



**APSE South & South West
Environmental Services Advisory Group
Service Focus: Street Cleansing**

Monday 8th October 2012

Local Government House, Smiths Square, London



Eastleigh Borough Council Street Cleansing Service

Paul Naylor
Streetscene Manager

UK's best performing street cleansing service 2011 – how did we do it?

- The background
- Staff
- Training
- Staff morale

| NI195 | 2008/9 | 2009/10 |
|--------------------|---------------|----------------|
| LITTER | 18% | 5% |
| DETRITUS | 32% | 12% |
| GRAFFITI | 3% | 2% |
| FLY POSTING | 3% | 1% |

Bringing Services Together

- Street Cleansing and Grounds Maintenance review started August 2009
- The overall aim: deliver service improvements, reduce costs
- Staff workshops – review of methods, equipment, allocation of resources, training records & needs, management and staffing structure
- Talks held with all staff – managers, operatives and admin staff
- Identified the options
- Reworked the budgets
- Formal staff consultation on proposed structure
- New role profiles



Implementing the change

- The new structure
- Resistance to change
- Training for staff – managers, operatives and admin staff
- Trial new equipment – operatives involved in choice
- Talking to Managers, operatives and admin staff
- Informing Members and other Officers

Localised working

- Eastleigh Borough is split up into five local areas
- Dedicated staff in each area – staff take complete ownership
- More important they take pride in their area
- Each area has a dedicated teamleader who can and will make decisions on priorities
- Simple message to all staff – if they see it needs doing, then do it
- Staff are seen as a part of the local community – they talk to residents, councillors, PCSO's and other agencies

lessons learnt

- Don't assume Managers or Supervisors fully understand the change required
- Don't assume the Managers or Supervisors have bought into the change
- Don't over complicate things
- When contemplating changes, it may be worth looking to the past, not every change is a change for the better!

Successes,

- Restructuring is only a small part of the process, real improvement in service delivery comes from the staff
- Staff have to be involved
- Morale has improved
- Sickness levels have reduced
- Complaints have significantly reduced and compliments have increased

| NI195 | 2008/9 | 2009/10 | 2010/11 |
|-------------|--------|---------|---------|
| LITTER | 18% | 5% | 2% |
| DETRITUS | 32% | 12% | 1% |
| GRAFFITI | 3% | 2% | 0% |
| FLY POSTING | 3% | 1% | 0.5% |



The Challenges Ahead

- Sustaining the improvements
- Managing expectations
- Succession planning
- Remaining a top performer
- Delivering further efficiencies

Measuring how we are doing

- Performance Networks
- PI 03 - Cost of cleansing service per household
- PI 39 - Community / customer surveys undertaken
- PI 37b - NI 195 percentage of sites surveyed
- PI 17 - Community consultation and quality assurance
- PI 18 - Human resources and people management
- PI 22a - Staff absence (all staff)
- PI 40 - Percentage of street cleansing budget allocated to education
- PI 43 - Percentage of street cleansing waste that is recycled



QUESTIONS

The Green Heart of Essex

A presentation to

**APSE South & South West
Environmental Services Advisory Group**

by

Roslyn A. Alam

Marketing & Communications Officer

01376 552525 ros.alam@braintree.gov.uk

Monday 8th October 2012



It's sometimes easy to forget what a beautiful corner of Essex we live in, with its many villages, market towns and river valleys.



The Green Heart of Essex's ambition was to make our District one of the cleanest and greenest in the UK

by

- Encouraging, partners, residents and businesses to get involved
- &
- Implementing a joined up cross council approach to service delivery
- Launched Green Heart programme in June 2010



The 7 Pillars

Cleaner

Greener

Enforcing

Branding

Campaigning

Involving

Protecting

A Cleaner District

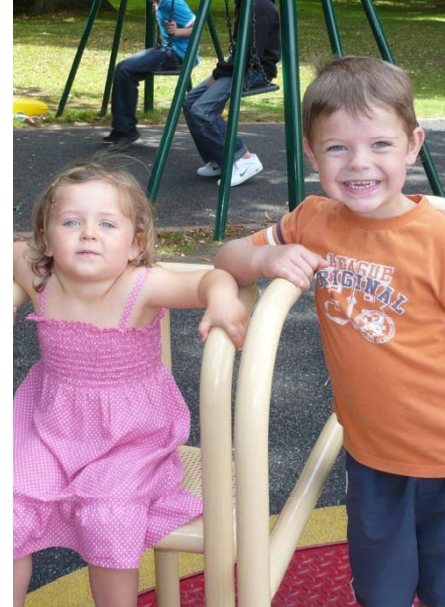
We introduced:

- Extending cleaner hours – litter dealt with promptly
- A barrow beat operative in each of the town centres – delighted residents, hundreds of compliments
- Increased cleaning on strategic routes – improving image perception
- More bins installed – enabling the customer easy access



A Greener District

- 6 refurbished play areas
- A host of golden daffodils
- 900 native trees and 70 Jubilee Oaks
- 10 roundabouts landscaped
- 1,000 bee and butterfly plants
- Recycling rate hit 60%



Enforcing

- A larger team of Officers
- Cross council working
- Targeting grot spots
- Working hand in hand with Communications
- Methods of reporting made easier for the public
- 581 FPNs issued since start of GH programme



Branding

- Vehicle fleet, uniforms, street furniture e.g. litter bins carry Green Heart brand
- Web-site dedicated GreenHeartofEssex – over 30,000 visitors
- Social networks
 - Facebook 647 regulars
 - Twitter 1,714



Campaigning

HATE LITTER?
see it-report it

A new improved service giving you the power to act if you see litter, fly-tips, dog fouling, graffiti or any other environmental nuisance.



Here's how

- Call 01376 552525
- Text 07797 803203 text your name, postcode, house number & the problem
- Email greenheart@braintree.gov.uk
- Online www.braintree.gov.uk/greenheart
- Twitter tweet @greenheartessex
- Facebook Green Heart of Essex



Pick it up
...or someone else will

pick up your dogs poo or face a fine of up to £1000



GREEN HEART CAMPAIGN PACK
working with you to keep your town clean



don't be a DIRTY CHUCKER

BIN YOUR LITTER OR FACE A £75 FINE



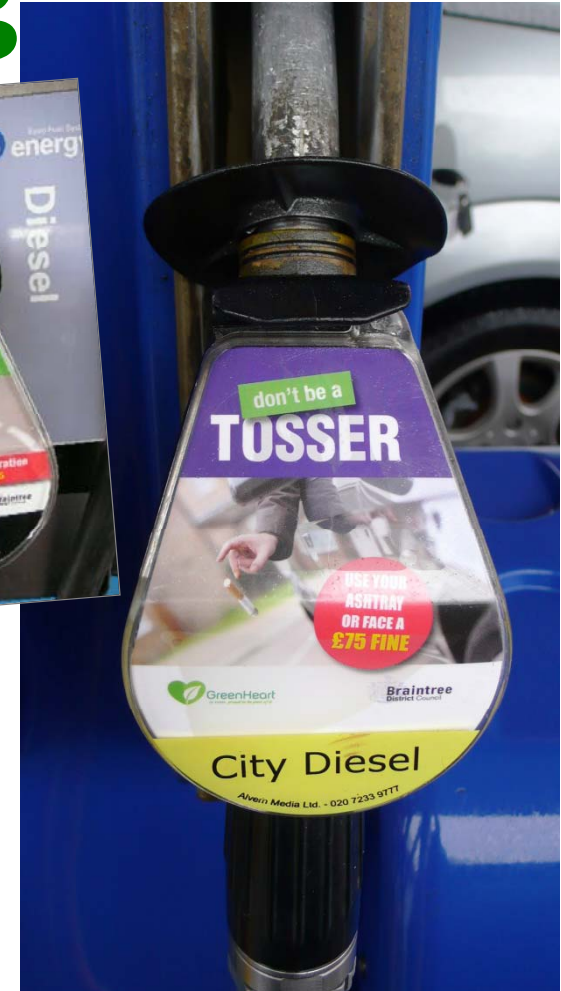
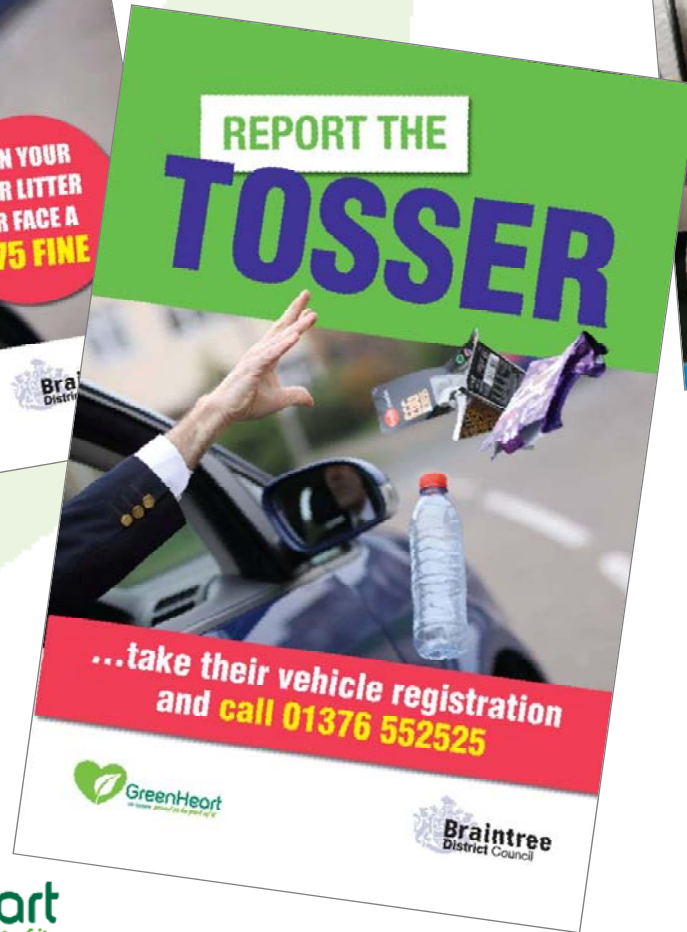
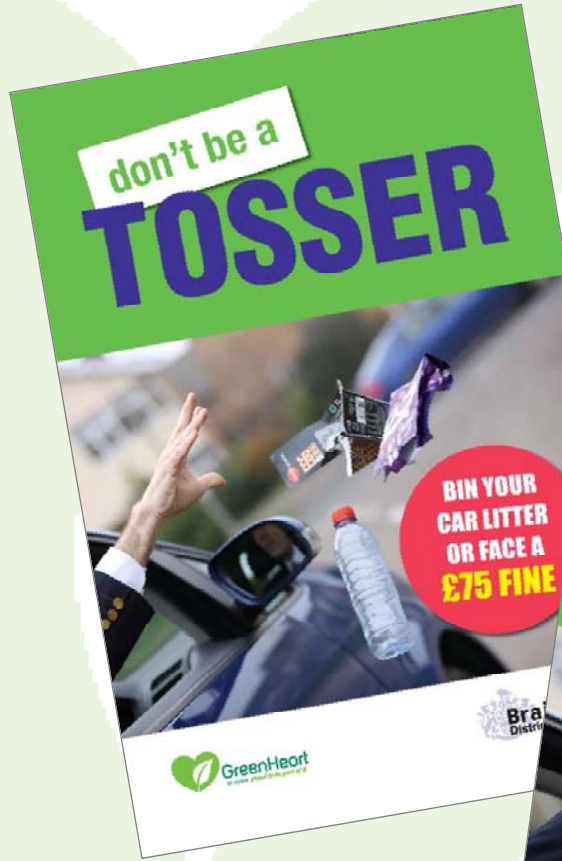
IS YOUR BUTT WORTH £75?



