

**London Borough of Barnet  
Street Cleansing:  
Improvement Options Report**

**June 2019**

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# Street Cleansing Improvement Options

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# Street Cleansing Improvement Options

## 1. Introduction and Background

On 14 March 2019, the Environment Committee endorsed the allocation of an additional £500k per annum to be provided to Street Scene in the financial year commencing 2019-20. This was to be used principally to make improvements to the street cleansing service. The Committee approved that £100k be delegated to the Strategic Director of Environment to deploy in advance of the Environment Committee on 4 June 2019 to make early improvements with further options developed to invest the remaining £400k in activities that would make the greatest impact on improving the cleanliness of the borough.

This report:

- Sets out how £100k of this additional funding has been used to address immediate priorities
- Provides costed options for where the remaining £400k could be used from June 2019 to make further long term, sustainable improvements.

### 1.1 External Funding

At the end of the 2018-19 financial year a £9.75m High Street Community Clean-Up fund was created by the Ministry of Housing, Communities and Local Government. Money was allocated to all Local Authorities to be used specifically for working with communities to improve high streets by the end of quarter four of 2018-19. A letter was received on 18 March 2019 by the Council informing that it had been awarded a grant of £67,981 from the fund.

The challenging deadline to use the grant has led to Barnet, and many other local authorities, rolling forward this money to ensure it is used to maximum effect during the 2019-20 financial year. This one-off funding will, in line with the spend criteria, be ringfenced to supporting initiatives and delivering cleansing work in partnership with community and voluntary groups that focus on high street and town centre improvements.

## 2. Immediate Service Priorities

As approved by Environment Committee, £100k was delegated to the Strategic Director of Environment to deploy in advance of 4 June 2019 Environment Committee to make immediate service improvements.

Although a narrow window, priority areas were known to officers in the service, discussed and invested in. Money not allocated during this period will be carried forward to support service improvement options presented in section 3.

Actions were agreed and taken forward in the following five areas:

### 2.1 Increased Weed Control

In parallel to the first annual borough wide application of herbicide by a specialist contractor, a small in-house trial of herbicide application using existing equipment and qualified staff from the Grounds Maintenance service was carried out across Childs Hill Ward. This was closely supervised, weeds were cleared following die back and monitoring to assess regrowth continues to take place. The cost of this spray was £3,614.

### 2.2 Increasing Staff Numbers and Deployment

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Following the restructuring of the Street Cleansing service in 2017-18 an establishment of seventy seven staff was agreed, equivalent to an average deployment of sixty seven staff per day. Staff are split equally across both Oakleigh Road and Harrow operational depots to deliver cleansing across the borough. The split of roles and staff is set out in Appendix 1.

In April 2019 each depot had thirty six and thirty five cleansing staff respectively, a total of seventy one staff. Recruitment is in train to fill vacant posts within the street cleansing service up to full establishment levels.

From 15 April 2019 eleven agency staff have been employed across both depots to cover annual leave, extended sickness and to temporarily cover vacant posts, ensuring deployment within the service to full establishment levels and therefore greater service continuity. The total cost of this was £19,700.

Increasing staffing levels above the current establishment using a combination of permanent and agency staff is costed within the menu of options presented in section 3.

## **2.3 Maximising Use of Operational Technology**

During 2017-18 significant investment was made in new operational technology including six small Hako City Master 1600 mechanical sweepers. As a result of long term sickness and skill shortages within the service these have not been fully deployed on a daily basis.

To address this, staff with valid driving licences have been trained to use this equipment. In addition, agency staff with valid driving licenses have been brought in to ensure the sweepers are deployed to maximum effect across the week.

Amendments and grade changes to vacant posts are being delivered, supported by Human Resources colleagues, to ensure all newly advertised posts are at a level where applicants are required to have a driving licence and therefore can be utilised to drive these smaller mechanical sweepers when needed.

## **2.4 Residential Road Cleansing**

Adjustments to the service within the scope of the Street Cleansing Framework have been made to reallocate resources to cleansing residential streets. This has focused initially on addressing locations where litter and detritus issues were particularly identified.

A database has been created, in advance of the new Data and Works System for Street Scene that is in the process of being procured and is currently planned to be in place during 2019-20, that will be used to assist with planning and recording the cleansing of residential roads including standards on arrival and post cleanse.

During the initial six weeks of quarter one of the 2019-20 financial year, supported by increased agency staff, a number of residential roads were selected based on staff assessments, resident complaints and Member feedback and received an intensive clean with further cleansing work on residential roads across the borough continuing to be scheduled.

## **2.5 Independent Local Environmental Quality Survey**

In order to obtain an independent assessment of the current cleanliness of the borough, Keep Britain Tidy, industry experts in carrying out Local Environmental Quality (LEQ) surveys on behalf of national and local government, were commissioned to carry out a benchmark survey

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of the borough using the former National Indicator 195 methodology which focuses on the presence of litter, detritus, graffiti and flyposting.

Recreation and industrial land uses were omitted to ensure the survey was focussed on assessing the cleanliness of retail areas and residential streets. The wards in which surveys were carried out were: Golders Green, High Barnet, Coppetts, Edgware and West Finchley. The cost of this survey was £6,000.

The report shows that the issues we face are concentrated on litter and detritus particularly on residential roads with graffiti and fly tipping at more expected levels.

