

	<h2>Environment Committee</h2> <h3>9 September 2020</h3>
Title	Street Cleansing Enhancement
Report of	Chairman of Environment Committee
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	Appendix One: Operational Area Descriptions
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Summary

Street cleansing is a key contributor to achieving the council's corporate priority of ensuring that Barnet is a pleasant, well maintained Borough that we protect and invest in.

The council recognised in June 2019 that more was needed to be done in Street Cleansing and an additional £500,000 was allocated to the team to increase its resource.

When the subscription garden waste service was approved for implementation, it was recognised that a successful introduction would allow the council to confirm the £500,000 per annum as a permanent investment and potentially enable further enhancements.

The new garden waste service has been well received. The very successful introduction means the initial £500,000 per annum is confirmed and an additional £600,000 per annum is now proposed to be added to the service. Together these should allow the enhancements described in the paper.

This report details plans to further enhance the council's street cleansing service through the implementation of a new area based operating model. The model will be based on three geographical areas with dedicated cleansing resource for each area supplemented with more specialist resources working on a borough wide basis e.g. graffiti removal teams.

This new operating model will provide both a schedule-based operation that will enhance the level of service provided and improve reactive services to incidents. Together the new services will improve the upkeep and maintenance of the public realm.

Officers Recommendations

- 1. That the Environment Committee notes the contents of the report and the further investment of £600,000 per annum in the service.**
- 2. That the Environment Committee endorses the Street Cleansing enhancements proposed and the implementation of an area based operating model.**
- 3. That the Environment Committee requests officers to report back in 12 months detailing the progress of full year benefit realisation from the proposed service enhancements.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report and the proposals contained within it, consolidate and deliver upon the work undertaken to review policies and practices in relation to Street Cleansing, initiated by a motion passed by Full Council on 29 January 2019
- 1.2 The report sets out proposals to restructure the Street Cleansing service, in order to permanently enhance the level of service provided, in support of the corporate priority to ensure *Barnet is a pleasant, well maintained Borough that we protect and invest in.*
- 1.3 The proposals build on improvement options reported to Environment Committee in June 2019 and details an area based operating model that will provide a scheduled based operation and an ability to react proactively to problems as they arise, which should improve levels of cleanliness for residents, visitors and businesses.
- 1.4 These plans deliver against the commitment made by Environment Committee at its meeting of 20 January 2020, to utilise income generated from a successful implementation of the council's subscribed garden waste collection service, to support the continuation of the initial £500,000 per annum into the Street Cleansing service. The success of the garden waste service also enables the further £600,000 per annum investment through these proposals in improving the cleanliness of the borough.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The proposed operating model for the Street Cleansing service is based on dedicated resource operating in three geographical areas, broadly based on the three area committees. It is recognised that this may need to be adapted if the new ward boundaries come into effect in 2022. A dedicated supervisor will be assigned to each of the three operational areas. These officers will act as the named point of contact for each area and will hold responsibility for the street cleansing operation within the area. A more detailed description of each area is provided at Appendix One.
- 2.2 The model will allow for a schedule-based operation and proactive response to incidents, with improved ability to manage the service, whilst facilitating a greater degree of ownership and accountability for the quality of services delivered within each area.

Reactive and ad-hoc service requests will be assigned by Supervisors to the most appropriate and best placed resource within their area.

- 2.3 The dedicated area resource will be supplemented by teams completing more specialist functions across the Borough e.g. alternate side cleansing, weed spraying, graffiti clearance, trunk road cleansing, a dedicated response team to deal with emergencies and a dedicated seasonal leaf clearance resource.

What will this mean for our customers?

