achieved by Peterborough and that they are working well against KPIs and national standards. The national target of 98% for timely registrations of births has been exceeded at 99%. Appointment availability is at 100% which exceeds the national target of 95%. Customer satisfaction levels are high as is the assurance provided in relation to the Public Protection and Counter Fraud framework.

4.12.3 The **Civil Partnerships (Opposite Sex Couples) Regulations 2019** came into force on 02 December 2019. This act extends eligibility for forming civil partnerships to opposite sex couples. Peterborough Register Office have one ceremony booked so far. The impact of these new regulations and the anticipated take up by couples is difficult to measure at this stage.

4.12.4 The Civil Partnerships, Marriages and Deaths (Registration) Act has successfully completed its passage through parliament and will modernise how marriages are registered through the introduction of electronic registration. The electronic register will be a more secure and more efficient system for keeping marriage records. It will also allow for the names of both parents of the couple to be included in the marriage entry. This new Act will bring about the most significant changes in marriage since 1837. Date for implementation has not yet been agreed.

4.12.5 Following consultation in September 2019, a restructure at the Register Office has been completed and a new team structure has been in place since October.

4.13 **Climate Change**

4.13.1 On 24 July 2019, Peterborough City Council took the momentous step of declaring a climate emergency. In doing so, the Council committed to a wide-ranging set of actions including making the Council's activities and the city's net-zero carbon by 2030 with a baseline, action plan and budget by 31st March 2020.

A number of actions have taken place since the declaration, detail for which was circulated as a briefing note, to members of this group on the 20/12/19. Officers are currently in the process of developing a Carbon Management Plan for the Council's activities which will be presented to Full Council on the 4th of March 2020.

4.14 **Council's Energy Strategy**

4.14.1 A positive meeting was held with the team delivering the energy strategy for the new University Campus. This examined opportunities to support the development with heat and/or power from the Council's Energy Recovery Facility, alongside other solutions.

4.15 **Westcombe Engineering**

4.15.1 **Business Description:**

Westcombe Engineering continues to provide employment opportunities for local adults with varied disabilities and the business has seen growth (in excess of 60% over the past 3 or so years). There are 21 talented employees at Westcombe, with 14 of these having a disability. The business has achieved high level recognition in the form of inclusion within the Parliamentary Review 2016/2017 Edition being the Winners of the Made in Central and East England Manufacturer of The Year (under £25m turnover) 2018, being visited by Amber Rudd Secretary of State for Work and Pensions. Westcombe has also assisted the Council to achieve Disability Confident Employer Status Level 2, working towards level 3. The Government has recently pledged a Strategy to get one million more disabled people in work by 2027. Our aim is to use Westcombe Engineering as a best practice example of what can be achieved with a diverse workforce and successfully prove that disability is not a barrier for success. Our strong relationships with Peterborough Regional College and Greater Peterborough University Technical College continue to provide pathways for adults with disabilities to gain experience within the workplace. Westcombe Engineering trialled the very first supported internship program alongside Peterborough Regional College. This program enables adults with disabilities to gain work experience within the workplace for up to 12 months, with no financial burden to Westcombe and no expectation or commitment to employ the individual once the 12 months has elapsed, unless we have a vacant post. Due to continued growth we have 2 young adults with disabilities on placements through the Internship programme with Peterborough Regional College and Greater Peterborough University Technical College. We have also recruited an apprentice CNC Machinist, the first in a long time for PCC. Ernie completed his 1st year of a 4 year apprenticeship in October of this year. We continue to receive monthly funding from the DWP for all of our

disabled employees individually

4.15.2 **Customers:**

Caterpillar Inc/Perkins Engines continues to be our most prominent customer and indeed Westcombe's relationship with them spans all the way back to 1970 when the business was started. We supply to Caterpillar Inc/Perkins Engines globally as a tier 1 supplier. This means we have responsibility to supply components from design concept, raw material sourcing and also finished parts. Many of our portfolio of parts are solely supplied from Westcombe Engineering and support Caterpillar Inc globally in manufacturing diesel engines as far as India, China, Mexico, Japan, USA, France and also the UK.

We have worked incredibly hard over the past 3 years or so to reduce our dependency on Caterpillar Inc/Perkins Engines as our main customer. Back in July 2015 we were 95% dependant on them, today with the addition of several new customers (many of whom are local) in varied industries this dependency has been reduced to 65%. We now supply to a diverse industry base including Diesel Engines, Fitness Equipment, and Material Movement Equipment, Marine, Mobility Equipment, MOD, Railways and food.

We have won a significant order with a local business in Huntingdon supplying parts for the American Market (Electrification of School Buses). We successfully completed phase 1 on time. Phase 2 is currently underway and we will be expecting to receive phase 3 during quarter one of 2020 which will be full production volumes.

We also continue to win new business with our long standing customer Caterpillar, e.g. a £100k order to supply engine parts to China for Caterpillar excavator digger engines.

We are also in the final stages of winning new business for Caterpillar's new 400 series engine. This will involve 6 new parts with an expected order value in excess of £200k.

4.15.3 **Business KPIs:**

Huge improvements have been made in our business operations KPIs such as 'on time in full delivery' and also meeting quality standards. These two KPIs are key to all of our customers in the past 3 or so years. Without meeting these KPIs targets we are in threat of losing business as well as not having the opportunity of winning new work.

Our on time full delivery performance is 100% set against a target of 85%.

Our quality performance achieved last year was 240 ppm against a target of 300 ppm, please see improvement timeline achieved to date.

Caterpillar PPM Measures Target 300

Year	Total Parts Received	Total Parts Rejected	Total PPM
2014	38,925	97	2492
2015	106,907	44	412
2016	107,485	26	242
2017	203,298	54	266
2018	109,223	25	240

5. CONSULTATION

5.1 Consultation through the Growth, Environment and Resources Scrutiny Committee.

6. ANTICIPATED OUTCOMES OR IMPACT

6.1 It is anticipated that the Growth, Environment and Resources Scrutiny Committee will note the content of this report and any comments will be fed back to aid in future improvements to the services delivered.

7. REASON FOR THE RECOMMENDATION

7.1 To allow scrutiny of the Portfolio of the Cabinet Member for Waste, Street Scene and Environment.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 The alternative option was to not present this report to the Growth, Environment and Resources Scrutiny Committee. This option was not taken forwards as it was important to allow clear and transparent scrutiny of these front line services.

9. IMPLICATIONS

Financial Implications

9.1 This report is to give an overview / progress update as such there are no financial implications.

Legal Implications

9.2 This report is to give an overview / progress update and as such there are no direct legal implications.
As regards specific projects, legal advice has been and will be sought on a case by case basis.

Equalities Implications

9.3 This report is to give an overview / progress update as such there are no anticipated equality implications.

Rural Implications

9.4 This report is to give an overview / progress update as such there are no rural implications.

Carbon Impact Assessment

9.5 This report does not contain any decisions that will have an impact on Carbon Dioxide emissions. It allows for an update on the Progress of Councillor Cereste's Portfolio. However it does highlight some of the good work being carried out around Tree Planting, looking at electric fleet vehicles and the work in the energy sector.

10. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

10.1 None

11. APPENDICES

11.1 None.