Campaigning



Campaigning



Campaigning



2 x 48 sheet posters over duration estimated delivery over 150,000 OTS

Involving – Communities



- **Public engagement** – Volunteers and Community Groups
- **Partners** – allowed to extend scope and achieve better outcomes
 - Essex Police
 - Greenfields Housing Association
 - Neighbouring Authorities

Involving - Schools



Green Heart Local Awards

- Funded 5 School projects to turn an area in school into something for future generations to use

The Cleanest School

- The Council saw a 85% improvement in litter outside the school grounds

Involving - Businesses



Galleys Corner Partnership

- Formed by BDC and businesses such as McDonalds, KFC.
- Late night enforcement
- Staff reporting litter offenders
- CCTV vehicle recognition
- Campaigning and educating

Protecting



Weekly Food Waste Service

- In September 2011 weekly food waste collection introduced to 40,000 homes
- Recycling rate hit 60%
- On September 24 2012 – a further 16,500 properties included onto the scheme



A lesson learnt

Working together

Internal



External



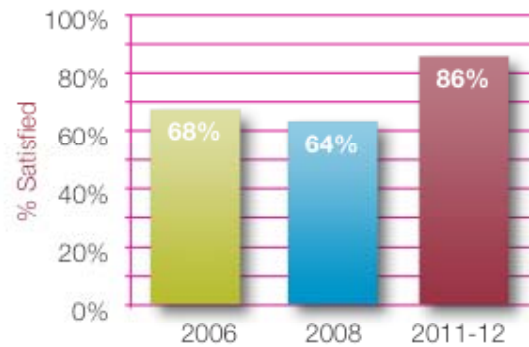
A lesson learnt 'People Power'

- Empowering the people makes a big difference
- Make it easy for them to get involved
- After success of 'Report the Tossler' now introduced format into forthcoming Dog Fouling campaign

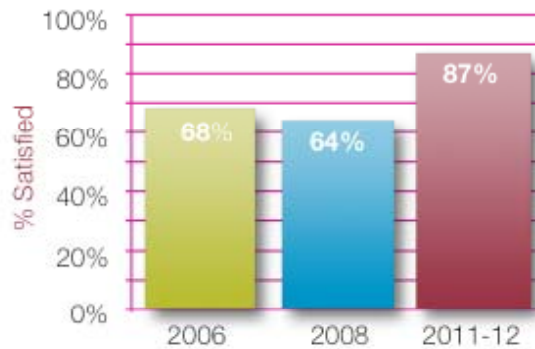
Successes

Residents Satisfaction improved

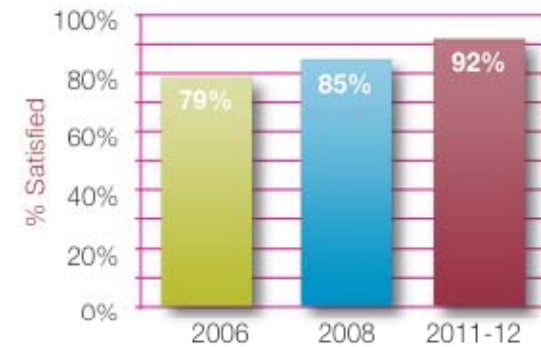
- **Parks and Open Spaces**



- **Keeping public land clear of litter & refuse**



- **The area as a place to live**



National recognition

- The Galleys Corner project won the Innovation Award and Overall Winner in the 2011 Keep Britain Tidy Awards
- The Green Heart of Essex campaign reached the finals in the prestigious Municipal Journal Awards in the category 'Delivering better outcomes' and runner up in the 'Changing behaviour' category at the 2012 Keep Britain Tidy Awards.



The Way Forward

Many initiatives of the Green Heart programme are now embedded within everyday work programmes, e.g. barrow beat, cleaning schedules, enforcement

The Way Forward

Continue to build on our existing relationships with schools, parish councils, businesses and our volunteers and work with them to keep the District clean.



The Way Forward

One off projects including, improving the appearance of the key gateways, providing an orchard and allotments at Southview School and Halstead River Walk pathway.





Proud to be part of it!





APSE State of the Market 2012 – Street Cleansing and Refuse Collection

Mark Bramah, Assistant Chief
Executive

State of the Market 2012

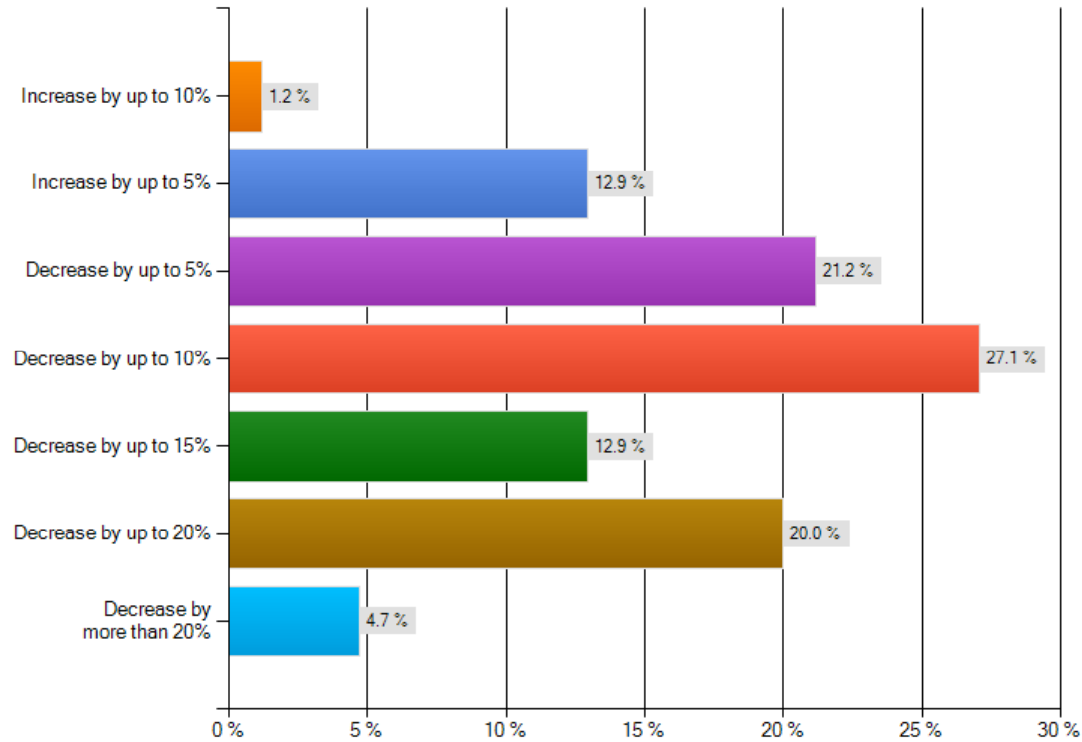


- Street cleansing survey – 87 responses
- Conducted January/February 2012
- Last conducted in 2009 and 2011
- Refuse collection survey – 109 responses
- Conducted April/May 2012
- Last conducted in 2008 and 2011

