



**Agenda for a meeting of the Bradford West Area Committee to be held on Wednesday, 6 March 2019 at 6.00 pm in Committee Room 4 - City Hall, Bradford**

**Members of the Committee – Councillors**

<b>MEMBERS: LABOUR COUNCILLORS</b>	<b>ALTERNATE MEMBERS: LABOUR COUNCILLORS</b>
<b>A Ahmed</b>	Azam
<b>Akhtar</b>	Dunbar
<b>Amran</b>	Arshad Hussain
<b>Duffy</b>	Shabir Hussain
<b>Engel</b>	Lal
<b>Kamran Hussain</b>	Mullaney
<b>Mohammed</b>	Shabbir
<b>Nazir</b>	Swallow
<b>Shaheen</b>	Thirkill

**NOTES:**

- This agenda can be made available in Braille, large print or tape format on request by contacting the Agenda contact shown below.
- The taking of photographs, filming and sound recording of the meeting is allowed except if Councillors vote to exclude the public to discuss confidential matters covered by Schedule 12A of the Local Government Act 1972. Recording activity should be respectful to the conduct of the meeting and behaviour that disrupts the meeting (such as oral commentary) will not be permitted. Anyone attending the meeting who wishes to record or film the meeting's proceedings is advised to liaise with the Agenda Contact who will provide guidance and ensure that any necessary arrangements are in place. Those present who are invited to make spoken contributions to the meeting should be aware that they may be filmed or sound recorded.
- If any further information is required about any item on this agenda, please contact the officer named at the foot of that agenda item.

***Decisions on items marked \* are not Executive functions and may not be called in under Paragraph 8.7 of Part 3E of the Constitution.***

**From:**  
Parveen Akhtar  
City Solicitor

**To:**

Agenda Contact:  
**Asad Shah**, Committee Secretariat  
City Hall, Bradford BD1 1HY  
Phone: 01274 432280

## **A. PROCEDURAL ITEMS**

### **1. ALTERNATE MEMBERS (Standing Order 34)**

The City Solicitor will report the names of alternate Members who are attending the meeting in place of appointed Members.

### **2. DISCLOSURES OF INTEREST**

(Members Code of Conduct - Part 4A of the Constitution)

To receive disclosures of interests from members and co-opted members on matters to be considered at the meeting. The disclosure must include the nature of the interest.

An interest must also be disclosed in the meeting when it becomes apparent to the member during the meeting.

*Notes:*

- (1) Members may remain in the meeting and take part fully in discussion and voting unless the interest is a disclosable pecuniary interest or an interest which the Member feels would call into question their compliance with the wider principles set out in the Code of Conduct. Disclosable pecuniary interests relate to the Member concerned or their spouse/partner.*
- (2) Members in arrears of Council Tax by more than two months must not vote in decisions on, or which might affect, budget calculations, and must disclose at the meeting that this restriction applies to them. A failure to comply with these requirements is a criminal offence under section 106 of the Local Government Finance Act 1992.*
- (3) Members are also welcome to disclose interests which are not disclosable pecuniary interests but which they consider should be made in the interest of clarity.*
- (4) Officers must disclose interests in accordance with Council Standing Order 44.*

### **3. INSPECTION OF REPORTS AND BACKGROUND PAPERS**

(Access to Information Procedure Rules – Part 3B of the Constitution)

Reports and background papers for agenda items may be inspected by contacting the person shown after each agenda item. Certain reports and background papers may be restricted.

Any request to remove the restriction on a report or background paper should be made to the relevant Strategic Director or Assistant Director whose name is shown on the front page of the report.

If that request is refused, there is a right of appeal to this meeting.

Please contact the officer shown below in advance of the meeting if you wish to appeal.

(Asad Shah - 01274 432280)

#### **4. PUBLIC QUESTION TIME**

(Access to Information Procedure Rules – Part 3B of the Constitution)

To hear questions from electors within the District on any matter this is the responsibility of the Committee.