## 3. Improvement Options

A review has been carried out on a large number of options on how the remaining £400k allocated for the 2019-20 financial year could be most effectively used to make the greatest ongoing positive impact to cleanliness in the borough. Any option will require additional resource, whether staff or equipment, and therefore the money will be substantially invested in additional staff. The options that are chosen will determine what services these staff are asked to perform.

Options were informed and developed through a combination of Members requests, frontline staff engagement\*, officer knowledge of the current service and the areas requiring improvement, the results from the independent Keep Britain Tidy LEQ survey and approaches that have been successfully employed previously or are being employed by other boroughs with similar characteristics.

The list of options was condensed into a menu of six costed service improvements that would be achievable within the additional budget and resource allocation. Table 1 summarises those options, setting out the resource level to support each. Table 2 summarised the cost of this resource. These are expanded on in further detail in section 4.

The areas on which this additional resource should be focussed centres around improving:

1. The cleanliness of residential roads and supporting the removal of flytips
2. Carrying out more frequent cleansing of the boroughs trunk roads and increasing the coverage of the service through evening and weekend working
3. Extending areas around town centres to receive increased frequency cleansing
4. Increased graffiti removal and deep cleansing in town centre and high footfall locations
5. Creating a budget specifically to support the seasonal removal of leaf fall from roads and footways during quarter three
6. Supporting local community and volunteer groups through the High Street Community Clean-Up fund

Improvements in cleanliness and service performance resulting from investment in options will be assessed through in house monitoring on streets and locations across the borough and the ongoing evaluation of Members enquiries, complaints and requests for street cleansing services.

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A number of the options presented will require ongoing financial commitment in future years beyond the initial £400k allocated during 2019-20. As such they are included on the assumption that increased funding will be part of the services base budget until further notice. Costs have been calculated from quarter two onwards with full year costs, based on £500k being available, shown for 2020-21.

Following agreement of the options presented in this report Street Scene will develop detailed implementation plans and progress the implementation of each.

## **\*Staff Engagement**

As those closest to the street cleansing service, Operations Managers, Supervisors and frontline cleansing staff were met with to share their valuable expertise and discuss ideas and suggestions as to how the additional funding could be invested to help in delivering a high quality and resilient street cleansing service.

Meetings began with Managers and Supervisors on 3 April with communications being issued to frontline staff via memo on 4 April. In addition, information was displayed on posters at depots and on the AV display units at Oakleigh Depot located in both the reception area and canteen area requesting their involvement and ideas

Interactive briefings with frontline staff took place on 25 April at Oakleigh Depot and 30 April at Harrow Depot. A total of 35 staff attending the morning briefings with a further staff spoken to outside of this as well as meetings on location with staff who begin their working day 'in the field'.

A short paper survey was also issued to all staff. All constructive feedback received was used to inform the options presented in table 1 and expanded on in section 3.

# Street Cleansing Improvement Options

**Table 1: Street Cleansing Improvement Options Summary Table**

The desire is to increase the number of frontline Driver/ Operatives in the street cleansing service staff through a split of permanent and agency staff and recruit an additional town keeper and two staff to operate a jet washing machine. We will also increase supervisory resource through establishment and recruitment of an Operations Supervisor to focus on the management, coordination, delivery and improvement of street cleansing services. This will cost c£360K in total.

	Option	Summary	Staffing Resource
1	Increased Street Cleansing	Carry out increased cleansing of residential streets, clear flytipping, remove graffiti, deliver more frequent cleansing of areas immediately adjacent to town centres and extended service coverage into the evening and at weekends.	10 FTEs
2	Trunk Road Cleansing	Deliver more frequent cleansing of the boroughs trunk roads working with relevant partners to ensure safe working.	2 FTEs
3	Expanded Town Centre Coverage	Review of the Town Centre cleansing 'Gold Zones' to create 'Silver Zones' with higher frequency cleansing.	1 FTEs
4	Alternate Side Cleansing	Trial the conciliatory and enforced moving of vehicles on high obstruction residential roads to enable mechanical and enhanced manual cleansing.	1 FTE
5	Jet Washing	Create an additional jet washing/deep cleansing team to carry out graffiti removal, enhanced cleaning of high footfall areas and remove footway staining.	2 FTEs
6	Seasonal Working	Creating a budget to for the recruitment of agency staff during Q3 to support the increased demand of leaf fall clearance at this time.	3 FTEs
Total		Permanent or agency roles	15 FTEs
		Supporting trials and seasonal working	4 FTEs

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**Table 2: Resource cost for each Improvement Option**

	Option	Revenue 2019/20	Revenue 2020/21
1	Increased Street Cleansing	£ 224,887 (from Q2)	£ 299,850
2	Trunk Road Cleansing	£ 44,977k (from Q2)	£ 59,970
3	Expanded Town Centre Coverage	£ 24,150 (from Q2)	£ 32,200
4	Increased Supervision	£38,025 (from Q2)	£50,708
5	Alternate Side Cleansing	£ 7,496 (3 months)	Dependent on trial outcome
6	Jet Washing	£ 44,977 (from Q2)	£ 59,970
7	Seasonal Working	£ 20,000 (Q3)	£ 25,000 (Q3)

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## 4. Improvement Options – Supporting Information

Those options summarised in Table 1 are expanded on individually in this section providing the rationale for inclusion, implementation cost and timeframes, the key areas of risk and additional supporting comments. All salaries include on costs.

### 1. Increased Street Cleansing

Summary Increased Street Cleansing	
Resource	10 FTEs
Potential Impact	High
Recommended	Yes

**Short Description:** Increase the frontline street cleansing establishment above the current level of seventy seven staff through a mix of permanent and agency recruitment by up to a further twelve Driver/Operative posts (Grade B).