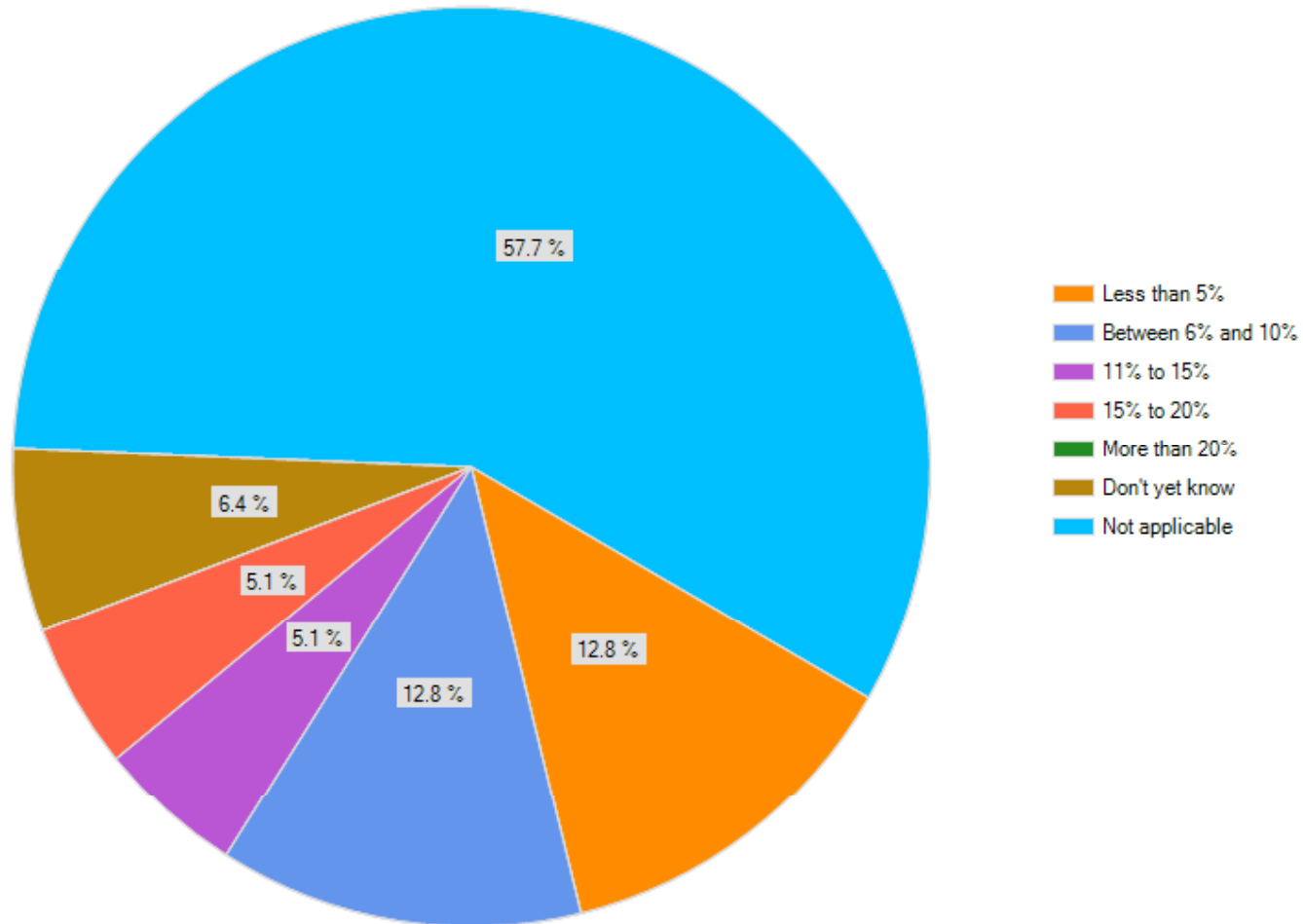
Street cleansing - economy



What is your expectation of the level of funding in your service budget in the coming five years?



Street cleansing



Standards of cleanliness



How have these changed over the past year?

- 40% - increased
- 41% - stayed the same
- 19% - decreased

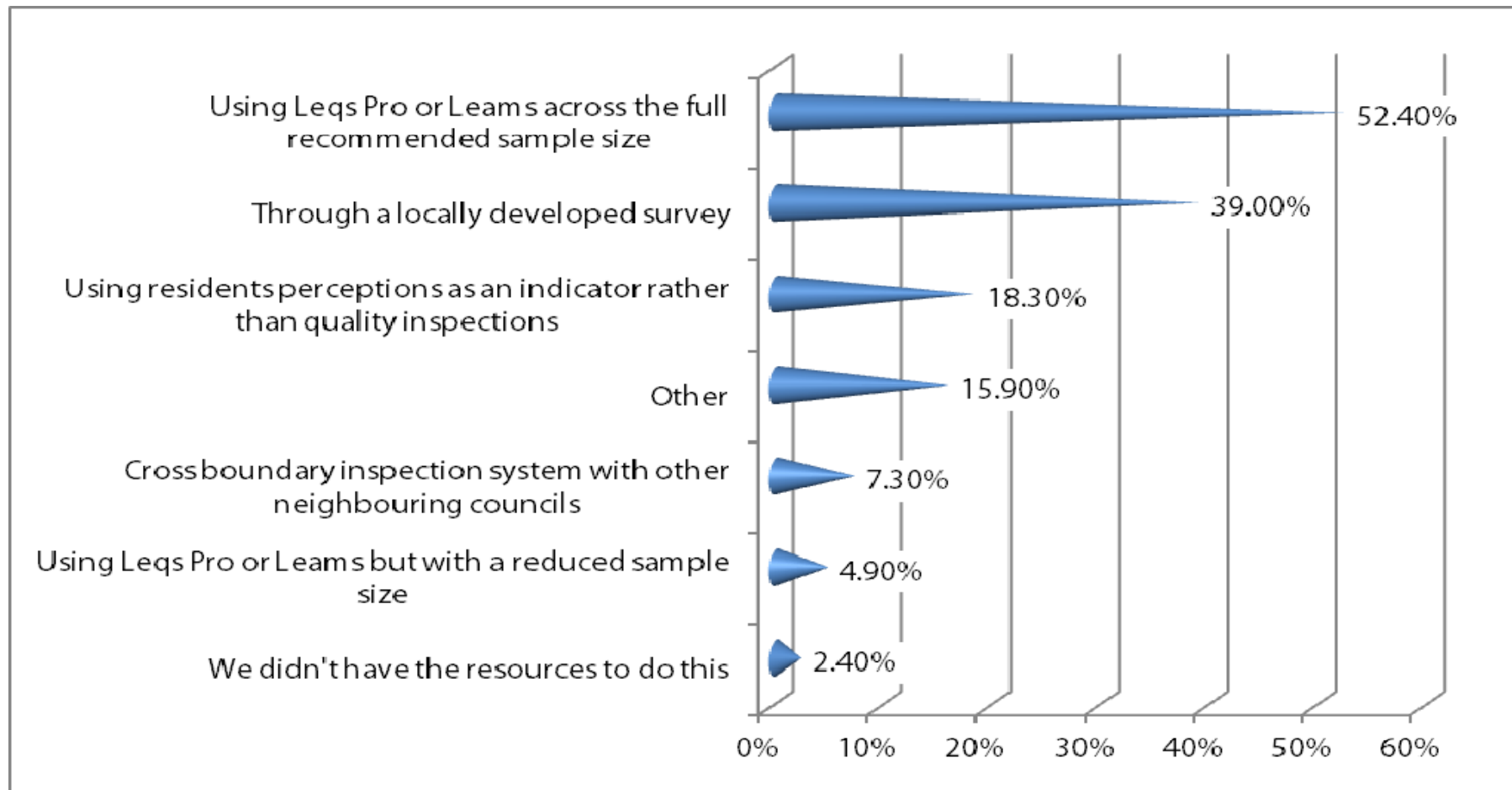
What do you expect over the next year?

- 30% - increase
- 44% - stay the same
- 26% - decrease

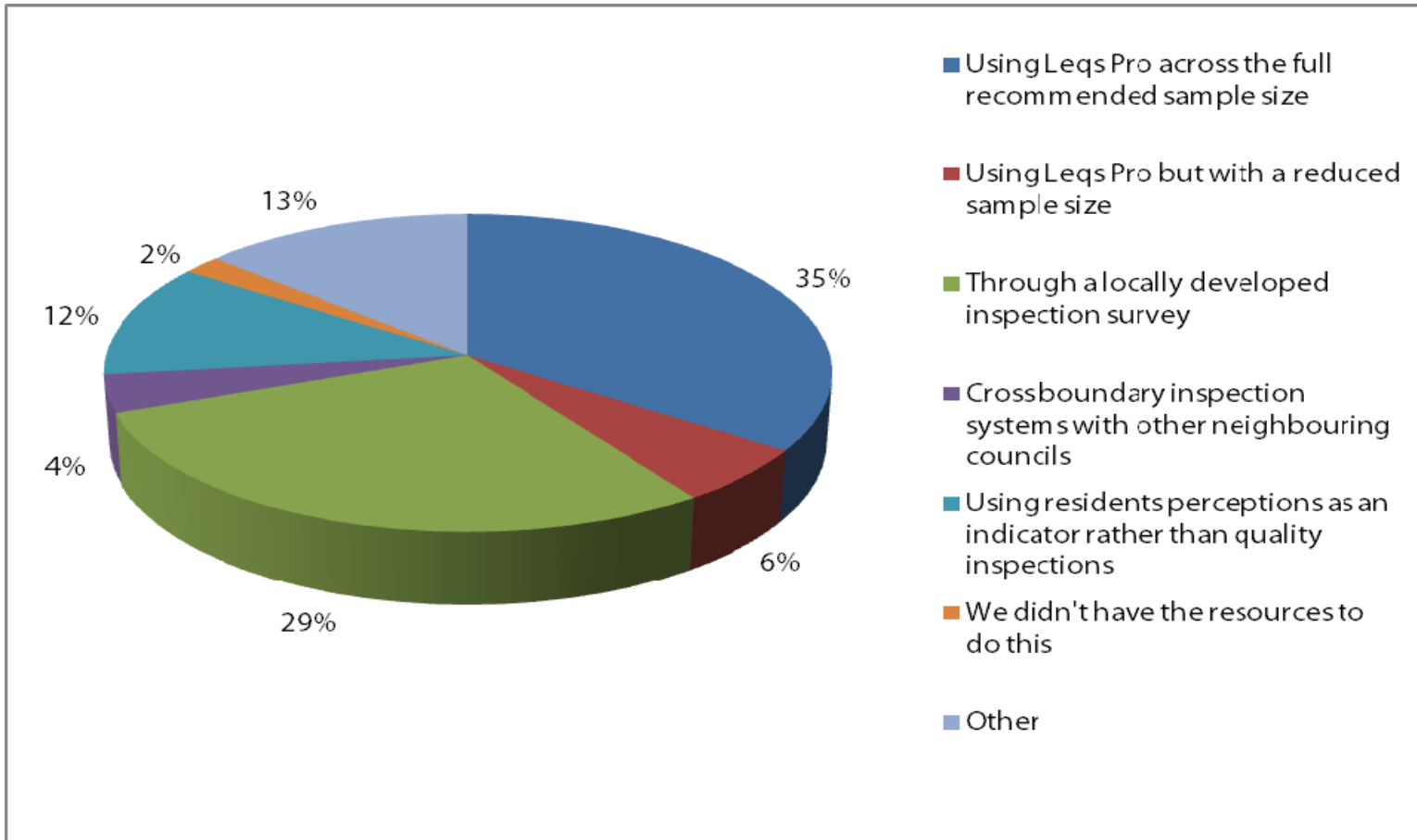
Standards of cleanliness



How street cleanliness quality was measured in 2011-12:



