

STREET CLEANING BEST VALUE REVIEW – IMPROVEMENT PLAN PROGRESS REPORT

Report of Director of Development & Cultural Services

SUMMARY OF REPORT

1. The Council Cabinet is asked to consider the progress made to date on the service improvement plan that was approved following the Best Value Review of Street Cleaning Services.

PROPOSED ACTIONS

- 2.1 To consider the progress report on the Street Cleaning Best Value Review Service Improvement Plan.
- 2.2 To receive a separate report at a future meeting on the progress made on the gully cleaning service, with proposals for future contractual arrangements.

MATTER FOR CONSIDERATION

- 3.1 A review of street cleaning services was undertaken in 2001. This review covered not only the main street cleaning service which is currently provided through a contract with Onyx (UK) Ltd, but also included the Council's in-house gully cleaning service, as well as ancillary functions like litter bins, weed treatment and graffiti management.
- 3.2 A comprehensive consultation process identified the key areas of concern and the review concentrated on these areas so that the overall service may be improved.
- 3.3 On the conclusion of the review, a report was submitted to Members giving full details of the process, conclusions and recommendations.
- 3.4 A Service Improvement Plan was also produced and it is the progress made to date on the implementation of the improvement plan which is addressed in this report.
- 3.5 Appendix 1 to this report contains the approved Service Improvement Plan with full details of progress to date.

FINANCIAL IMPLICATIONS

- 4.1 The £40,000 annual cost of providing a 'Fast Response Team', can be contained within current revenue provision.
- 4.2 The cost of additional litter bins within the City can be contained within current revenue provision.

LEGAL IMPLICATIONS

5. None directly arising from this report.

PERSONNEL IMPLICATIONS

6. The implications of a move towards a more integrated 'Street Care' service will be dealt with as part of the corporate restructuring exercise.

ENVIRONMENTAL IMPLICATIONS

7. The implication of this improvement plan should improve the general environment for residents of the City by tackling areas of public concern over certain aspects of current environmental services.

EQUALITIES IMPLICATIONS

8. None directly arising from this report.

Background Papers:
Street Cleaning Services Best Value Review Report (November 2001)
Service Improvement Plan (November 2001)

IMPROVEMENT PLAN – STREET CLEANING BEST VALUE REVIEW

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.	<ul style="list-style-type: none"> • % of annual programme completed within timescale. • Number of public complaints per annum. • Number of reported flooding incidents due to blocked 	Waste Management Officer (Operations)	Section 8.2.4 in Best Value Report.	<p>Service currently in advance of programme for non-strategic route cleaning. Quality and unit cost now within acceptable limits.</p> <p>Service still behind schedule for strategic route cleaning. Proposals being submitted to undertake this work.</p> <p>No recorded change in public complaint levels, but no extreme weather during recent monitoring period.</p>

	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.	to blocked gullies. <ul style="list-style-type: none"> • Unit cost of cleaning gullies to specified frequencies 	Waste Manager		Assessment of overall service to be made in August 2002, with subsequent report to Cabinet on options for future service provision.
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 Objective	<p>To change the current street cleaning service approach from one where cleaning frequencies are specified to one where cleanliness levels are maintained.</p> <p>To ensure that public areas are cleaned when necessary and maintained to the required standards.</p>						
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
<p>The rigid specification of cleaning public areas by frequency regardless of their cleaning needs.</p>	<p>Redevelop the current service specification to one where output standards are specified and cleanliness levels maintained using the TBG methodology.</p>	<p>To be assessed in light of pilot study</p>	<p>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.</p>	<ul style="list-style-type: none"> • Levels of public satisfaction • % of highways of a high standard of cleanliness • Response time to fly-tipping • Number of enhanced cleaning areas. 	<p>Waste Management Officer (Operations)</p>	<p>Section 6.2.5 in Best Value Report.</p>	<p>Trial undertaken in 3 areas of city. Initial results indicate that 6 & 8 weekly frequency cleaning can be amended without compromising standards.</p> <p>4 weekly cleaning areas less encouraging and further studies being undertaken between July & October 2002.</p>
	<p>Implement a trial of this revised working method to determine overall levels of resources required to assist with budgeting and specification of future contract.</p>				<p>Waste Manager</p>		

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	<p>To integrate more waste management functions to provide a more seamless service.</p> <p>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.</p>						
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.	<ul style="list-style-type: none"> • Public satisfaction with street cleaning service • Staff survey results • Numbers of public complaints and reports 	Waste Manager	Section 4.3 in Best Value Report.	Estates division to include non-highway housing related areas within service contract. Talks ongoing with Housing for similar approach.
	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.		Principal Maintenance & Waste Management Engineer	Sections 6.4.7 & 8.2.7 in Best Value Report.	Proposal is being progressed through the current corporate restructuring exercise. Proposal will also involve structuring services around area panel areas.

	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	Principal Maintenance & Waste Management Engineer	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.
	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	Order now placed for new vehicle. In the interim period a substitute vehicle has been made available to allow work sampling to take place so a programme may be devised, prior to the launch of the new service.
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	To be more responsive to local/neighbourhood needs through 'Street Care' services.						
Objective	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.	Initial meetings held with Derwent NDC officers and Housing Managers. Meeting scheduled for 4 July 2002 with local community representatives. Visit to Bristol's 'Project Pathfinder' to be organised for Derwent NDC personnel.
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	<p>To facilitate further integration of waste management services in line with the National Waste Strategy</p> <p>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.</p>						
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	Principal Maintenance & Waste Management Engineer	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.
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	<ul style="list-style-type: none"> • Production of litter waste composition analysis. • Recycling Rate • Composting Rate • Recovery Rate • Landfill Rate 	Waste Manager	Section 8.2.6 in Best Value Report.	<p>Trial undertaken showing an average of around 33% of litterbin waste as potentially recyclable.</p> <p>Investigations ongoing as to how this waste might be recovered at an affordable cost.</p>
	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 made 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 operation now likely to be delayed to later in 2003.
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	To improve the current litterbin service of provision and maintenance.						
Objective							
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.	Proposals report to be submitted to Members in July 2002. Report will cover siting criteria, details of the survey and the reintroduction of sponsored litterbins.
	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. Minimal under/over capacity issues. Recommendations mainly concerning maintenance issues.
	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. 26 new bins sited/to be sited to date. Costs financed through revenue budget and partnership working.

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.