IMPROVEMENT PLAN – STREET CLEANING BEST VALUE REVIEW **APPENDIX 2**

Aim	**To improve the performance of the gully cleaning service.**						
Objective	**To meet the annual target for the number of gullies scheduled to be cleaned to the required quality.**						
What needs improving?	**How will it be improved?**	**What resources will be required including financial resources?**	**Target including timescale**	**Performance indicator**	**Responsible officer**	**Reference**	**Progress against action and outcomes**
Number of gullies cleaned within annual programme	Commercial Services to submit a detailed service improvement plan, for agreement and implementation by end February 2002.	None. Current contract has agreed costs.	Service to be meeting monthly cleaning targets by February 2002 and to complete agreed annual cycle (pro-rata) to required quality and cost.	• % of annual programme completed within timescale. • Number of public complaints per annum. • Number of reported flooding incidents due to blocked gullies. • Unit cost of cleaning gullies to specified frequencies	Waste Management Officer (Operations)	Section 8.2.4 in Best Value Report.	New contract let to Commercial Services in March 2003. Programme now being delivered within prescribed timescales Level of public complaint and reports of flooding incidents fallen by 58% in 2003 compared to 2002

	Include gully cleaning service within current street cleaning contract upon expiry of current contract if not performing to required frequencies, quality and cost.	Need to assess the future cost of providing the required service level through adequate resources for the service	Current contract expires on 11 September 2002.		Waste Manager		Service will be included in the new Street Cleansing Contract which will commence in February 2005.

Monitoring How will improvements be monitored?	Through submission of required daily and weekly monitoring sheets from contractor and through routine contract management meetings.
Public outcome	Fewer flooding incidents due to blocked road gullies.

Aim	**To change the current street cleaning service approach from one where cleaning frequencies are specified to one where cleanliness levels are maintained.**
Objective	**To ensure that public areas are cleaned when necessary and maintained to the required standards.**

What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
The rigid specification of cleaning public areas by frequency regardless of their cleaning needs.	Redevelop the current service specification to one where output standards are specified and cleanliness levels maintained using the TBG methodology.	To be assessed in light of pilot study	To have identified a trial area for this approach and implemented proposals by April 2002, subject to the extension of the current street cleaning service.	• Levels of public satisfaction • % of highways of a high standard of cleanliness • Response time to fly-tipping • Number of enhanced cleaning areas.	Waste Management Officer (Operations)	Section 6.2.5 in Best Value Report.	Following trials with the Cleansing Contractor (Onyx UK) it has been found difficult to control cleanliness on a purely responsive approach. In addition there is a public expectation that streets are cleaned to some minimum routine frequency. The specification has been amended to reduce some base frequencies where conditions permit coupled with increased use of mobile crews to areas where needs arises. The number of Hot Spot Enhancement areas has been increased, since the review, from 140 to 232 locations
	Implement a trial of this revised working method to determine overall levels of resources required to assist with budgeting and specification of future contract.				Waste Manager		

Monitoring How will improvements be monitored?	Quarterly monitoring of performance indicators. Routine contract management meetings.
Public outcome	Higher overall cleanliness levels and faster response times to littering problems

Aim **Objective**	**To integrate more waste management functions to provide a more seamless service.** **To adopt a service grouping for the above pilot study and the main contract, which includes, street cleaning, gully cleaning, other cleaning, recycling and education/enforcement functions.**						
What needs improving?	**How will it be improved?**	**What resources will be required including financial resources?**	**Target including timescale**	**Performance indicator**	**Responsible officer**	**Reference**	**Progress against action and outcomes**
Public and employee perception of disjointed service delivery across the Council.	Include other Council controlled areas in with cleaning contract to ensure that all areas are attended to at same time	Opportunity exists for a reduction in costs for other departments by co-ordinating cleaning through existing contract.	Contact other departments etc. by end February 2002.	• Public satisfaction with street cleaning service • Staff survey results • Numbers of public complaints and reports	Waste Manager	Section 4.3 in Best Value Report.	Limited progress due to long term absence of Waste Manager. Discussions now in progress with Commercial Services, Estates and Derby Homes to include relevant land areas in the street cleansing contract tender preparation process
	Council's client organisation to integrate highways and waste management functions towards a 'Street Care' approach to service delivery	Can be undertaken within existing resources.	To integrate inspection functions, subject to agreement with employees, Unions etc. by end of 2002.		Head of Street Care and Waste Management	Sections 6.4.7 & 8.2.7 in Best Value Report.	Proposals prepared to introduce integrated highways and waste inspections, on a phased basis. Staff yet to be formally consulted

	Increased use of IT to improve response times	Additional computer equipment, DCD’s and links	All inspectors to be using DCD’s by end 2002.	Response times to deal with complaints	Head of Street Care and Waste Management	Section 7.2.16 in Best Value Report	Discussions have taken place with Onyx for the integration of IT inspection systems to improve speed of communication and reduce paperwork. Ongoing process.
	Introduce new ‘fast response’ team in the street cleaning service to deal with issues like bus shelter cleaning, graffiti removal, fly-posting, street sign and furniture cleaning, gum removal etc.	Annual cost of new service approx. £40,000. To be joint funded from existing budgets of services covered.	To introduce a ‘fast response’ cleaning team by April 2002.	Response time to deal with ancillary cleaning reports.	Waste Manager	Section 8.2.5.6 in Best Value Report	Service now in operation
Monitoring How will improvements be monitored?	Quarterly monitoring of performance indicators. E-government targets and action plan within Section’s Business Plan.						
Public outcome	Better response times to reports and complaints. ‘One Stop’ approach to ‘Street Care’ services.						