With the demise of NI 195: England only



Standards of cleanliness



Who carried out the surveys?

- 76% - done by officers within their own local authority and within their service/department.

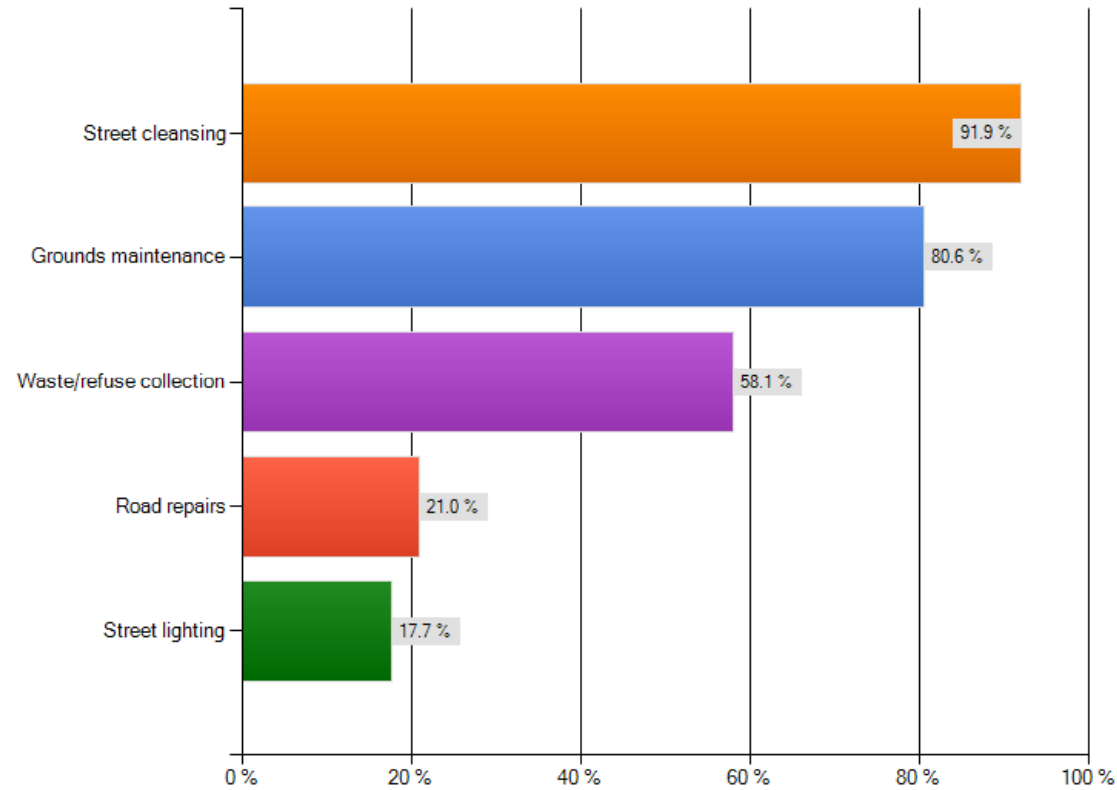
How do you intend to measure street cleanliness quality next year?

- Reduction in councils intending to use Leqs Pro or Leams across the full recommended sample size (from 52% to 46%)
- Increase in those using a locally developed survey (from 39% to 45%)
- Increase in those using residents perceptions (from 18% to 22%)
- Increase in those who intend to use officers from their own local authority and within their own service/department to carry out these surveys (84%).

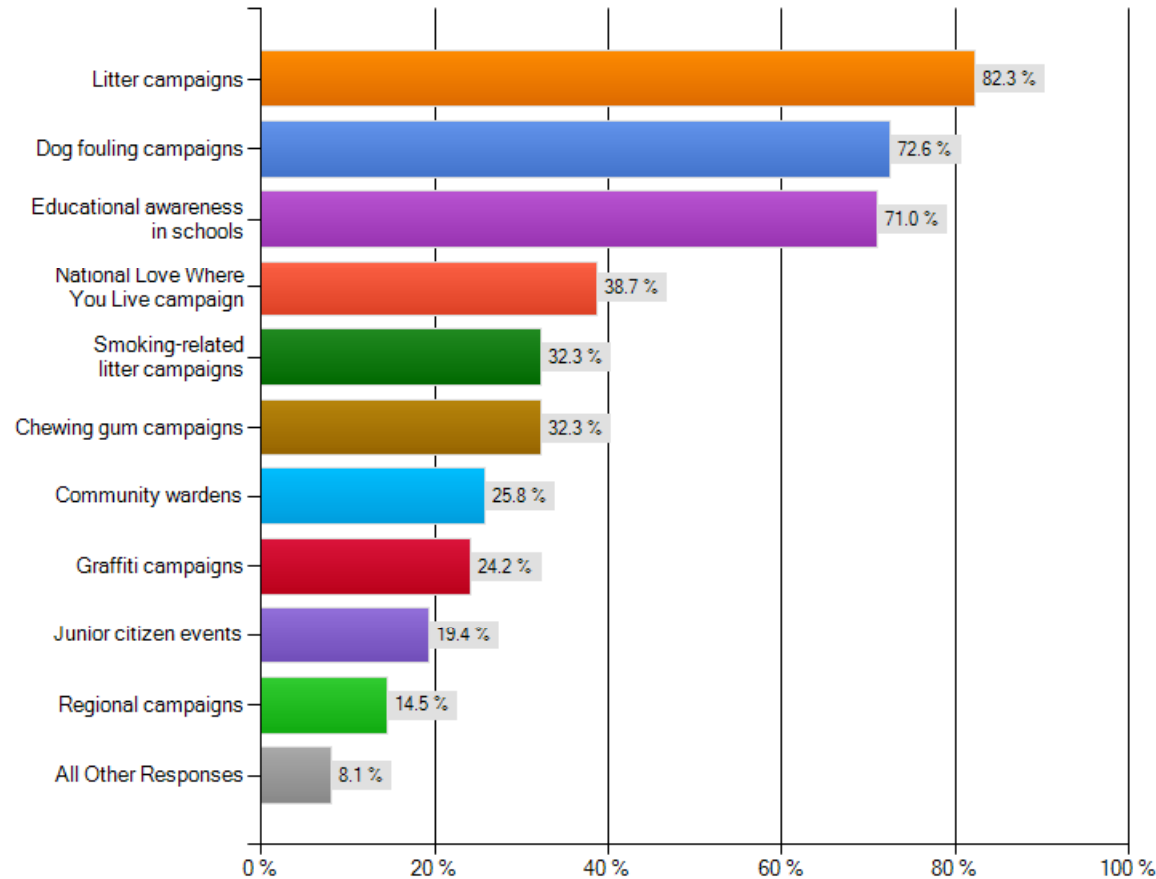
Street Scene



If yes, which services are jointly managed within your street scene department?



- 85% stated that they have area-based teams
- 88.5% managed their street cleansing services in-house.
- 82% are planning education campaigns in the next 2 years