**Questions must be received in writing by the City Solicitor in Room 112, City Hall, Bradford, BD1 1HY, by mid-day on Monday 4 March 2019.**

(Asad Shah - 01274 432280)

### **B. BUSINESS ITEMS**

#### **5. WARDEN SERVICES - INFORMATION ABOUT ROLES IN THE NEW STRUCTURE** 1 - 12

The report of the Strategic Director, Place (**Document “AF”**) provides information on the roles of Council Wardens and Neighbourhood Wardens in the new structure.

**Recommended –**

- (1) That the Bradford West Area Committee prioritises the work of the Neighbourhood Wardens based on the needs in each Ward, taking into account the new functions outlined in this Report.**
- (2) That the Bradford West Area Committee requests a further report to be presented to the Committee in October 2019 to report on the work of the Neighbourhood Wardens between April and September 2019.**
- (3) That the Bradford West Area Committee liaises with the Civil Enforcement and Operations Manager if there are any issues regarding parking enforcement when the new structure goes live on 1<sup>st</sup> April 2019.**

(Louise Williams – 01274 431066)

**6. STREET CLEANSING - SERVICE REDESIGN AND DEPLOYMENT OF RESOURCES**

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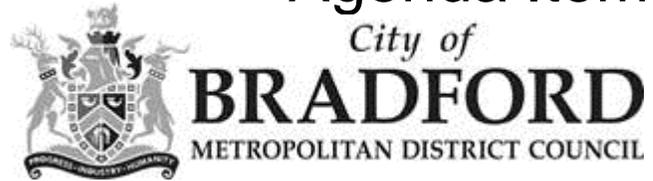
The report of the Strategic Director, Place (**Document “AF**) provides further information with regards the service redesign including proposed cleansing frequencies and resource and budgetary information.

**Recommended –**

- (1) That the committee adopts option 2 as the preferred delivery model.**
- (2) That the committee receives a further report after six months with an update on the new working arrangements.**

(Damian Fisher – 01274 437062)

THIS AGENDA AND ACCOMPANYING DOCUMENTS HAVE BEEN PRODUCED, WHEREVER POSSIBLE, ON RECYCLED PAPER



# Report of the Area Co-ordinator to the meeting of Bradford West Area Committee to be held on 6 March 2019

**AF**

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**Subject:**

**WARDEN SERVICES – INFORMATION ABOUT ROLES IN THE NEW STRUCTURE**

**Summary statement:**

This report provides information on the roles of Council Wardens and Neighbourhood Wardens in the new structure.

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Steve Hartley  
Strategic Director of Place

**Portfolio:**

Neighbourhoods and Community Safety/  
Environment, Sport and Culture

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**Overview & Scrutiny Area:**

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Corporate/Regeneration and Environment

## 1. SUMMARY

- 1.1 This report provides information on the roles of Council Wardens and Neighbourhood Wardens in the new structure.

## 2. BACKGROUND

- 2.1 At the Bradford West Area Committee meeting held on 30 January 2019 a report was presented outlining future changes to Street Cleansing and Warden Services. It was resolved at this meeting that the proposed future changes to the Warden Service and the impact of the proposal on individual wards be detailed in a further report.
- 2.2 As the Warden Service is one of a number of services devolved to Area Committees, members can influence the work of the Wardens. Area Committees can therefore have a role in determining how many Wardens operate in a ward at any particular time and what activities they engage in. However, Wardens' work needs to be considered in the wider context of ward-and area-based working – many of the priorities and projects Wardens' help to deliver derive from Ward Plans. Whilst Ward Officers oversee the implementation of Ward Plans, many other officers in Area Offices also work with Wardens to deliver the plans and to promote the Clean, Safe and Active Communities agenda, including Street Cleansing Operatives, Environmental Enforcement Officers and Youth Workers. A much wider range of partners also contribute to this agenda.
- 2.3 This locality-based approach to service delivery will not in itself bring about behaviour change. Good local leadership encourages positive behaviours with local communities and it is therefore essential that Wardens and other officers continue to support Members in their community leadership role.
- 2.4 In order to enable Wardens to promote positive behaviours more extensively, it has been decided to separate the functions currently undertaken by Council Wardens. 2 distinct Warden roles have been created as part of the new structure – Council Wardens and Neighbourhood Wardens.
- 2.5 Neighbourhood Wardens will focus on environmental awareness-raising, education, engagement and enforcement. They will also be authorised to enforce litter and Dog Control Order Offences. Promotion of the 'People Can' approach will underpin their work, working with residents, businesses and other stakeholders to encourage behaviour change.
- 2.6 41 Neighbourhood Wardens, including 1 Team Leader in each team, will be based in areas. They will be managed by a Warden and Environmental Enforcement Manager. This manager will also have responsibility for the Enforcement Officers who work in their area. It is envisaged that this area-based team approach to tackling environmental issues will deliver environmental improvements in the area. The numbers of Wardens and Enforcement Officers in each Area Office are shown in the table below:

Area	Wardens	Enforcement Officers
Bradford West	10	2
Bradford East	10	2
Bradford South	8	2
Keighley	7	1
Shipley	6	1

They will work between 9am and 5pm Monday to Friday, but will work outside these hours occasionally on specific initiatives and projects.

- 2.7 A working group of Neighbourhood Wardens is currently involved in selecting the new uniform to differentiate between the two roles. Purple has been chosen as the colour for the polo shirt and this will also be included on the coat which will be black and purple.
- 2.8 It is recognised that in order to deal with some of the more challenging environmental issues in the district, a different approach is required. Wardens and other officers currently 'react' to complaints and queries about environmental issues such as rubbish in gardens and fly tipping. The new structure will allow a more proactive approach to be adopted.
- 2.9 The new Warden and Environmental Enforcement Officers will be responsible for developing projects to work with businesses and landlords that raises their awareness of their roles with regard to waste and encourages them to ensure their customers and tenants behave appropriately. This 'carrot and stick' method will result in enforcement action if businesses and landlords can't demonstrate that they are operating in accordance with the voluntary agreement. These managers will also promote householder duty of care and schemes such as 'Green Dog Walkers'.
- 2.10 In addition to the above, Neighbourhood Wardens will also have increased capacity to undertake proactive environmental enforcement work. This will include issuing Community Protection Warning (CPW) letters, working with businesses and trialling new approaches to deal with fly tipping developed by organisations such as Keep Britain Tidy and Hubbub.
- 2.11 The principles involved in supporting people to change their behaviour will not only be applied to environmental issues. Neighbourhood Wardens will also engage with and empower communities, groups and individuals in other ways. The work of the new managers and Neighbourhood Wardens is described in more detail between points 2.12 – 2.24 below.

## **2.12 Work with businesses**

### **Takeaway litter**

Wardens and Enforcement Officers will be working with fast food takeaways that produce a lot of litter, to encourage the business to minimise their environmental impact upon a neighbourhood. This will include signing up to a formal partnership agreement between the Council and the business to comply with their duty of care regarding their waste. The businesses will also be expected to reduce packaging, especially plastic, to promote anti-litter messages to their customers and to take responsibility for the rubbish that their customers drop by carrying out regular litter picks around their premises or litter hotspots that their customers frequent. In return the Council will supply free litter pickers, gloves and bags that businesses can place next to litter bins. The Council will also ensure that the area is swept regularly by a mechanical sweeper. This will be supported by litter enforcement patrols and positive publicity for businesses. Businesses will be reminded

that enforcement action will be taken where they can't demonstrate that they are taking positive measures to reduce their environmental impact.

### **Proactive duty of care**

Neighbourhood Wardens will be trained and tasked by Enforcement Officers to visit businesses to ensure that all businesses comply with the duty of care for their waste. Wardens will ensure that businesses have suitable and sufficient bins and that they can provide evidence of how they dispose of their waste. Enforcement action will be taken against businesses that do not comply with the duty of care.

### **2.13 Proactive work with landlords**

The Council wants to work in partnership with landlords to sign them up to an agreement to ensure that they manage waste generated through their tenancies. Landlords will be required to make sure that a domestic waste bin is present at the property, recycling is promoted, tenants are aware of the collection day and that they know about the bulk refuse service and household waste sites. Landlords will be expected to inspect their properties to ensure that waste is not being stored in gardens. If landlords are able to demonstrate that they are meeting all these, obligations officers will take enforcement action against the tenants.