**Rationale:** Increasing the number of Driver/Operatives in street cleansing would reduce pressure on the service enabling more proactive scheduling of work as well as greater responsiveness to issues reported to Street Scene. The additional resources would be focused on delivering enhanced cleansing of residential roads, supporting the removal of flytipped waste from relevant land, maximise the use of operational technology, cleaning graffiti and extending the coverage of the service through delivering work later into the evening and weekends.

#### **Implementation Timeframe:**

Short	By August 2019	Review working pattern arrangements and adjust for new starters to enable flexibility of staff to meet the demands of the service. Place adverts for staff.
Medium	By October 2019	Recruit, train and deploy additional staff in the street cleansing service in agreed areas.

#### **Risk:**

Risk Area	Description	Mitigation
Supervisory Capacity	Dependent on the level of increase, existing supervision resource would need to be assessed to ensure effective management and maximum productivity is achieved from the new and existing street cleansing staff.	Increased supervision should be considered as necessary should this option be agreed.

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Candidate Availability and Retention	The availability of skilled staff within the sector and retention of these post recruitment.	Adverts would be placed via tested recruitment channels. Strong agency staff would be encouraged to take on newly established positions. Provision of employment options to care leavers by the service would continue.
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**Additional Comments:** Increasing the street cleansing establishment to better resource the services ability to deliver essential work and meet increasing demand was a key request from managers, supervisor and frontline cleansing staff within the service during staff engagement.

## 2. Trunk Road Cleansing

Summary Trunk Road Cleansing	
Resource	2 FTEs
Potential Impact	High
Recommended	Yes

**Short Description:** Carry out regular scheduled cleansing of the boroughs main trunk roads working with relevant partners and ensuring safe working through partial road closure and use of the impact protection vehicle where needed. In tandem with this, request partner organisations responsible for roads in the borough fulfil their cleansing obligations, aligning this where possible.

**Rationale:** Trunk roads present a cleansing challenge for all Local Authorities. Multi agency involvement is frequently needed as well as partial road closures, specialist vehicles and close supervision. As such this work is not able to be scheduled and delivered as regularly as desired. This can result in extended periods between cleansing, creating a negative perception of the areas through which they pass.

This work has to be scheduled during times of reduced traffic flows, typically late evenings or early mornings at weekends, to minimise disruption. Adjustments to working patterns for new staff would enable this work to be supported. Money would need to be allocated for overtime rates to be paid to experienced existing staff delivering this work. The time limited nature of this work means focus is predominantly on litter and detritus removal by mechanical broom, removing flyposting where present and addressing vegetation and weed growth through manual removal.

### **Implementation Timeframe:**

Short	By September 2019	Have reviewed and updated the trunk road cleansing scheduled for highways under Council control. Have contacted relevant organisations responsible for other trunk roads in the borough and determined windows for cleansing activity to take place.
Medium	By October	Have resources in place and commence scheduled

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2019	work on trunk roads supporting and supported by partner organisations where required.
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## Risks:

Risk Area	Description	Mitigation
Health and Safety	Proximity to vehicles moving at speed make cleansing of trunk roads by staff inherently more dangerous than other roads and land used under Council management.	As with all services delivered by Street Scene HSE and industry standard risks assessments would be followed and training/briefings provided to staff delivering this work.

**Additional Comments:** The relevant Highways Department within the Council as well as the relevant sections of Transport for London and Highways Agency would be engaged and an agreed cleansing schedule developed. This would involve cleansing of all trunk roads to bring them to an acceptable standard and two to three annual enhanced cleans thereafter. This will need to be supported on an ongoing basis through regular cleansing and litter picking of safe, accessible areas adjacent to trunk road carriageways and the targeted use of enforcement powers to tackle littering from vehicles.

### 3. Expanded Town Centre Coverage

Summary Expanded Town Centre	
Resource	1 FTE
Potential Impact	High
Recommended	Yes

**Short Description:** Expansion of the current Town Centre cleansing arrangements to cover roads and locations directly adjacent to the existing zone boundaries, increasing the frequency of cleansing and addressing issues of ASB and littering that negatively impact adjoining roads.

**Rationale:** The increased focus of street cleansing resources carrying out daily cleansing activities in Town Centres has resulted in significant improvements recognised by businesses and visitors. Roads and areas immediately adjoining these locations have not benefitted to the same extent and a demarcation in standards is developing in some areas, particularly in the eyes of residents living adjacent to roads receiving daily attention. Reassessing and redrawing the cleansing zones would help address this, improving cleansing standards and reducing complaints.

All town centres would be visited and surveys carried out with officers and cleansing staff to determine inclusion of additional locations, above the first 25m of adjoining roads, into a 'silver zone' and agree cleansing frequencies. This would require officer resource to plan and

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the addition of a Town Keeper (Grade D) to support this work across each of the town centres. Examples of this for town centres of North Finchley in Woodhouse Ward and Golders Green in Childs Hill wards can be found in Appendix 2.

## Implementation Timeframe:

<b>Short</b>	By September 2019	All town centres would be visited and surveys carried out by officers and existing town keepers to determine inclusion of additional locations to form 'silver zones' and agree cleansing frequencies.
<b>Medium</b>	By October 2019	Proposed zoning of town centres would be presented, agreed and increased cleansing frequencies implemented.

