



Service Design Proposal

Street Cleansing

1. What is the recommendation?

The Council should create a targeted, intelligence driven and collaborative internal Street Cleansing Service. The new service should have clear standards and accountability, and be cheaper and more cost effective.

2. Why is this proposal recommended?

If Barking and Dagenham is to become the destination of choice within London, it is vital the borough looks the best it possibly can. The visible signs of poorly maintained areas or unregulated behaviour, such as fly tipping, graffiti, litter and detritus have an impact on people's decisions on where to live, where to set up a business or where to invest. There have been concerns expressed about the cleanliness of the borough and about failing standards. This proposal is aimed at identifying and improving the Street Cleansing Service's contribution to this.

Whilst internal inspection scores for the Street Cleansing Service show good performance on all indicators there is no independent verification of these scores. Furthermore, current services are largely schedule based and not fully tailored to the specific problems of different areas. Therefore, new systems need to be introduced to establish standards and identify problems.

The service, working with others, could do more (working with enforcement and other services) to ensure that residents, tenants, visitors and traders play their part in keeping the borough clean.

3. What does the future service look like?

Clever and informed - with the data intelligence ability to flex and change the service as the area and cleansing issues change. This will be supported by the use of technology to report and make changes quickly.

Productive and effective - with clear standards, targets, accountability, vehicle tracking and quality control. The service will be designed differentially on need and will keep the borough cleaner as a result.

Smart - with clean and smart uniforms, equipment and vehicles.

Collaborative - The Street Cleansing Service will work with all other related services with a potential to contribute to ensuring the borough is clean (such as enforcement, housing, parks, regeneration, etc.) to maximise results. The community and traders will play their part in improving standards in the public realm

Customer and technologically savvy - using social media to post before and after and responding quickly to comments and complaints. There will be the ability to report issues for all these services online/by phone easily.

4. What will the service deliver?

- Independently verified cleanliness scores
- Clear standards and performance and problem solving reports pinpointing cleanliness hot spots, issues and solutions
- A comprehensive service covering all public land including housing caretaking

- A collaborative way of working with all other relevant services
- A communications campaign to promote a cleaner borough and civic pride
- An enhanced customer connection and more access via social media

5. What are the constituent parts?

- Borough wide environment data and intelligence
- A clean borough problem solving forum
- Street Cleansing Service
- Fly tipping service
- Litter Bins
- Bulky Waste Caretaking service
- Joint work with enforcement, waste, highways, regeneration, parks, traders, private land owners etc.
- Residents and businesses
- Communications

6. What will be different for the customer?

The borough will be cleaner with less litter on streets and fewer fly tips. Public land will be cleaned to an agreed and published standard. Different areas will get different frequency cleans - they will get the clean they need - but some areas will have higher frequencies, others less. Problem areas will be tackled more quickly and more imaginatively by a wider range of services working together.

The public will notice service staff/operatives more as a result of their clean smart logoed high-vis uniforms and vehicles.

The public will be aware of publicity/campaigns around cleanliness issues and enforcement for littering. This will include the possibility of receiving a fine for enviro-crime and the public will see officers issuing fines, as set out in the enforcement service design proposal.

It will be possible to report more and get feedback from the web and call centre, though an enhanced Customer Service offer.

7. What will need to change in the service(s)?

- The approach to quality control, supervision, collation and use of data and intelligence will be toughened and enhanced.
- There will be a complete back to basics redesign of all routes based on the data and intelligence reports - combined with the knowledge of the staff and managers - to design routes and frequencies based on need and priority
- Cleansing regimes may change to consider whether litter picking and sweeping are always combined or can be separated
- There will be greater productivity expectations of the workforce and of supervisors

- There will be greater joint working and collective problem solving between services including appropriate participation by front line staff and managers in enforcement activity
- There will be enhanced expectation of quality and cleanliness in terms of uniform and vehicles
- There will be a merger between street cleaning and housing caretaking services.

8. What will be the impact on the workforce?

The changes to street cleansing include the deletion of management posts and reintroduction of supervisors to create a saving of £60k, with a further £170k saving arising from a restructure of street cleansing roles. There will also be integration with the housing caretaking workforce with further savings and a review of staff numbers as a result.

Staff will be required to play an active but commensurate role in reporting enviro-crime and collating evidence.

9. When will the changes take effect?

- 1-3 months to reorganize grounds maintenance staff
- 6-9 months to re-route dependent on available expertise and there being clarity on the position with respect to housing caretaking
- 3 months for the beginnings of more imaginative problem solving with other services
- 1 year from decision to change employment terms where required
- 18-month lead in for externalisation, if a decision were taken to test the market at a later stage
- If employment terms are changed this may disrupt the introduction of beat and route changes

10. When will customer outcomes be seen?

Revised routing approach could be visible within 6 months and problem solving solutions witnessed from 3 months onwards.

11. What savings will be made from the changes?

- Staff savings of up to £169k come from terms and conditions changes
- There is a further saving of £60k from management and supervision changes and further savings from the consolidation of the street and caretaking services

12. When will the savings be realised?

Savings will be realised from 2016/17 onwards.