#### **Community Protection Warning letters**

In response to complaints about rubbish in gardens and where these issues are identified by Wardens on patrol, Wardens currently undertake 3 visits to encourage the householder to tidy up their garden and dispose of the waste legally. This is time consuming and sometimes, even after the third visit, the case involves a referral to the Enforcement Team.

Powers under the Anti-Social Behaviour (Crime and Policing) Act 2014 have allowed the Environmental Enforcement Team to successfully use Community Protection Notices (CPNs) to ensure householders and landowners keep their property clean and tidy and free of rubbish accumulating. Prior to issuing a CPN, a Community Protection Warning (CPW) letter has to be served. The Enforcement Officer issues the CPW after the Warden's third visit and will allow a further timescale for the householder to comply. Following a trial in Bradford East, Wardens will be given delegated authority and training and support from Enforcement Officers to issue CPWs on their first visit. This is more efficient in terms of Warden and Enforcement Officer time and will speed up the enforcement process.

Many of the waste issues in gardens and associated fly tipping on the streets can be linked to areas where there is a higher percentage of rented accommodation. In some of the densely populated inner city areas there is a high turnover of properties and some landlords tend not to take responsibility for their waste. In some cases landlords have asked tenants to dispose of their waste which has ended up in the garden or fly tipped on the street. The Council wants landlords to take more responsibility for their tenant's waste. It is proposed to hold them more accountable by issuing landlords with CPWs and

CPNs as well as their tenants. This will involve prosecuting more landlords for failing to manage waste from their properties effectively.

Where householders comply we will be delivering "Thank You" cards.

#### **2.14 Fly tipping hotspots**

Keep Britain Tidy is constantly developing new approaches to changing behaviour and one of the initiatives that has worked well is the 'crime scene' tape initiative. Instead of the Council removing fly tipped waste quickly, it leaves the waste on the street and highlights that a crime has been committed. It is proposed to adopt an approach that involves Wardens removing evidence from fly tipped waste, and placing crime scene tape around the fly tipping with a sticker on the waste informing the public that a waste crime has been committed and evidence has been removed. Wardens will undertake door knocking in the area to try to identify witnesses and to raise awareness of the action that the Council is taking.

#### **2.15 Surveillance cameras**

There are 23 CCTV cameras at fly tipping hotspots linked to the Council's CCTV network. In addition, 15 stand-alone covert cameras are in place in properties and at other locations where CCTV cameras are not suitable. These standalone cameras can be moved easily. It is recognised that this CCTV resource could be deployed more flexibly. In the new structure one of the managers will lead on the management of surveillance equipment to ensure officers maximise the use of this resource.

Officers are currently working on a project, in partnership with Vodafone and the Council's ICT, trialling a new generation surveillance camera that operates using solar panels and sends images and alerts over the mobile phone network. This camera doesn't require an electricity supply and all captured images are recorded and can be accessed remotely. This camera also alerts the team via text message when images are captured.

#### **2.16 Bin Policy**

Wardens will be supporting Waste Management in areas where there are low levels of compliance with the bin policy such as low levels of recycling, where excess waste is being put out, where black bags are being fly tipped and properties that don't have bins. Neighbourhood Wardens will be responsible for going through fly tipped domestic waste to identify the household it has come from and will educate or enforce as necessary. Wardens will gather evidence to support the service of Fixed Penalty Notices. Wardens will deliver projects in areas where there is low take up of recycling alongside officers from Waste Management.

#### **2.17 Littering from vehicles**

The Environmental Enforcement Team regularly receives complaints of litter being dropped from vehicles. Where the person dropping the litter can be identified, a Fixed Penalty Notice is issued. If the offender cannot be identified, no further action can be taken. However, under the new Littering from Vehicles outside London (Keepers Civil

Penalties) Regulations 2018, the registered keeper of the vehicle can be held responsible for the litter from vehicle offence and a Penalty Charge Notice (PCN) can be issued to the registered keeper of the vehicle.

It is recognised that the reporting of such offences can be open to abuse and fraudulent complaints could be made by the public. In order to ensure that the Council only takes enforcement action where offences are committed, officers will only consider reports from members of the public where video evidence is submitted that clearly identifies the offence.

Officers are currently working with the parking enforcement system's provider to develop the existing system to automatically progress penalty charge notices for littering from vehicle offences. This work should be complete by July 2019.