## Risk:

Risk Area	Description	Mitigation
Reduction in Standards	Potential dilution of the overall effectiveness of the now established cleansing of town centres that has been positively acknowledged by residents, visitors and individual town centre groups.	An increase to the street cleansing establishment including an additional Town Keeper and supervisory resource, would enable this to be delivered, preventing any negative impact on the existing arrangements.

**Additional Comments:** A rezoning exercise would ideally be complimented by the extension of staff hours of operation including weekend working where demand requires this. This flexibility would be included in working arrangements for new starters. This would also be offered to existing staff.

## 4. Increased Supervision

Summary Increased Supervision	
<b>Resource</b>	1 FTE
<b>Potential Impact</b>	High
<b>Recommended</b>	Yes

**Short Description:** Recruit an additional Operations Supervisor to focus exclusively on the management, coordination, delivery and improvement of street cleansing services.

**Rationale:** The capacity of existing supervisors to support the implementation of the improvement options presented will be challenging. This will increase if there is approval to increase the establishment and recruit additional street cleansing operatives.

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The recruitment of an additional Operations Supervisor focused exclusively on street cleansing could initially be fixed term for a year. This would allow time to assess the impact of the post in terms of both improving the effectiveness of the street cleansing service and relieving pressure to enable existing supervisors to allocate greater time to other key areas of street scene services.

## Implementation Timeframe:

<b>Short</b>	By July 2019	Review the current Operations Supervisor job description and tailor this to the needs of the street cleansing service accordingly. Place advert for role through channels targeted at experienced waste and street cleansing professionals.
<b>Medium</b>	By September 2019	Recruit, induct and embed the successful candidate.

## Risk:

Risk Area	Description	Mitigation
Candidate Availability and Retention	There current employment market is high. The availability of experienced candidates, willing and able to leave a current role and join the service at this time could be limited.	This will be an important and high profile role that will be attractive to potential candidates. It will have a key role in both improving street cleansing performance and freeing up supervisory resource working in a forward thinking and progressive service.

**Additional Comments:** Increased supervisory resource, and the desire for greater supervision, was requested by both existing managers and supervisors, and frontline cleansing staff as important to making improvement to street cleansing and the wider service during staff engagement.

## 5. Alternate Side Cleansing Trial

Summary Alternate Side Cleansing Trial	
<b>Resource</b>	1 FTE
<b>Potential Impact</b>	High
<b>Recommended</b>	Yes

**Short Description:** Carry out a trial on high and medium obstruction residential roads whereby residents are requested to move their vehicles to enable obstruction free cleansing of the carriageway and channels. Trials would be assessed for their effectiveness against a control.

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**Rationale:** The density of parked cars on many residential streets across the borough often restricts mechanical sweeping and reduces the effectiveness of manual sweeping thereby impacting productivity. Removing cars on a temporary basis would enable unobstructed cleansing to take place, rectifying issues and returning the road to an acceptable standard where this was not the case. In order to determine the effectiveness of this, three trials would be implemented and evaluated:

1. Sample A Roads – Letters and signage on 5 roads – Residents are contacted by letter and asked not to park on one side of the street on a set day and time by letter. This is reinforced in advance of and during cleansing by temporary on street signage.
2. Sample B Roads – Letters, signage and cones on 5 roads – As above with traffic cones being placed out in advance of the designated cleansing day.
3. Sample C Roads – Traffic Management Order (TMO) on 5 roads – A TMO is put in place and residents are instructed not to park on one side of the street on a set day and time. Parking enforcement is carried out on the designated cleansing day where this is not adhered to.

The costs of preparing the trial roads in advance of, and delivering the cleansing activity needed at each location on the designated day, would be covered within the increased staffing establishment.

## Non Staffing Costs:

Revenue 2019/20	Revenue 2020/21	Capital
<b>£ 12,504</b>	<b>£ tbc</b>	<b>£ 0</b>
This cost is made up of: <ul style="list-style-type: none"> <li>• Letter production and distribution to households</li> <li>• Signage production and placement</li> <li>• Cone placement</li> <li>• TMO implementation costs</li> </ul>	This cost is made up of: <ul style="list-style-type: none"> <li>• Dependent on the trial evaluation outcome</li> </ul>	This cost is made up of: <ul style="list-style-type: none"> <li>• No capital costs</li> </ul>

## Implementation Timeframe:

<b>Short</b>	By August 2019	An implementation plan for the trial is developed, identifying control, soft and medium approach roads, and creating the required communication materials. Control, soft and medium trials are delivered.
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Medium	By October 2019	Trials on hard approach roads are implemented and assessed.
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## **Risks:**

Risk Area	Description	Mitigation
Non Compliance	Residents do not voluntarily move their vehicles during the designated cleansing window or visitors are unaware of this limiting the effectiveness and requiring a harder approach to be employed.	The trial would be focussed on the roads where the greatest number of cleansing related requests for service or complaints have been received during 2018-19. The assumption being residents on these roads would be most receptive to assisting the Council in delivering effective cleansing.
Increased Complaints	If the hard trial is the most effective and TMOs are needed then this increases costs. The enforced disruption would potentially generate complaints against the Council.	The ongoing deliverability of this would need to be assessed. Costs would mean this would not be scalable and therefore reserved as an option to enable cleansing of roads consistently falling below acceptable standards to be rectified.

**Additional Comments:** This may be beneficial on some of the roads that represent the greatest challenge to clean to return these to a situation from where they will be manageable through scheduled manual cleansing. This approach is, however, not something with universal replicability across the borough and roads would need to be carefully selected.