Aim **Objective**	**To be more responsive to local/neighbourhood needs through 'Street Care' services.** **To better integrate and involve local people in the environmental problems and solutions for their community.**						
What needs improving?	**How will it be improved?**	**What resources will be required including financial resources?**	**Target including timescale**	**Performance indicator**	**Responsible officer**	**Reference**	**Progress against action and outcomes**
Overall levels of litter and rubbish deposition in specific areas of the city.	Deliver street cleaning and allied services on a neighbourhood basis rather than as a part of a citywide approach.	Pilot study in conjunction with street cleaning pilot will identify additional costs etc. Service to be linked with Council's neighbourhood renewal programmes and funding.	Identify pilot area by March 2002. Implement pilot in April 2002 in conjunction with new service specification approach	Tonnage of street sweepings collected. Number of fly-tipping reports. Public satisfaction surveys.	Waste Manager	Section 8.2.2 in Best Value Report.	NEAT Team operational in Derwent Area Dedicated team deals with cleansing issues, tipping, hedge trimming etc. Proposal in 2004/05 to incorporate a garden clearance service. Funding available until 2006 Continuation options to be considered in Autumn 2004
Monitoring How will improvements be monitored?	Routine project monitoring meetings. Performance indicator reports. Links with Area Panels etc.						

Public outcome	Cleaner local areas. More control over service delivery and direction by local community. Increased satisfaction level. Regeneration of local areas.

Aim **Objective**	**To facilitate further integration of waste management services in line with the National Waste Strategy** **Deliver service improvement pilot schemes in a way that does not adversely affect cleanliness levels in other parts of the city but helps to deliver a more integrated service.**						
What needs improving?	**How will it be improved?**	**What resources will be required including financial resources?**	**Target including timescale**	**Performance indicator**	**Responsible officer**	**Reference**	**Progress against action and outcomes**
Many complementary waste management services need to be more closely integrated to provide a seamless service.	Extend current Street Cleaning Contract to be co-terminal with refuse collection and waste disposal contracts on 28 February 2005.	None. Any cost implications will result from implementation of pilot scheme results.	Current contract expires on 11 September 2002.	Longer term service improvements	Head of Street Care and Waste Management	Section 8.2.3.4 in Best Value Report.	Current street cleaning contract has now been extended to be co-terminal with other waste management contracts on 28 February 2005. New Street Cleansing contract tender now in preparation.
Monitoring How will improvements be monitored?							
Public outcome	Provision of complementary ‘Street Care’ services.						

Aim	**For the service to contribute towards the Council's waste management targets.**						
Objective	**To recycle, compost and recover value from street cleaning waste.**						
What needs improving?	**How will it be improved?**	**What resources will be required including financial resources?**	**Target including timescale**	**Performance indicator**	**Responsible officer**	**Reference**	**Progress against action and outcomes**
Council's waste recycling, composting and recovery rates.	Undertake trial in city centre to assess amounts of street cleaning litter that can be recycled.	None	By end March 2002	• Production of litter waste composition analysis. • Recycling Rate • Composting Rate • Recovery Rate • Landfill Rate	Waste Manager	Section 8.2.6 in Best Value Report.	Trial undertaken showing an average of around 33% of litterbin waste as potentially recyclable. Means not yet established to recover recyclables in cost effective manner.
	Ensure that all leaf clearance waste is composted.	None	End of Autumn season each year.		Waste Management Officer (Operations)	Section 8.2.6 in Best Value Report.	Arrangements completed with waste disposal contractor to provide a segregated area for deposit of leaf material for composting.

	If Brightstar plant is developed, ensure all street cleaning waste (except street sweepings) are delivered to this plant for treatment.	None. Should show a slight cost saving per tonne of waste delivered over current landfill costs.	Commencing January 2003		Waste Management Officer (Operations)	Section 8.2.6 in Best Value Report.	Brightstar plant development likely to be delayed to end of 2004 at the earliest.
Monitoring How will improvements be monitored?	Routine performance indicator production. Annual returns to DEFRA.						
Public outcome	Increase in City's recycling, composting and waste recovery rates.						

Aim **Objective**	**To improve the current litterbin service of provision and maintenance.**						
What needs improving?	**How will it be improved?**	**What resources will be required including financial resources?**	**Target including timescale**	**Performance indicator**	**Responsible officer**	**Reference**	**Progress against action and outcomes**
Effectiveness of current litter bin provision and maintenance	Undertake a detailed review of all current stock and produce policy guidance for future provision and maintenance.	Contained within current resources.	Produce draft guidance by end March 2002.		Waste Management Officer (Strategy)	Section 8.1.15 in Best Value Report.	Guidelines now produced and implemented.
	Undertake review of current bin usage and make recommendations for relocation, resizing, removing etc.	Contained within current resources		% of bins of inadequate capacity. % of bins with minimal usage.	Waste Management Officer (Strategy)	Section 8.1.16 in Best Value Report.	Survey/review completed and new sites identified. 67 new litter bins provided during 2003/04. Another 35 litter bins to be provided in 2004/05
	Increase the ratio of litterbins per 10,000 population in line with PI in 8.1.17.	Finance to be sought through sponsorship schemes and better use of current budget allocations.	Improvement targets over next 5 years	No. of bins per 10,000 population.	Waste Management Officer (Strategy)	Section 8.1.15 in Best Value Report.	Target for year 1 to install an extra 44 litterbins, compared to actual provision of 67 bins. Financed through revenue budget partnership working and Area panels.

Monitoring How will improvements be monitored?	Daily and weekly feedback sheets from litterbin servicing crews. Quarterly PI reporting.
Public outcome	Higher levels of satisfaction with litter bin service. Less litter on ground. Less incidences of overflowing litter bins.