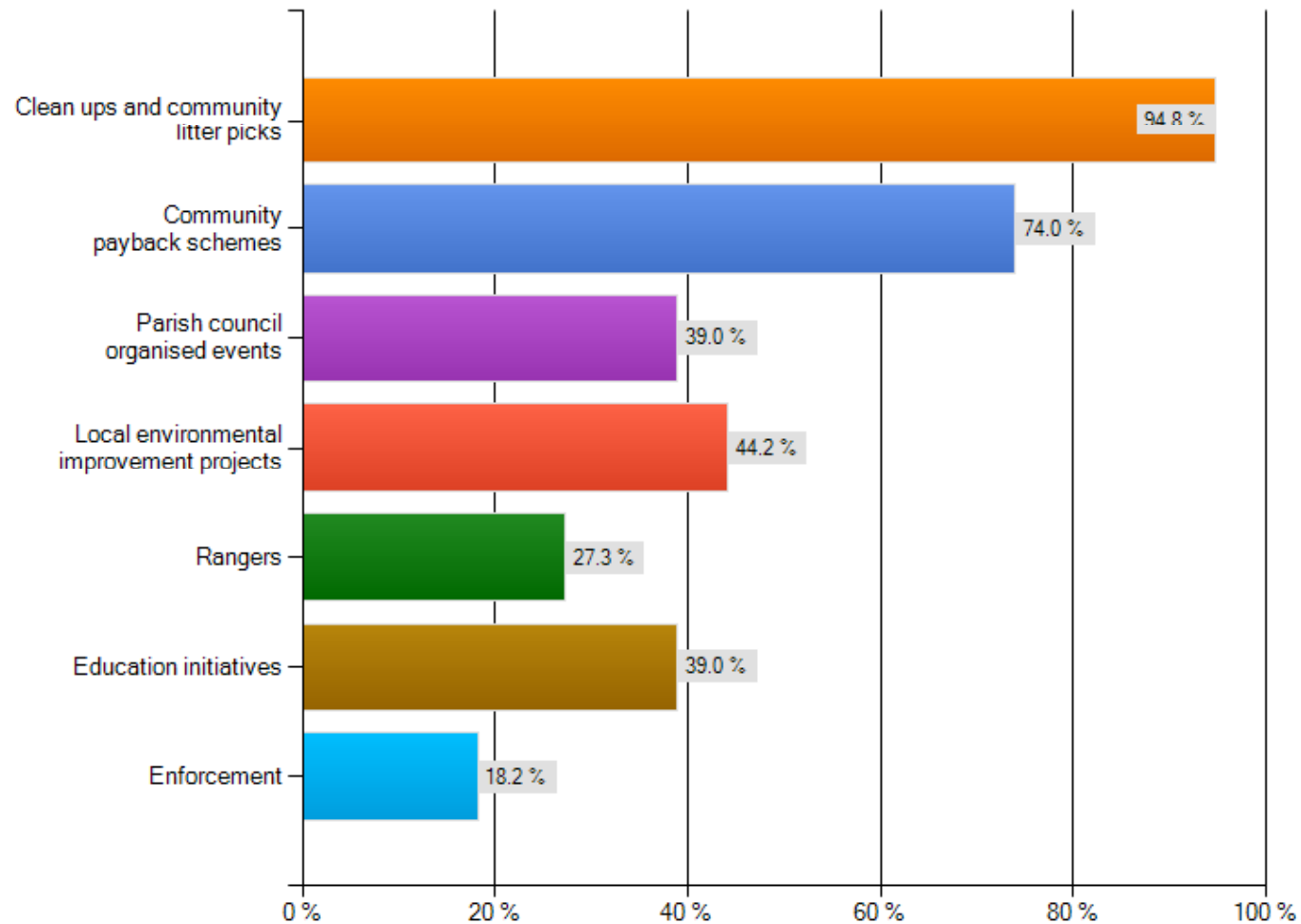


- 65% of respondents thought that there will be an increase in enforcement/notices issued in the next 2-3 years, increase from 51% in 2011

Use of volunteers



How are volunteers involved in the street cleansing service?

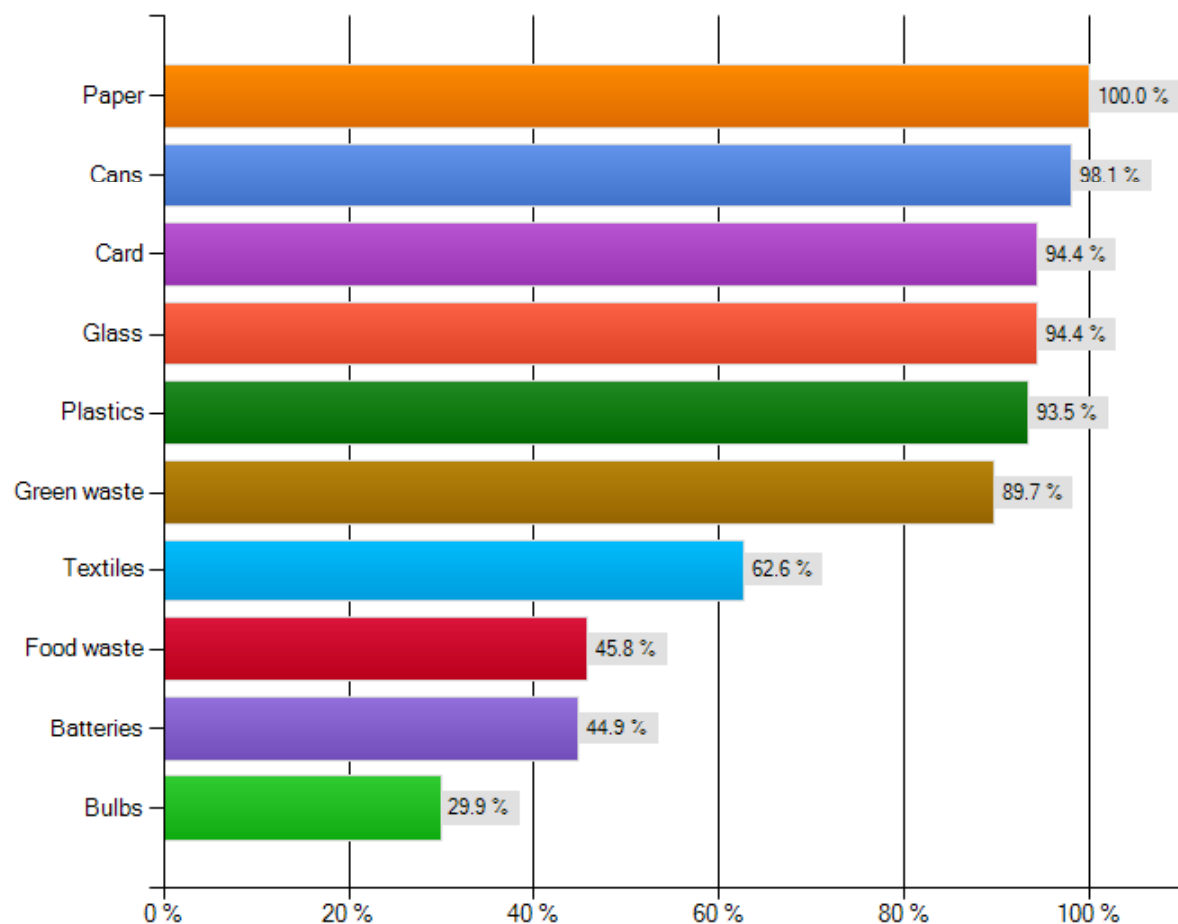


What are you reviewing?

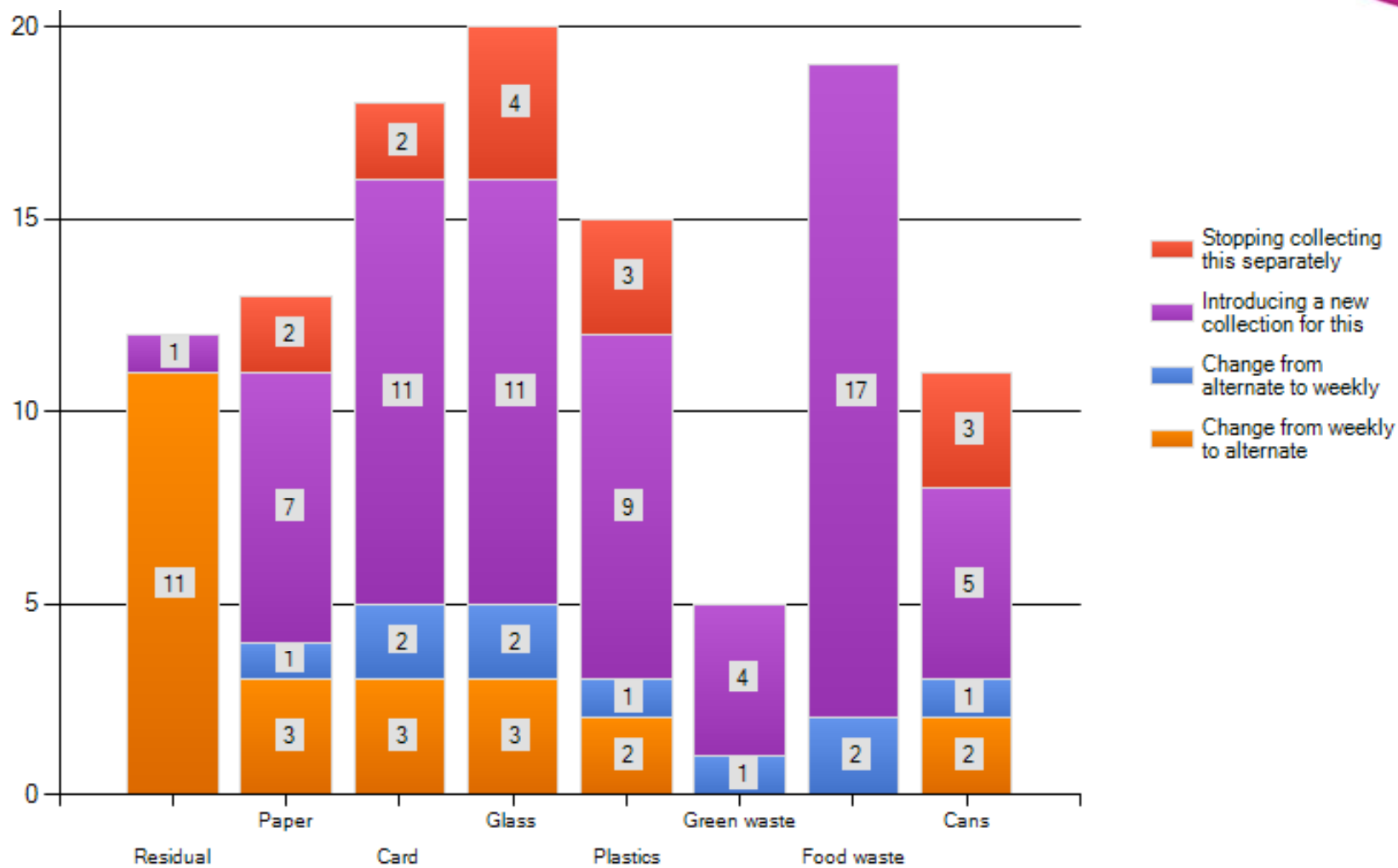


| Answer Options | Response Percent |
|------------------------------------|------------------|
| Route optimisation | 86.4% |
| Utilisation of machinery/transport | 84.8% |
| Review of working time/rota's | 83.3% |
| Review of productivity/work study | 69.7% |
| Service re-design | 63.6% |
| Use of technology (e.g. handheld) | 53.0% |
| Using systems thinking techniques | 28.8% |
| Other (please specify) | 4.5% |