## **6. Dedicated Jet Washing Team**

Summary Dedicated Jet Washing Team	
Resource	2 FTEs
Potential Impact	High
Recommended	Yes

**Short Description:** Create an additional dedicated jet washing/deep cleansing team to carry out enhanced cleaning activity including removing graffiti and pavement staining.

**Rationale:** Increased resources in this area would enable a greater volume and wider coverage of graffiti removal and washing work to be delivered. This would include the increased scheduling of deep cleansing and pavement washing in town centres, areas of relevant land outside transport hubs and other high footfall areas as well as specific targeted and reactive work across the borough.

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## Non Staffing Costs:

Revenue 2019/20	Revenue 2020/21	Capital
<b>£ 4,200 (from Q2)</b>	<b>£ 5,600</b>	<b>£ 60,000</b>
This cost is made up of: <ul style="list-style-type: none"> <li>• Vehicle fuel, maintenance, insurance and overheads</li> </ul>	This cost is made up of: <ul style="list-style-type: none"> <li>• Vehicle fuel, maintenance, insurance and overheads</li> </ul>	This cost is made up of: <ul style="list-style-type: none"> <li>• Specialist vehicle funded via Council capital fund</li> </ul>

## Implementation Timeframe:

<b>Short</b>	By August 2019	For the specification, procurement and ordering of a suitable vehicle and equipment and recruitment of staff.
<b>Medium</b>	By December 2019	For the delivery of the vehicle and equipment, training and deployment.

## Risks:

Risk Area	Description	Mitigation
Public Disruption	Jet washing and pavement washing is typically needed in busy locations with high footfall. This requires areas to be isolated/coned off.	In order to minimise disruption and maximise access to the locations in most need of cleansing jet washing in such areas would be carried out during non-peak evening hours.
Increased Costs	Evening working has cost implications as well as deliverability within existing contracts of employment.	Updated working patterns for new staff will include evening and weekend working, ensuring greater flexibility of the workforce.

**Additional Comments:** Graffiti is increasing in parts of the borough and additional resources to support the existing vehicle and crew would enable greater responsiveness to this. The deep cleansing and pavement washing offer could potentially be marketed to businesses and organisations in the borough. Any revenue generated could be reinvested in street cleansing services.

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## 7. Seasonal Working

Summary Seasonal Working	
Resource	3 FTEs
Potential Impact	Medium
Recommended	Yes

**Short Description:** Increasing the number and deployment of staff during quarter three to support the leaf fall clearance works.

**Rationale:** Barnet has over 30,000 street trees. The leaf fall from these require annual clearance from footways to reduce the risk of slips and falls and prevent these from decomposing creating detritus that impacts on street cleansing and creates a medium for weed growth. Allocating budget for the recruitment of additional agency staff as needed to support existing street cleansing staff in their annual leaf fall clearance work would enable more comprehensive clearance to take place across 'leafing season'.

### **Implementation Timeframe:**

Short	By August 2019	Engage agency staff provider and make them aware of staffing needs during Q3.
Medium	By October 2019	Recruit required number of agency staff to support leaf clearance work.

### **Risk:**

Risk Area	Description	Mitigation
Staff Availability and Quality	The availability of agency staff fluctuates and the quality and commitment of individuals provided can vary considerably. This requires greater managerial and supervisory resource to be allocated to this work during this period.	A robust screening process, introductory training and monitoring will support this seasonal establishment uplift.

**Additional Comments:** Officers in Street Scene are working with Greenspaces to better use information on street tree locations and species, to predict peak demand for resources by area across the borough. Options to engage local community groups as well as utilise Community Payback to further support this work will be explored.

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## 5. Ongoing Improvement Work

The need for ongoing enforcement and communications to assist in addressing illegal behaviours that have a negative impact on LEQ was raised by all engaged in developing the options presented. Below is a summary of the work that is and will continue to take place to make improvements to the street cleansing service and support the options that will be taken forward.

### 5.1 Enforcement Support

Robust enforcement is an important and positive tool in supporting street cleansing services. Through tackling illegal behaviours and activity that increases demand on the service, the ability to maintain acceptable standards across the borough is enhanced.

Street Scene work closely with colleagues in Safer Communities to ensure that the needs of the service are fully considered in planned enforcement actions and provide ongoing feedback on the locations where action is needed. Targeted work is co-delivered to address low level antisocial behaviour that impacts on the service, bringing increased focus on littering offences, smoking related litter, dog fouling, graffiti and flyposting. Joint working has been effective in supporting the operation of timebanded recycling and waste collections in town centres.

The services work closely on efforts to address flytipping. The increased deployment of mobile cameras to identify the perpetrators of large scale flytips at known hot spots has yielded positive results and will continue. Greater numbers of street cleansing staff would benefit from training on the identification and recording of evidence. This will be taken forward during 2019-20.

### 5.2 Communications

Communications and raising awareness to address issues negatively impacting the borough's public realm and encouraging positive behaviour change are important to support the work delivered by the service.

The success of the communications element of the recycling and waste collections round reorganisation in November 2018 shows the services ability to deliver multi-channel borough wide communications. Specific campaigns focussing on the key issues known to the service including flytipping, littering, correct presentation of waste and food on the go litter will be developed during 2019-20.

A number of the issues faced by street cleansing services are common across all Local Authorities in the UK. Supporting regional and national campaigns where relevant to Barnet and personalising these is important and will complement borough specific work led by the service.

