

	<p>Environment Committee</p> <p>14th July 2016</p>
<p style="text-align: right;">Title</p>	<p>Draft Street Cleansing Framework</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director - Environment</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Urgent</p>	<p>No</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Key</p>	<p>No</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix 1 – Street Cleansing Framework Appendix 2 – Street Cleansing Framework Action Plan Appendix 3 – Street Cleansing Additional Information</p>
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<p>Summary</p>
<p>The Council recognises that high quality cleansing services play a major role in ensuring Barnet is a desirable, prosperous and family friendly Borough. This report sets out the Council proposed new Street Cleansing Framework which has been developed to reflect the changing nature of the Borough and needs of residents and businesses. This Framework will also help to deliver the Environment Committee’s Commissioning Plan 2015/16 to 2019/20, by providing a structure for the development of cleansing services. It gives clarity of approach to Residents, Businesses, and Elected Members.</p>

<p>Recommendations</p>
<p>1. That the Environment Committee approves the adoption of the Street Cleansing Framework</p>
<p>2. That the Environment Committee approves the adoption of the associated Action Plan.</p>
<p>3. That the Environment Committee approves the most intense level of town centre cleaning be focused on the seven main town centres, agreed in the Entrepreneurial Barnet Strategy</p>

1. **WHY THIS REPORT IS NEEDED**

- 1.1 The Council has developed this Framework to support its approach to street cleansing and challenge the way our resources are used. It will enable the service to meet the needs and the future demands within the Borough, and ensure it meets the expectations of Residents, Businesses, visitors to the Borough and Elected Members
- 1.2 The Framework will enable the service to become more efficient, flexible and effective, through both scheduled work and in response to incidents and issues.

The Councils Responsibilities for Cleansing

- 1.3 The Council has a statutory duty under the Environmental Protection Act 1990 to keep relevant highways for which it is responsible, clean and clear of litter and refuse. In discharging this duty the council follows the guidelines identified in the Code of Practice on Litter and Refuse which sets out rectification times where cleanliness has fallen below the acceptable level.
- 1.4 The Council also has a statutory duty to keep land clean for which it has a direct responsibility to maintain (e.g. council car parks and open spaces). The standards of cleansing and rectification times for such areas are similar to these of the relevant public highways in the vicinity.
- 1.5 The Council does not have a responsibility to clean private land, land belonging to educational establishments, canal towpaths or land forming part of the railway network, although it does have powers to require land owners to clear litter and fly-tipping
- 1.6 There is no longer a national indicator for street cleansing performance following the closure of the Audit Commission; however the grading structure and monitoring criteria used to calculate the previous national indicators NI195 continues to be used by the Council to monitor the effectiveness of cleansing operations and to identify trends and fly-tipping hot-spots. The Councils current performance can be seen in 1.18.

Street Cleansing Framework Principles

- 1.7 The draft Street Cleansing Framework can be seen in Appendix 1.
- 1.8 There is an overwhelming recognition that the way streets and other public spaces are cleaned has an impact on every person who lives, works and visits the Borough of Barnet. The quality of the local environment, in particular the standard of street care and the maintenance of green spaces, is one of the main barometers used by the public to judge how well an area is being managed and its suitability as a place in which to live, work or visit.
- 1.9 While developing the Framework key areas such as performance, financial targets, best practice from around the UK and feedback from local members and business were taken into account. Alignment with current strategies such as the Municipal Recycling and Waste Strategy, Entrepreneurial Barnet, and the Parks and Open Spaces Strategy, as well as emerging working on

commercial waste transformation and environmental enforcement works streams.

- 2.1 Within the Entrepreneurial Barnet Strategy the Council has identified seven main town centres. In order to maximise the impact of council activity it is important that resources are effectively targeted to reflect the diverse nature and range of functions of different town centres, as well as their overall size and economic gravity in the local area. Entrepreneurial Barnet introduces a new category of “Main” town centre, to sit alongside the existing network of District and Local centres. These “Main” town centres are:

- Burnt Oak
- Chipping Barnet
- Cricklewood
- Edgware
- Finchley Church End
- Golders Green
- North Finchley

Cleansing in these locations needs to be reviewed and refocused to ensure that it is supporting the day and evening economics at these locations.

- 1.10 To successfully improve standards while meeting the budget commitments of the Medium Term Financial Plan (MTFP), a complete review of the way we deliver street cleansing services is necessary. The draft Street Cleansing Framework is designed to set out the approach and the principle for redesigning cleansing within the Borough, both strategically and more operationally.