- 2.4 **Residential Roads** - residential roads located outside of the town centres will receive the following level of service:

- Two scheduled deep cleanses per annum if required, incorporating footway sweeping, kerb line sweeping, litter and detritus removal and back lines where accessible (where the footway meets property boundaries e.g. boundary walls or garden fences etc.)
- Three and if necessary up to four weed scheduled spray treatments per annum
- Scheduled highway sweeping up to four times per annum
- Scheduled seasonal leaf clearance resource for those roads with highway trees over a 12-week period during autumnal leaf fall
- Dedicated fly-tip removal resource and pro-active monitoring as required
- Reactive graffiti removal resource and pro-active monitoring as required
- Reactive response resource to deal with any cleansing events that occur between scheduled activity e.g. debris from road traffic accidents, spillages etc.

- 2.5 Some residential roads within the borough are heavily parked throughout the day and require intervention to facilitate effective deep cleansing being completed. The council will look to utilise an alternate side cleansing model in these locations. This methodology was trialled as part of the recommendations approved by Environment Committee in June 2019. In summary, the council will communicate with residents living in identified roads to request that they move their vehicles from one side of their street on a given date. The council's resource will then undertake a deep cleanse of that side of the road. The other side of the road will be cleansed in the same manner on a separate date.

- 2.6 The operating model includes capacity to complete circa 350,000 metres of residential road per annum through the alternate side methodology. It is assumed that five roads (single sides) will be cleansed each day on average. The operation will include: a dedicated team of four manual operatives; a dedicated Hako sweeper; and a dedicated LGV sweeper.

- 2.7 The implementation of alternate side cleansing will include a review of residential roads in conjunction, with ward members to determine those to be included in the final schedule. This will be informed by the following parameters:

- Inability to effectively complete a thorough cleanse due to parked vehicles
- Proximity to a transport hub or heavily trafficked facility or location
- CPZ parking restrictions are in place.

- 2.8 These alternate side cleansing roads will also benefit from the following services:

- Three and if necessary up to four scheduled weed spray treatments per annum
 - Scheduled seasonal leaf clearance resource for those roads with highway trees over a 12-week period during autumnal leaf fall
 - Dedicated fly-tip removal resource and pro-active monitoring as required
 - Reactive graffiti removal resource and pro-active monitoring as required
 - Reactive response resource to deal with any cleansing events that occur between scheduled cleansing activity e.g. debris from road traffic accidents, spillages etc.
- 2.9 The council will be able to communicate cleansing frequencies for the scheduled elements of the service following the implementation of the area-based model.
- 2.10 **Town Centres** - There are seven primary town centres and fourteen secondary town centres located across the Borough.
- 2.11 The operating model proposes a dedicated Town Keeper for each primary town centre, who will be responsible for changing all street bins, pavement cleansing, use of a Glutton mechanised unit to clear front and back lines and manually cleansing problematic areas daily. Town Keepers will work to a seven-day schedule.
- 2.12 Primary town centres are configured as central “gold” areas that are cleansed on a daily frequency and “silver” periphery areas that are cleansed on a fortnightly basis. Town keepers are responsible for both gold and silver areas.
- 2.13 Each secondary town centre will be serviced by a street cleansing operative daily, Monday to Friday.
- 2.14 Eleven town centre crews, each consisting of a driver operative and one street cleansing operative, will support the street cleansing of the primary and secondary town centres and gold and silver areas located across the Borough. The crews will also remove bagged waste, litter pick and complete hot spot cleansing.
- 2.15 Primary town centres will also be serviced daily by a Hako mechanical sweeper, cleansing roads and pavements detailed in the town centre daily schedules. The schedule will also incorporate roads located in silver locations that are to be swept on a fortnightly frequency.
- 2.16 **Borough wide resources** - The proposed operating model incorporates several specialist teams that will undertake specific work tasks on a borough wide basis. These incorporate discrete work streams that need specialist equipment or specialist personnel and work tasks that will support elements of the area teams work programme.
- **Two trunk road crews**, consisting one driver operative and one street cleansing operative, dedicated to cleansing the pavement and verges of main arterial roads within the Borough (with a safety vehicle where needed). There is approximately 66,000 metres of trunk road within Barnet, and a fortnightly cleansing schedule is proposed.
 - A **midi mechanical sweeper** will support the residential crews and will follow the cleansing schedule for each area. A midi sweeper can sweep approximately 13.75 miles per day. Each operational area has an average residential road sweeping

requirement of approximately 250 miles. The midi sweeping schedule will facilitate a cycle of up to four times per year.