## 6. Recommendations

There is a need to address issues in the borough currently negatively impacting our streets and public spaces. The menu of options presented in section 3 is not exhaustive but focusses on the areas where the need is most acute and can be addressed within the scope of the additional investment allocated to the street cleansing service.

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It should be recognised that while increased investment in staffing resource will enable cleansing standards and responsiveness to improve, expectations on what can be delivered and the timeframes for which changes will begin to be recognised needs to be managed.

The following recommendations are offered:

- 6.1** The street cleansing establishment should be increased. Recruitment should be a mix of permanent and agency staff to better ensure that deployment of staff within the service remains constant.
- 6.2** An Operations Supervisor post dedicated to the management, coordination, delivery and improvement of street cleansing services should be established and recruited to. This would enable greater focus to be invested in the service, ensuring available resources are used to maximum effect and staff are well supported.
- 6.3** Working hours need to be more flexible and shift patterns developed to ensure adequate coverage of cleansing services to meet demand across the day, particularly in high footfall areas of the borough. Changes to the current working patterns for new staff will enable this creating a more flexible and responsive service.
- 6.4** Current residential road cleansing schedules should be reviewed. Different areas of the borough require different levels of street cleansing. It is accepted that in town centres a daily presence is needed. Extended periods between monitoring assessments and delivering the cleansing needed will be acceptable on some residential roads. While all areas will not receive the same level of service to ensure minimum standards are maintained, they will receive the same level of outcome. Over delivery of services in the current financial climate is to be avoided and this needs to be communicated to residents and supported by elected Members.
- 6.5** Action is needed to address the current detritus levels that have increased as a result of increased litter picking and a reduction in some areas of manual sweeping frequencies. The recruitment of more Driver/Operatives will enable full deployment of mechanical sweepers. Alternate side cleansing should be trialed to determine the effectiveness and replicability of these in enabling more obstruction free mechanical and manual cleansing.
- 6.6** An agency staff budget to help support the increased annual demand in quarter three to address leaf fall from the borough's street trees should be established. This would allow targeted leaf clearance during winter months, key in helping to better manage detritus levels.
- 6.7** Additional staffing resources should be utilised to support the clearance of flytipping within the borough. This London wide issue requires a regional approach working with relevant organisation to address the current increase. Communications and the adoption of a zero tolerance approach to this illegal activity and publicising successful prosecutions should continue.
- 6.8** An additional jet washing crew should be created to tackle the increasing graffiti levels in the borough and carry out deep cleansing of pavements and footways in high footfall areas. Street Scene Operations Managers, Supervisors and Street Cleansing Operatives should be involved in the specification of a suitable vehicle and equipment. The service should be promoted to organisations and private land owners in the borough failing to

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maintain acceptable standards. Any revenue generated should be reinvested in the street cleansing service.

- 6.9** The fleet refresh timeframe needs to be revisited with the prioritisation of replacing those vehicles that are no longer fit for purpose, unreliable or on hire. The dilution of the fleet age profile should begin during the 2019-20 financial year.
- 6.10** The grant allocated to the Council through the High Street Community Clean Up fund should be fully utilised during 2019-20. Links with known community and voluntary groups should be consolidated and new groups identified with support provided to help them mobilise and carry out cleansing focussed activity that improves the local environment and supports Council objectives.

# Street Cleansing Improvement Options

## 7. Appendices

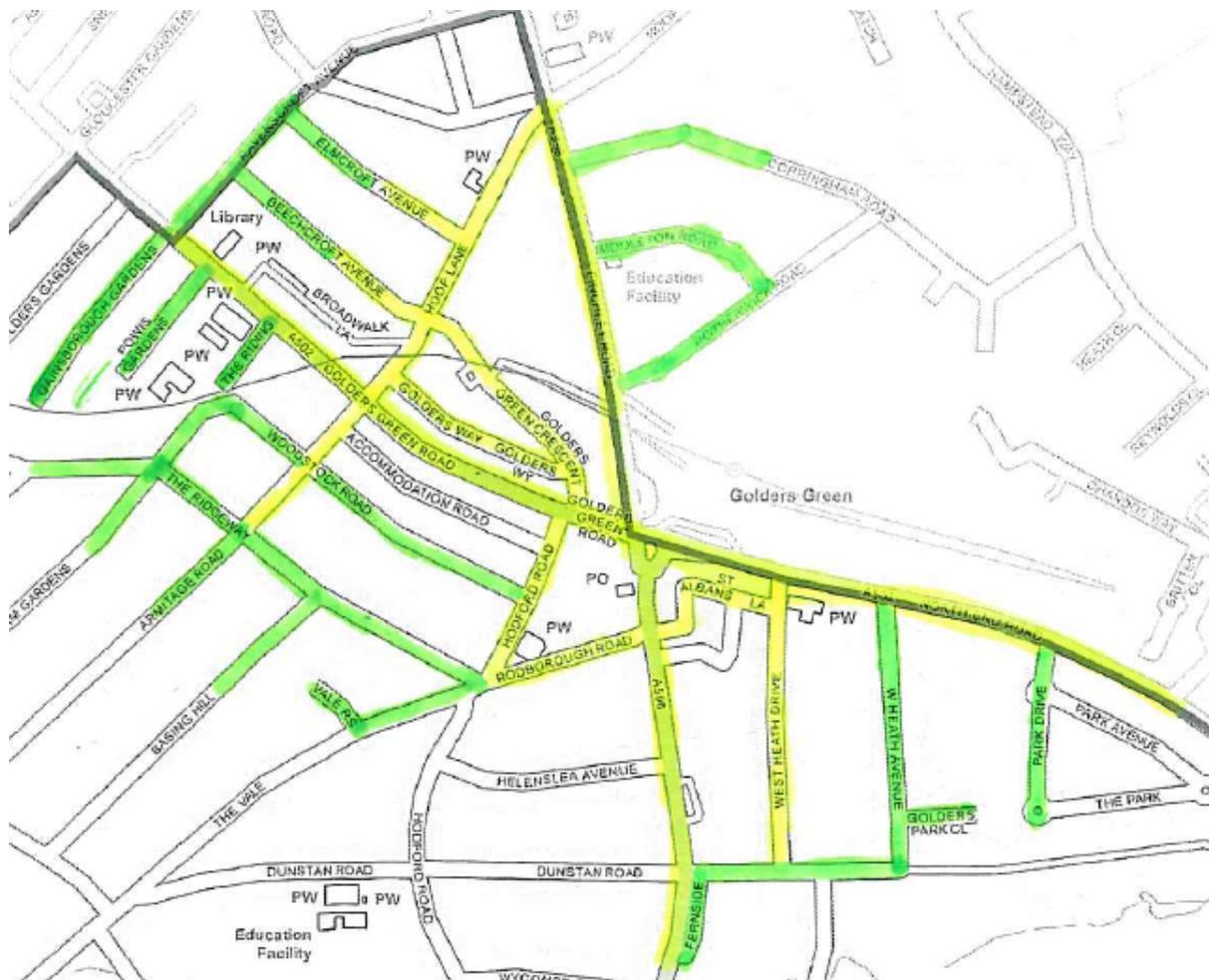
### Appendix 1 – Street Cleansing Establishment – Roles and Depot Split