Refuse collection



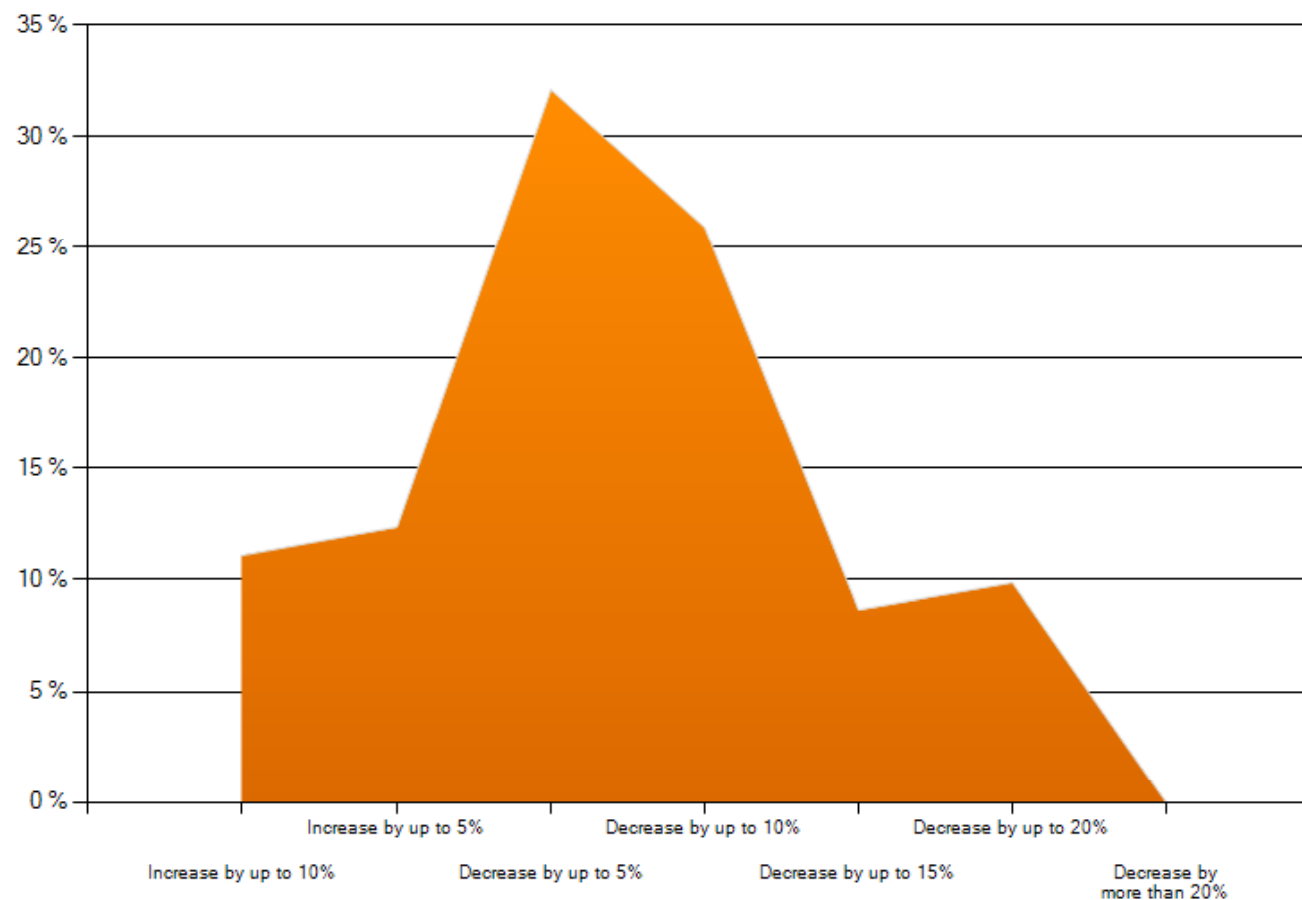
Changes to collections



Investment in & managing the service



What is your expectation of the level of funding in your service budget in the coming five years?

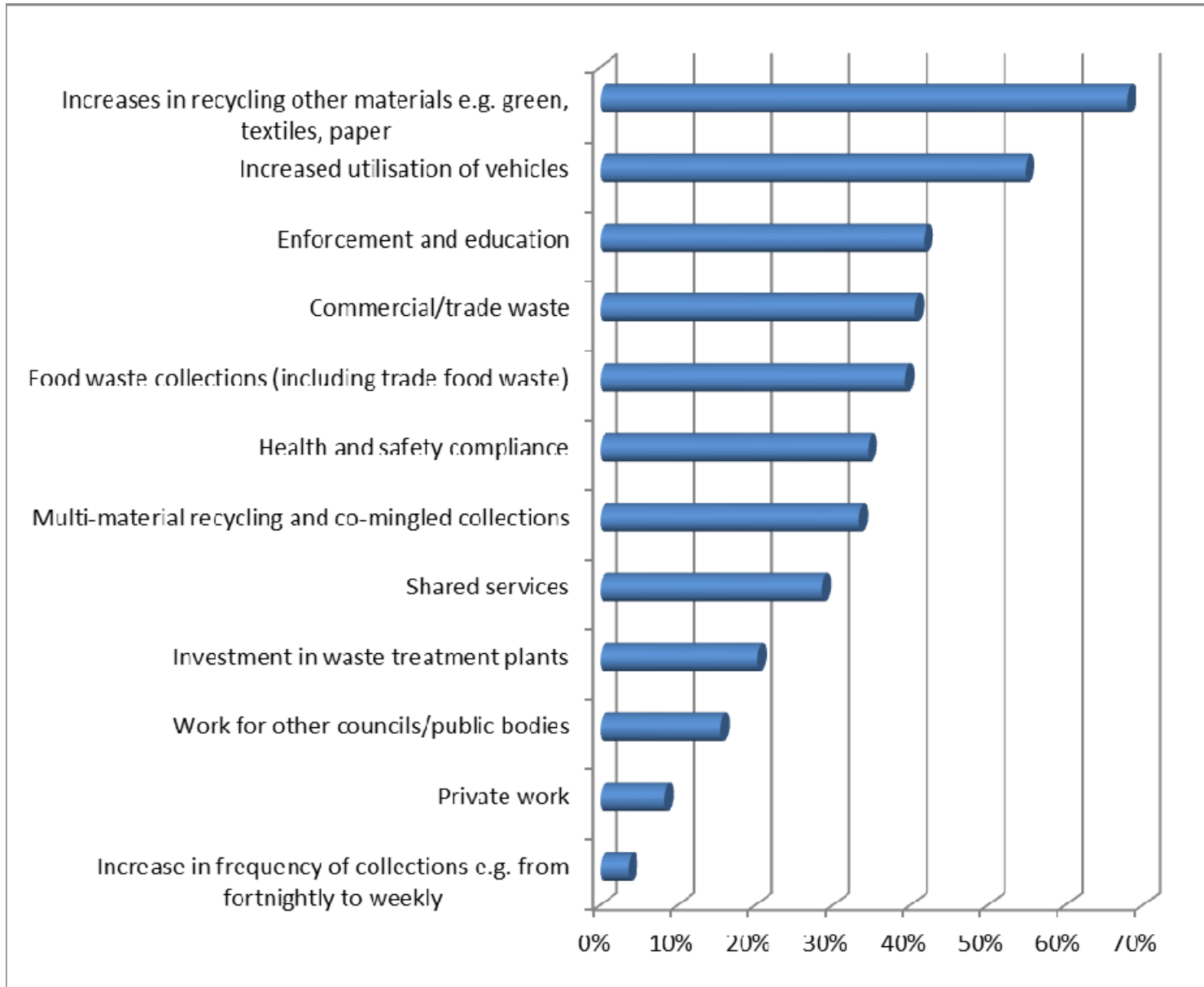


Charging for:

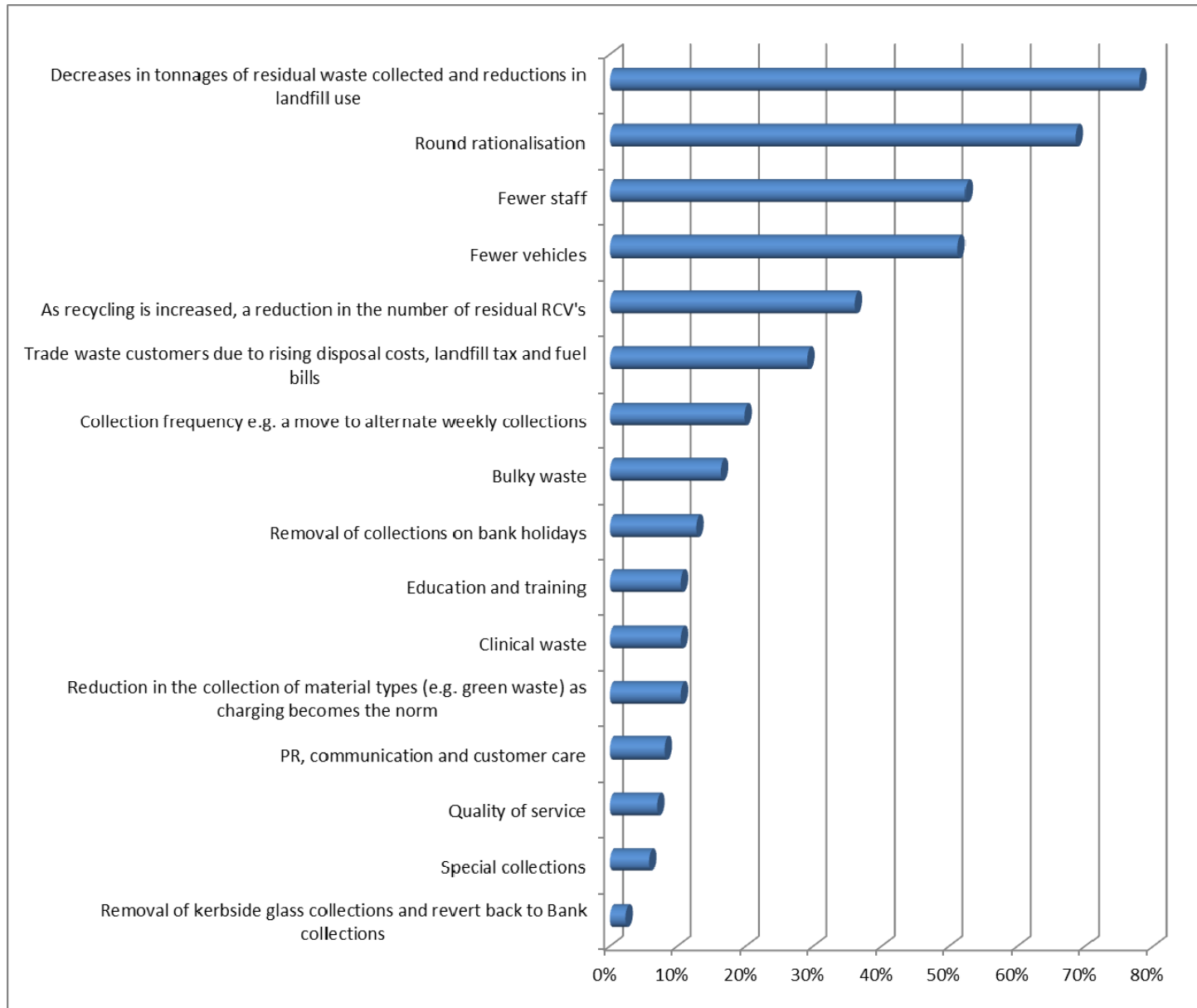


| | Yes | No but will do within the next 1-2 years | No |
|--|-----|--|----|
| Supply of bins | 38 | 5 | 40 |
| Bulky waste collections | 75 | 0 | 15 |
| Clinical waste collections | 3 | 2 | 50 |
| Trade waste collections to schools and hospitals | 67 | 7 | 5 |
| Green waste collections | 23 | 4 | 52 |

Future - growth



Future - decrease



What are you reviewing?



| Answer Options | Response % |
|-----------------------------------|------------|
| Route optimisation | 86.1% |
| GPS tracking | 59.7% |
| CRM handhelds | 29.2% |
| Eco drive vehicle monitors | 25.0% |
| Review of productivity/work study | 48.6% |
| Utilisation of vehicles | 86.1% |
| Review of working time/rota's | 55.6% |
| Service re-design | 62.5% |
| Using systems thinking techniques | 16.7% |
| Other (please specify) | 8.3% |



LOCALISM – COMMUNITY RIGHT TO CHALLENGE



Localism Act 2011 – Community Right to Challenge

Section 81 requires a relevant authority to consider an expression of interest submitted by a voluntary or community body, charity, parish council, or employees of the authority in relation to providing or assisting in providing a service provided by or on behalf of the local authority.

The Secretary of State may specify what an expression of interest should contain and which services may be excluded from the Right.

The Secretary of State may specify other persons as relevant authorities or relevant bodies and make changes to defined terms and other amendments.

CRC Statutory guidance

apse

Brought into force on 27 June 2012 – “The community right to challenge paves the way for more communities to help shape and run local services.”



Communities
and Local Government

Community Right to Challenge
Statutory Guidance



Draft Statutory guidance – in-house bids

The logo for APSE (Association of Public Sector Employers) is a purple oval containing the word 'apse' in white lowercase letters.

‘It is unlikely to be possible for an in-house team to submit a formal bid as part of a tender process because an in-house team will not be a separate legal entity that could submit a tender and contract with the relevant authority.’

Removed from the final guidance after pressure from APSE/CIPFA

Is this just CCT???



Compulsory Competitive Tendering

- Defined activities.
- In-house bids.
- Private sector
- Client/contractor split.
- Trading accounts.
- Anti-Competitive behaviour.
- Statutory guidance.
- Price/quality.
- Unintended consequences – TUPE/Equal Pay

Community Right to Challenge

- Relevant services not functions
- Expressions of interest.
- Community groups, Co-ops and mutuals
- Commissioning – purchaser/provider split.
- Time periods.
- Statutory guidance.
- Economic, social and environmental wellbeing.
- Unintended consequences???

www **Centrally regulated and prescribed by statute**

Devolved but still prescribed by statute

Who can challenge?



The Act lists the following as relevant bodies:

- A voluntary or community body;
- A body of persons or a trust which is established for charitable purposes only;
- A parish council;
- Two or more employees of the relevant authority; or
- Any other person or body specified by the Secretary of State by regulations.

Community Right to Challenge – It's easy really!



Community Right to Challenge

The Community Right to Challenge will let communities challenge to take over local services that they think they can run differently and better.



How does it work?

(Click on each step to find out more.)

- ▶ Step 1: Express an interest
- ▶ Step 2: The local council considers your proposal
- ▶ Step 3: The council holds a procurement exercise
- ▶ Step 4: You take over the running of the service

Support and advice

A programme of support to help groups through every stage of the Right to Challenge process – from writing an expression of interest, competing in a procurement exercise, to the delivery stage – is now available. You can find out more from the [My Community Rights](#) website.

If you want to start a community group or project, there is already lots of advice online. Find out more on the [support](#) page.

'Trojan horse' expressions of interest

The logo for APSE (Association of Procurement Specialists in Europe) is a purple oval containing the word 'apse' in white lowercase letters.

Only relevant bodies can submit expressions of interest but:

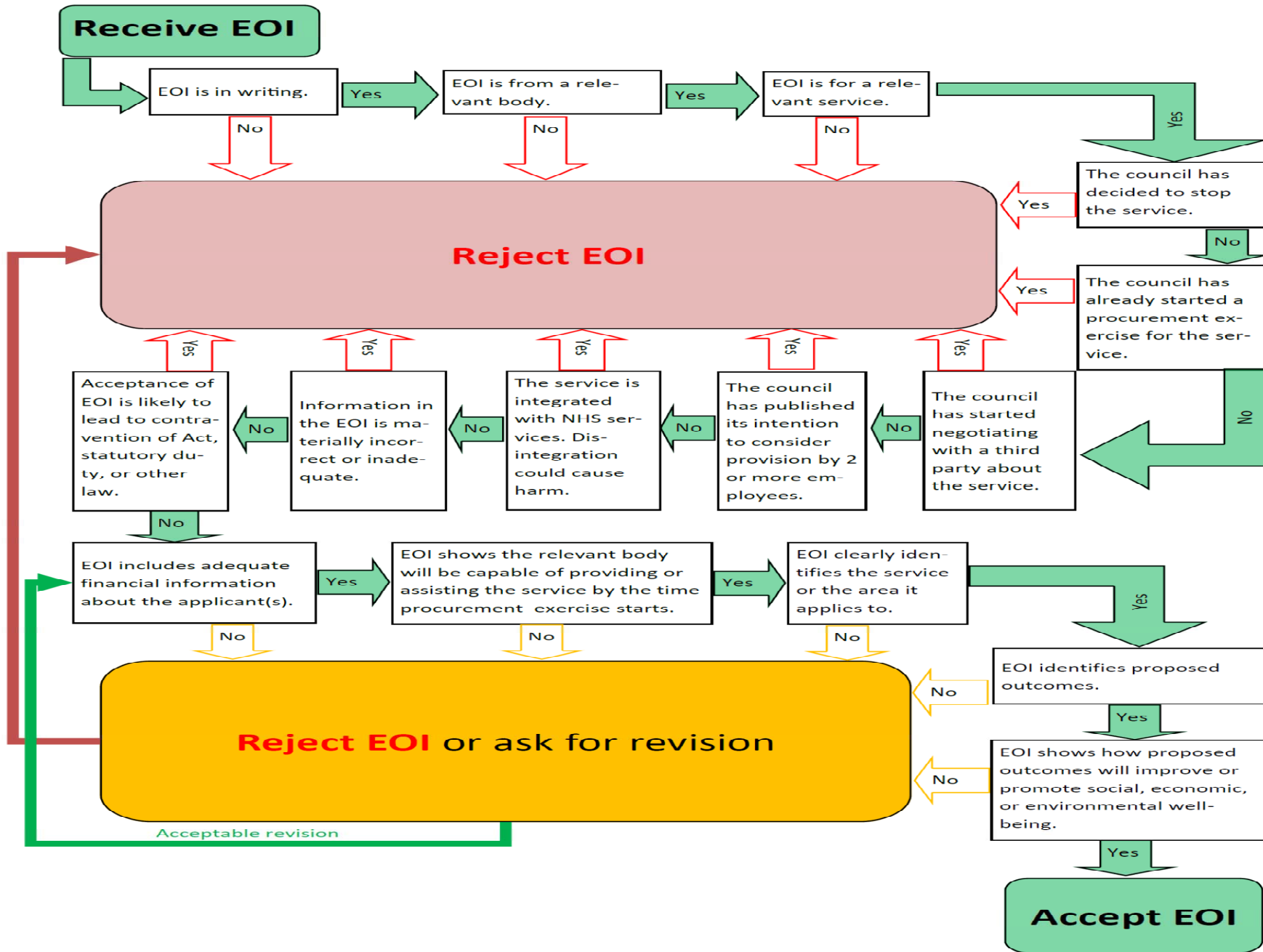
- They can partner up with other relevant bodies/non-relevant bodies.
- They can include joint ventures

Using 'relevant bodies' to trigger a procurement exercise for a 'relevant service'.