- Up to **four borough-wide weed spray treatments**. These will normally take place between March and October.
- **Two LGV sweepers** will follow a schedule to complete road sweeping throughout the borough. This also includes a small amount of single lane arterial road cleansing where the speed limit is 30mph. The sweeping schedule comprises approximately 100 miles of road to be swept. An LGV sweeper can complete circa. 62 miles per week. The sweeping schedule will facilitate weekly frequency.
- **Two graffiti teams** will work throughout the borough clearing graffiti, flyposting removal and anti-social deposit removal. This work is largely reactive to service requests and is not operated on a scheduled basis. The Graffiti team will also carry out cleansing within the town centres, including street furniture, spot cleansing and pavement washing, which will be carried out on a scheduled basis of six times per annum per primary town centre.
- **Dedicated response team**, to enable the service to carry out rapid or emergency response to dead animal removal, spillages road traffic accident debris clearance, or other street cleansing issues. Circa. 1,430 reactive work requests were received in 2019/20. This resource would work from 10:00 until 18:00 to allow for service provision beyond the operating hours of the core street cleansing resource.
- **Seasonal leafing team**, incorporating four teams of a driver and two operatives. Teams will be deployed to clear scheduled routes and locations. The model aligns with that rolled out in 2019/20. The leafing schedule will cover up to twelve weeks of leaf removal and cleansing activities.

2.17 The proposal includes provision for the completion of two independent **Cleanliness Surveys**, to facilitate robust performance management and validation of cleanliness standards achieved.

2.18 A £10,000 provision has been factored into the cost of the model to support future **Community Litter Pick** activity. This budget will be used to support the supply of equipment and personal protective equipment for volunteer and community groups wishing to participate in this initiative.

3. **ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

3.1 Continuation of the existing street cleansing model has been considered but not pursued, as this would not realise the opportunity to optimise the operation, increase productivity and improve cleansing levels within the Borough. This option would also not deliver against the commitments made by Environment Committee in respect of this service.

4. **POST DECISION IMPLEMENTATION**

4.1 An implementation plan has been developed for the new operating model. The recruitment and consultation process for the new Operations Manager and Supervisor role is currently live.

4.2 Operating schedules are currently being drafted for the main work streams in readiness for implementation. The fly-tipping teams have moved to an area based operating model and the graffiti teams are following newly developed schedules.

4.3 It is assumed that complete implementation will take approximately six months, with full benefit realisation taking circa 12 months post implementation.

5. IMPLICATIONS OF DECISION

Corporate Priorities and Performance

5.1 The Street Cleansing restructure and associated service enhancements support the council's corporate Plan, Barnet 2024, priority of '*Barnet being a pleasant, well maintained borough that we protect and invest in*'.

5.2 The restructure is included within the Street Scene delivery plan for 2020/21 to 2023/24. The implementation phase will be managed and monitored as a discrete project. Performance management indicators for the service will be utilised by the service manager and will be monitored on a monthly basis by the Street Scene Leadership Team.

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

5.3 **Finance and Value for Money:** Environment Committee approved the introduction of the subscribed garden waste service at its meeting of 20 January 2020. The committee report detailed an underlying principle for the recommendations made as being to facilitate additional investment in street cleansing improvements.

5.4 A consequence of the successful introduction of the subscription-based garden waste service, is the need to offer a solution for those customers who have filled their green bins with garden waste but do not wish to purchase a subscription and do not want to retain their bin for future use. The incorporation of a £10 fee for a one-off green bin emptying and removal service into the charges previously agreed for the garden waste service by the Environment Committee, has been approved by way of delegated powers report by the Interim Executive Director, Environment in consultation with the Chairman of the committee.