EAST - Oakleigh Road Depot			WEST - Harrow Depot					
Chipping Barnet (Area 1)			Finchley & Golders Green (Area 2)			Hendon (Area 3)		
			Town Centre Cleaners (5 Posts)			Town Centre Cleaners (2 Posts)		
			Town Centre Cleaners	Area Based Town Keeper c/w Glutton Machine	Cricklewood	Town Centre Cleaners	Area Based Town Keeper c/w Glutton Machine	Hendon
			Town Centre Cleaners	Area Based Town Keeper c/w Glutton Machine	Golders Green	Town Centre Cleaners	Area Based Town Keeper c/w Glutton Machine	Edgware
			Town Centre Cleaners	Area Based Town Keeper c/w Glutton Machine	Finchley Church End			
			Town Centre Cleaners	Area Based Town Keeper c/w Glutton Machine	East Finchley			
			Town Centre Cleaners	Area Based Town Keeper c/w Glutton Machine	Woodhouse (Nth Finchley)			
Zone Cleaner (5 Posts)			Zone Cleaner (3 Posts)			Zone Cleaner (2 Posts)		
Operative	Area based cleansing operative - c/w Beat-Barrow	Brunswick Park/Coppetts	Operative	Area based cleansing operative - c/w Beat-Barrow	Summers Lane	Operative	Area based cleansing operative - c/w Beat-Barrow	Burnt Oak
Operative	Area based cleansing operative - c/w Beat-Barrow	East Barnet/ New Barnet	Operative	Area based cleansing operative - c/w Beat-Barrow	Temple Fortune	Operative	Area based cleansing operative - c/w Beat-Barrow	Brent Street
Operative	Area based cleansing operative - c/w Beat-Barrow	High Barnet	Operative	Area based cleansing operative - c/w Beat-Barrow	Childs Hill			
Operative	Area based cleansing operative - c/w Beat-Barrow	Whetstone						
Operative	Area based cleansing operative - c/w Beat-Barrow	Colney Hatch Lane						
Litter bins and secondary retail (6 Posts)			Litter bins and secondary retail (12 Posts)			Litter bins and secondary retail (10 Posts)		
Driver	3.5 Tonne Caged Vehicle	Brunswick Park /Coppetts	Driver	3.5 Tonne Caged Vehicle	Cricklewood	Driver	3.5 Tonne Caged Vehicle	Hendon Central
Operative			Operative			Operative		
Driver	3.5 Tonne Caged Vehicle	Totteridge / East Barnet	Driver	3.5 Tonne Caged Vehicle	Golders Green	Driver	3.5 Tonne Caged Vehicle	Edgware
Operative			Operative			Operative		
Driver	3.5 Tonne Caged Vehicle	New Barnet	Driver	3.5 Tonne Caged Vehicle	Finchley Church End	Driver	3.5 Tonne Caged Vehicle	Burnt Oak
Operative			Operative			Operative		
			Driver	3.5 Tonne Caged Vehicle	East Finchley	Driver	3.5 Tonne Caged Vehicle or 7.5tonne	Colindale
			Operative			Operative		
			Driver	3.5 Tonne Caged Vehicle	Garden Suburb	Driver	3.5 Tonne Caged Vehicle	Hale / Mill Hill
			Operative			Operative		
			Driver	3.5 Tonne Caged Vehicle	Woodhouse (Nth Finchley)			
			Operative					
Other - Rapid Response/Residential Roads (3 Posts)			Other - Graffiti/ Rapid Response/Residential Roads (2 Post)			Other - Rapid Response/Residential Roads (3 Posts)		
Driver	3.5 Tonne Caged Vehicle	All	Driver	7.5 Tonne Caged Vehicle c/w Tail-Lift	All	Driver	7.5 Tonne Caged Vehicle c/w Tail-Lift	All
Operative			Operative			Operative		
Operative			Operative			Operative		
Small Mechanical Sweepers (2 Posts)			Small Mechanical Sweepers (2 Posts)			Small Mechanical Sweepers (2 Posts)		
Driver	Hako City Master 1600	All	Driver	Hako City Master 1600	All	Driver	Hako City Master 1600	All
Driver	Hako City Master 1600	All	Driver	Hako City Master 1600	All	Driver	Hako City Master 1600	All
Large Mechanical Sweeper (1 Posts)			Large Mechanical Sweeper (1 Posts)			Large Mechanical Sweeper (1 Posts)		
Driver	Sweeper	All	Driver	Sweeper	All	Driver	Sweeper	All
Fly-Tip Clearance (2 Posts)			Fly-Tip Clearance (2 Posts)			Fly-Tip Clearance (2 Posts)		
Driver	7.5 Tonne Caged Vehicle c/w Tail-Lift	All	Driver	7.5 Tonne Caged Vehicle c/w Tail-Lift	All	Driver	7.5 Tonne Caged Vehicle c/w Tail-Lift	All
Operative			Operative			Operative		