- 1.11 The Framework sets out the Vision that the street cleansing within Barnet will maintain a clean street scene which:

- Supports Barnet’s town centres, ensuring they are clean, litter free and welcoming, supporting the day time and evening economies.
- Ensure residential streets are litter picked and swept to a good standard.
- Recycles over 50% of its waste
- Operates in an efficient, effective and responsive manner

To achieve this service will:

- Be ‘intelligence-led’ and data driven
- Engage with residents and businesses and enable individual and community participation
- Use technology and mechanisation to improve efficiency
- Follow, review, trial and implement best practice, and new ideas
- Enforce against those who continue to degrade Barnet’s Streetscene
- Promote the generation income for the service for private works

- 1.12 The Framework sets out six key principles about how the Street Cleansing service intends to develop and deliver an efficient and high quality cleansing service which is responsive to local needs and supports the Corporate Plans.:

- **Communications and Engagement**
- **Aligning Activities**

- **Flexible Resources**
- **Targeting Resources**
- **The Right Infrastructure**
- **Demand Management**

1.13 It is believed that the Framework will lead to a high quality street scene throughout the Borough.

Street Cleansing Framework Action Plan

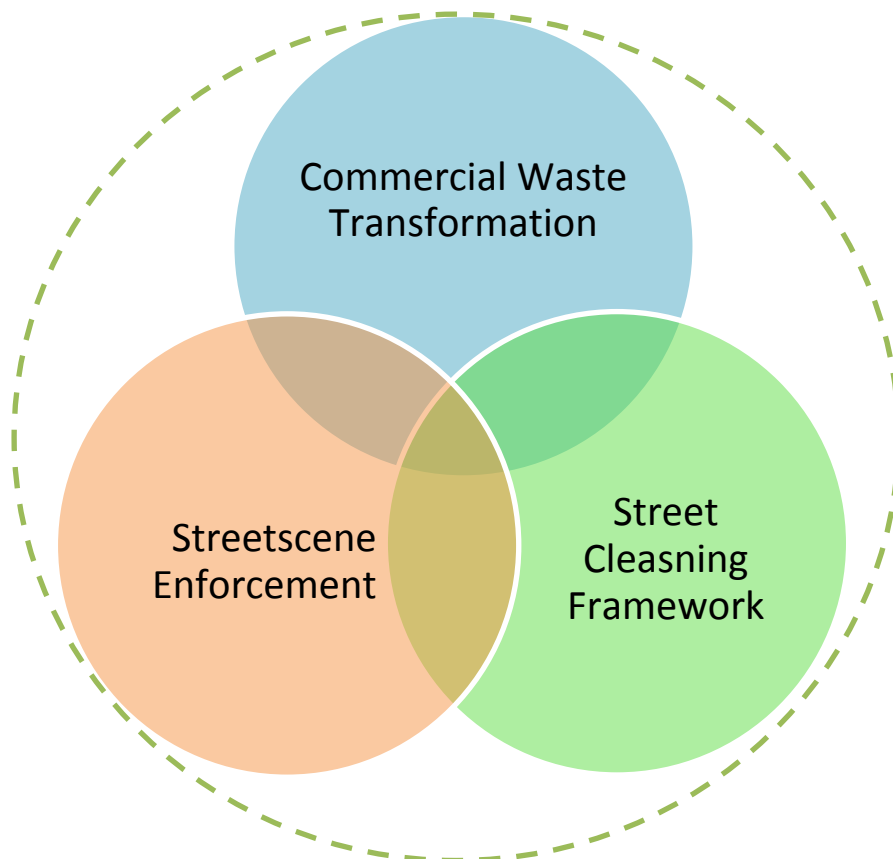
1.14 The Action Plan which accompanies the draft Street Cleansing Framework can be seen in Appendix 2.

1.15 The Action Plan identifies the short term actions which will delivered and developed over the next 15 months. Actions post October 2017 will be explored during the Alternative Delivery Model ADM process.

Links to Other Streetscene Projects

1.16 The Street Cleansing Framework sits alongside two other major Streetscene projects aimed at improving local environmental quality, while also meeting the objectives of the MTFP. In March 2016 Environment Committee approved both the transformation of the Commercial Waste Service and an improved Street Scene Enforcement.