Grounds for rejection

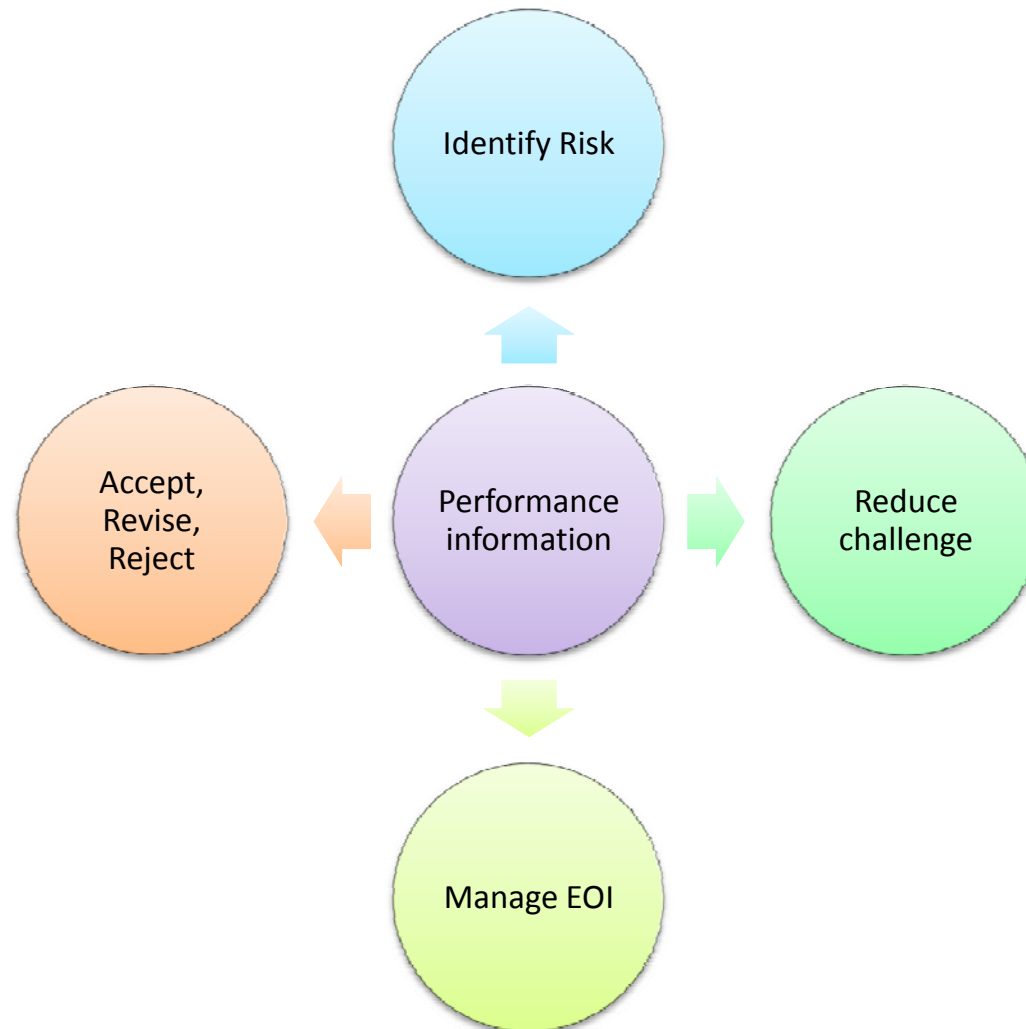


- Inadequate and inaccurate information
- Suitability of relevant body
- Relevant authority has stopped/decided to stop providing the service
- Continued integration
- Authority entered negotiations with a third party
- Authority published its intention to consider mutualising the service
- Frivolous or vexatious
- Likely to lead to contravention of rule of law/statutory duty

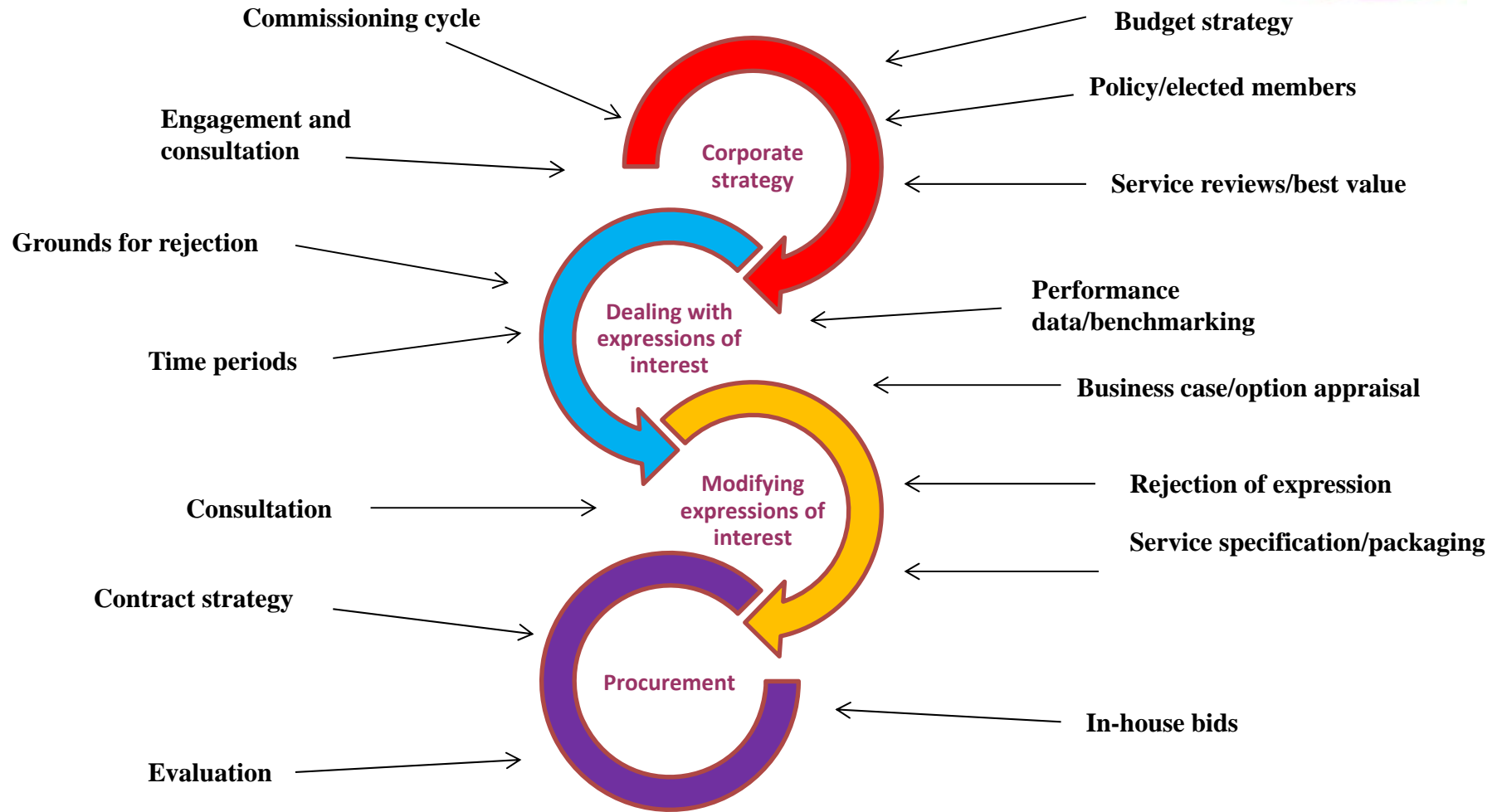


Performance information and the right to challenge

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Process, stages and actions



How can you respond effectively



- **Policy** - Take a strategic approach – Engage councillors and link to social, economic and environmental well-being objectives.
- **Commissioning** - Develop a coherent commissioning cycle and build corporate capacity (Unfortunately that's the client!!!).
- **Duty of best value** - Review your services and contracts.
- **Collaboration** – Engage with and involve communities/staff/voluntary sector/parishes.
- **Benchmarking** - Publish comparative performance data – tackle poor performance and measure progress (outcomes, satisfaction, cost, efficiency).
- **Delegation** - Vire budgets???(neighbourhoods/parishes).
- **Avoid short-term devices** – Don't create vehicles to avoid CRC which are not fit for purpose and may be prohibited (statutory guidance).
- **Avoid tank traps** - Think about trigger points – budget decisions, service priorities, local issues.

LOCAL SERVICES

LOCAL SOLUTIONS



Contact details

Mark Bramah, Assistant Chief Executive

Email: mbramah@apse.org.uk

Association for Public Service Excellence

2nd floor Washbrook House, Lancastrian Office Centre, Talbot Road,
Old Trafford, Manchester M32 0FP.

telephone: 0161 772 1810

fax: 0161 772 1811

web: www.apse.org.uk



INVESTOR IN PEOPLE



ISO 14001
REGISTERED FIRM

GB 11409



ISO 9001
REGISTERED FIRM

GB 11132



ISO 27001
REGISTERED FIRM

GB 14074



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