# Street Cleansing Improvement Options

## Appendix 2 – Example Town Centre ‘Gold’ and ‘Silver’ Zones

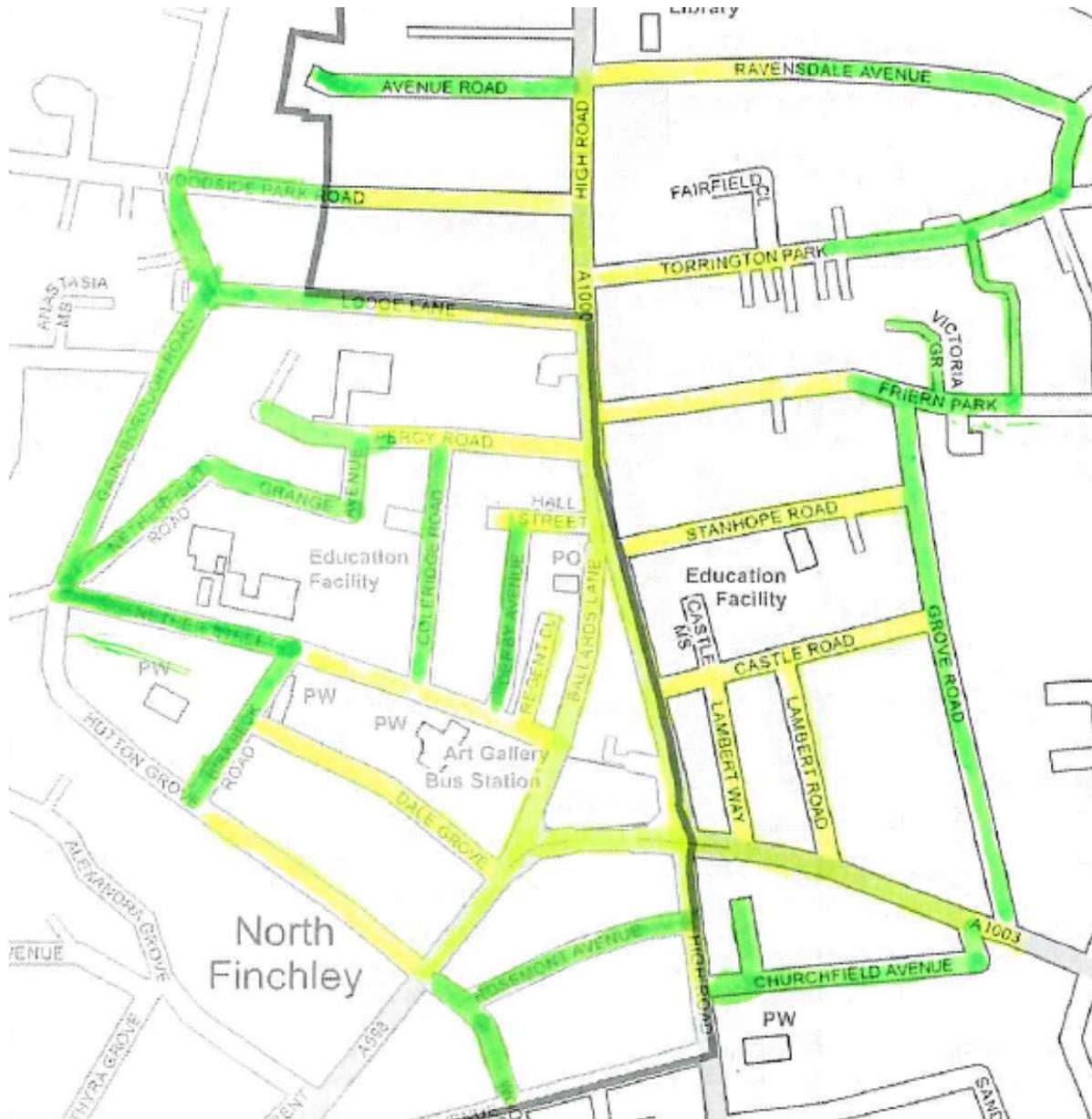
Figure 1: Golders Green Town Centre – Childs Hill Ward (gold zone – yellow, silver zone – green)



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# Street Cleansing Improvement Options

Figure 2: North Finchley Town Centre – Woodhouse Ward (gold zone – yellow, silver zone – green)



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