1.17 If any of these projects are not implemented then it is likely to have a significant negative impact on the other areas, i.e. not implementing greater Streetscene enforcement would mean that greater resources would still be needed to tackle the clearing of flytipped waste rather than reducing the amount of waste flytipped



Current Cleansing Service and Targets

1.18 The current cleansing targets can be seen below:

Description	2013/14 Baseline	2014/15	2015/16	2016/17 Target	2019/20 Target
% unacceptable levels of litter	8%	2.67%	3.76%	3%	3%
% unacceptable levels of detritus	24.5%	9.17%	14%	10%	10%
% unacceptable graffiti	5%	1.5%	9.70%	1.50%	1%
% unacceptable fly-posting	2%	1.5%	3.98%	1.50%	1%
Percentage of residents who are satisfied with street cleaning	56%	53%	52%	58%	62% or London average

1.19 In 2014 the Street Scene Delivery Unit redesigned some of the cleansing methodology to achieve a £500,000 savings outlined within the Medium Term Financial Plan.

1.20 During the September Environment Committee, Members expressed concern that the Key Performance Indicator (KPI) reporting 2.67% unacceptable level of litter and 9.17% unacceptable level of detritus was not reflected in the complaints they were getting from residents or their own perception of the overall cleanliness of the borough.

1.21 To ensure that street cleansing monitoring is robust and can be benchmarked across neighbouring authorities, a refresher training programme was completed with Keep Britain Tidy (KBT). As an independent charity Keep Britain Tidy campaigns to improve the environment and fight for people's right to live and work in places of which they can be proud. Established 60 years ago, they work at the heart of businesses, government and the community to help people understand that what's good for the environment is also good for all. Further measures have been put in place to ensure that robust monitoring is maintained, including:

- All staffs who are surveyors attend a refresher course to ensure they are grading to the required standard.
- That supervisors do not carry out surveying in the areas which they oversee, but monitoring is rotated within the supervisory team; or carried out by another team with in street scene.
- That partnership arrangement with current Barnet services and partners or other local authorities are explored. Peer reviews could be helpful to ensure consistent challenge to keep standards high

- 1.22 On 10th November 2015 as part of the Medium Term Financial Plan (MTFP) Environment Committee approved a reduction of £750,000 in the budget allocated to Street Cleansing Service. The aim will be to deliver a reduction of £150,000 in 2016/17, and further £600,000 in 2017/18.

2. REASONS FOR RECOMMENDATIONS

- 2.1 **Recommendation 1** – It is recommended that the Environment Committee approves the adoption of the Street Cleansing Framework. This will provide a formal structure on which to build the Alternative Delivery Model (ADM) and improve the overall amenity of the Borough.
- 2.2 **Recommendation 2** - It is recommended that the Environment Committee approves the adoption of the Street Cleansing Framework Action Plan. This will provide a working plan to improve the overall amenity of the Borough, based on the new Street Cleansing Framework, over the next 12 months.
- 2.3 **Recommendation 3** - It is recommended that the Environment Committee approves the most intense level of town centre cleaning be focused on the seven main town centres, agreed in the Entrepreneurial Barnet Strategy. This will support the implementation of Entrepreneurial Barnet, and allow resources to be target these areas to support the day and evening economies.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 The alternative approach to achieving the savings commitments would be to continue with a piece-meal reduction in service operations. This approach was rejected as it is anticipated that it would lead to an i) increase in complaints, ii) a reduction in the quality of service and iii) an overall reduction in customer satisfaction which would impact on the reputation of the Council, and a potential disparity of service between wards.

4. POST DECISION IMPLEMENTATION

- 4.1 If the Committee is so minded to approve recommendations the new Street Cleansing Framework will form the strategic structure for the development of the future requirement with the ADM process. In addition, the Framework's link to the Street Scene Enforcement Policy will ensure residents, business and visitors to the Borough are supportive and compliant with the Council's vision to improve the overall amenity of the Borough

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2015-2020 is based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:

- Of opportunity, where people can further their quality of life
- Where people are helped to help themselves, recognising that prevention is better than cure

- Where responsibility is shared, fairly
- Where services are delivered efficiently to get value for money for the taxpayer

5.1.2 The Council's Corporate Plan sets the overall Framework for each of the Committee's individual Commissioning Plans. Whether the Plans are covering services for vulnerable residents or about universal services such as the environment and waste, there are a number of core and shared principles. Barnet Council's approach of fairness, responsibility and opportunity is articulated in the Corporate Plan 2020 to set out the Council's strategic priorities.