5.5 **Procurement:** A procurement process will be undertaken for the additional vehicles required to support the proposed new operating model. The proposal has been developed on the principle of utilising existing fleet wherever possible, but seeking to optimise how the assets are used, to maximise productivity.

5.6 Table one details the small number of additional vehicles required to support this model. It is possible that the estimated capital cost of approximately £320,000 (subject to any change due to vehicle specification and prices at the time of procurement) associated with these vehicles could be accommodated within the existing Street Scene Fleet capital budget. It is proposed that additional vehicles be hired until the procurement process is complete in order to allow the implementation of the model to proceed.

Vehicle	Number
Midi Sweeper	1
7.5t Caged Tipper	1
3.5t Caged Tipper	5

- 5.7 **Staffing:** The Street Cleansing establishment prior to the £500,000 additional investment in 2018/19 was 77 FTE. The establishment increased to 97 FTE following this investment. The Street Cleansing establishment for this proposal is 115 FTE. The new operating model includes provision to cover annual leave, or any potential staff absence to ensure service continuity.
- 5.8 **Property:** The new operating model seeks to utilise several existing council owned assets as local tipping and refilling points for the fleet of Hako small mechanical sweeper units. This approach will reduce non-productive travel time to tip and will facilitate productivity gains.
- 5.9 **IT:** Street cleansing work processes and service data will be incorporated into the new Street Scene works data system (Agile), once implemented. It is envisaged that this will enable productivity gains within the back-office support functions for the service.
- 5.10 **Sustainability:** The use of localised tipping points for the Hako small mechanical sweeper operation will reduce travel times and fuel use.

Social Value

- 5.11 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. The street cleansing restructure and service enhancements will improve the public realm and help encourage customers, visitors and businesses to the Borough. This will assist with the council's efforts to assist economic recovery post COVID and future economic success.

Legal and Constitutional References

- 5.12 Local authorities have a number of different statutory powers and responsibilities 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 for which it is responsible is kept clear of litter and refuse.
- 5.13 Council Constitution (Article 7, Committees, Forums, Working Groups and Partnerships) sets out the responsible body and their functions. For the Environment Committee it's functions include: *Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health*".

Risk Management

- 5.14 The implementation of the new operating model is being managed as a discrete project and is subject to normal project governance arrangements. This incorporates a project risk register and issues log that is regularly reviewed and updated by the project board.

Equalities and Diversity

- 5.15 Equality and diversity issues are a mandatory consideration in the decision making of the council. The Equality Act 2010 and the Public-Sector Equality Duty requires elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken

into consideration the impact, if any, on any protected group and what mitigating factors can be put in place.

- 5.16 This is set out in the councils Equalities Policy together with our strategic Equalities objective – as set out in the corporate plan – that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to the best value principles.

Corporate Parenting

- 5.17 Not applicable.

Consultation and Engagement

- 5.18 Street Cleansing Operations Managers and Supervisors have been engaged in the development of the proposed operating model. Supervisors have also been engaged in drafting the operational schedules for the service functions.

- 5.19 The Chairman and Vice Chairman of the Environment Committee have been briefed and engaged with the development of the proposed operating model as it has progressed.

Insight

- 5.20 This proposal has been informed by the learnings and intelligence arising from the trials undertaken as part of the initial additional £500,000 invested in the service e.g. alternate side cleansing trial.

- 5.21 The model has also been informed by manufacturer and actual productivity and demand data, particularly for the development of new operational schedules.

6 BACKGROUND PAPERS

- 6.1 Environment Committee – 20 January 2020

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=695&MId=9909&Ver=4>

- 6.2 Environment Committee – 04 June 2019

<https://barnet.moderngov.co.uk/documents/s52775/Street%20Cleansing%20Improvment%20Options%20Final.pdf>

- 6.3 Environment Committee – 14 March 2019

<https://barnet.moderngov.co.uk/documents/s51581/Motion%20form%20Full%20Council%20-%20Street%20Cleansing%20Review.pdf>