5.1.3 Having regard for the above the cleansing service will continue to maintain a focus on cost efficiency which can best be achieved by developing an 'intelligence-led' approach to deploying resources to match those periods during the day where footfall and therefore litter are at their peak, and by focusing on encouraging residents and visitors to change their behaviour in relation to littering and street cleanliness.

5.1.4 The Council's priorities include:

- Maintaining the green and pleasant nature of the borough by reducing the amount of litter and detritus to the lowest level in London.
- Using encouragement, behaviour change and, where necessary, enforcement to persuade litterers to not drop litter in the Borough, including chewing gum and dog fouling.
- High quality services maintained whilst reducing unit costs to the lowest amongst Barnet's statistical neighbours.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 **Finance & Value for Money:** One of the aims of the Street Cleaning Framework is to create a structure which will improve the overall amenity of the Borough. The Medium Term Financial Strategy (MTFS) requires savings of £150,000 in 2016/17, and a further £600,000 in 2017/18 from changes to street cleaning. It is anticipated that the framework outlined in this report will facilitate that level of saving. For information, the service would need to bear the cost of any redundancies. The current net revenue budget for 2016/17 is £3.397m.

5.2.2 **Procurement:** At this there are no implications.

5.2.3 **Staffing:** Staffing implications may arise from the restructuring of the service. Appropriate early consultation and engagement will be carried out with staff to ensure a smooth transition to the new service.

5.2.4 **Property:** At this there are no implications.

5.2.5 **IT:** None at this time.

5.2.6 **Sustainability:** The Street Cleaning Framework will aid the services becoming more efficient, and improve the sustainability of the borough

5.3 Social Value

5.3.1 Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. The street cleansing frame work will aid the cleansing in town centres helping underpin economic success. It will also help to improve local environmental quality, and support community engagement.

5.4 Legal and Constitutional References

5.4.1 Local authorities have a number of different statutory powers in relation to street cleaning, recycling and waste collection. The environmental Protection Act 1990 (as amended), the Controlled Waste Regulation 1992 (as amended) the London Local Authorities Acts 2007 (as amended). These acts set out the duty of the Local Authority to ensure that land in its area is kept clear of litter and refuse.

5.4.2 The Council's Constitution (Clause 15A, Responsibility for Functions, Annex A) sets out the terms of reference of the Environment Committee. This includes

- Commissioning parks and open spaces refuse and recycling, waste minimisation and street cleaning,
- Approve any non-statutory plan or strategy within the remit of the Committee that is not reserved to Full Council or Policy and Resources Committee.
- Approve fees and charges for those areas under the remit of the Committee

5.4.3 This matter is not reserved to Full Council or to the Policy and Resources Committee as the Constitution specifically allocates matters of this type to the Environment Committee.

5.5 Risk Management

5.5.1 The draft Street Cleansing Framework is built upon the assumption that budget reduction set to continue to the end of the decade and expectations and demand on local services will continue to increase.

5.5.2 There is a risk that not adopting the strategic approach outlined in the Framework document, cleansing operations will continue to diminish in line with reduced budgets, leading to deterioration in the overall amenity of the borough, which will have a detrimental impact on the reputation of the Council. This risk will be reduced further by carrying out regular reviews of the strategy and accompanying Action Plan.

5.6 Equalities and Diversity

5.6.1 The Corporate Plan 2015-2020 sets the Strategic Equalities Objective, which is: that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible before final decisions are made.

5.6.2 The draft Street Cleansing Framework has been reviewed against the protective characteristics groups under the 2010 Equality Act namely age, disability, ethnicity, gender, gender reassignment, marriage and civil partnerships religion and belief, sexual orientation and transgender. No specific impact has been found.

5.6.3 A number of proposals have been included in the Action Plan (Appendix 1) to this report. They result from a combination of education and enforcement activities and the redesign of operational services.

5.7 Consultation and Engagement

5.7.1 None in connection with this report.

6. BACKGROUND PAPERS

6.1 [Environment Committee March 2016 Papers](#) – including Commercial Waste Transformation and Street scene enforcement

6.2 [Environment Committee May 2016 Papers](#) – including Parks and Open Spaces Strategy, and Municipal Waste Management Strategy

6.3 [Entrepreneurial Barnet Strategy 2015-2020](#)