From 1 April 2018 littering offences can range from £50 - £150. Bradford Council's current fixed penalty is £80, but it is proposed to increase this to £100, with a reduction for early payment to £80.

## **2.18 Litter enforcement**

Bradford Council procured the services of 3GS to enforce litter and dog control offences from 17<sup>th</sup> July 2017. This contract ended in December 2018 as 3GS stated that it wasn't commercially viable.

Neighbourhood Wardens will be given additional training and support to build up their skills and confidence to issue Fixed Penalty Notices (FPNs) to people who drop litter, urinate, spit and for Dog Control Offences. Neighbourhood Wardens will be required to participate in litter days of action and will be part of a rota that will provide coverage Monday – Friday every week in the City Centre. Town centres and other urban areas will also be regularly patrolled.

Council Wardens responsible for parking enforcement will also be authorised and trained to issue FPNs for the offences outlined above.

## **2.19 Householder Duty of Care**

Nationally there has been a year on year increase in fly tipping offences. Over a third of the waste involved in illegal fly-tipping is from households. Fly tipping investigations of household waste have identified an increasing trend amongst unlicensed waste operators who are now targeting householders via social media, local advertising and door-to-door sales pitches. They tempt people with cheap prices for the removal of large items of waste, including furniture, building waste and white goods which inevitably end up dumped on highways or land often just a few streets away.

The householders duty of care under section 34 (2A) of the Environmental Protection Act 1990 requires occupiers of a domestic property to take all reasonable measures to ensure that whoever they use to collect, transport and dispose of waste is appropriately licensed.

If an unauthorised waste carrier is found to be carrying waste and/or the waste is subsequently fly tipped and can be directly linked back to the householder, the householder has committed an offence under the householder duty of care (if the householder cannot demonstrate that they took the above-mentioned reasonable measures)

Changes in the law mean that householders are being held more accountable for their household waste and where it ends up. If householders are found to have disposed of waste with someone who is going to illegally dispose of it, they can be prosecuted or now be offered a Fixed Penalty Notice (FPN). Prior to 2019 the only options open to the Council were to prosecute or offer formal cautions for householder duty of care offences.

However, prosecutions are costly for the Council and the Courts, and also result in householders being left with a criminal record. Having the option of a FPN can avoid unnecessary criminal prosecutions, reduce costs and be more effective at changing behaviour. It is hoped that these changes will encourage householders to think about who is collecting their waste and where it will end up.

On 7<sup>th</sup> January 2019 the Environmental Protection (Misc Amendments)(E & W) Regs 2018 came into effect allowing for a Fixed Penalty Notice (FPN) to be issued for Householder Duty of Care Offences as an alternative to prosecution.

The level of fine should be set within the limits set out in legislation ranging from £150 - £400. If the Council can't determine a level the default level is £200. Councils can offer an early payment discount and the minimum discounted penalty is £120.

In Bradford it is proposed that the Council set the householders duty of care fixed penalty at £250 with an early payment discount of £200.

The rationale for this proposed level is that on average the costs of the Council's Cleansing Service for removing waste arising from householder duty of care offences are approximately £200. It is hoped that through targeted educational advertising and marketing campaigns the Council can raise public awareness of the issues, effects and pitfalls of unknowingly providing an unlicensed waste carrier with their household waste that later becomes fly tipped across the Bradford District. Before the introduction of the FPN, an extensive media campaign will be held to raise awareness of the new FPN.

## **2.20 Green Dog Walker's Scheme**

Tackling dog fouling will be a priority for Neighbourhood Wardens, but witnessing these types of offences is difficult. The Green Dog Walker's scheme will be re-launched to recruit more local people to promote responsible dog ownership and improve the local environmental quality by reducing dog fouling offences in neighbourhood. Interested residents and groups will be given promotional materials such as arm bands, leaflets and 'dog poo' bags and will be supported by Wardens to undertake these roles.

## **2.21 Work with children and young people**

Neighbourhood Wardens will work in primary schools, secondary schools and sixth form settings delivering participatory environmental initiatives addressing local area priorities

from litter, fly tipping, recycling, lower level anti-social behaviour problems and road safety challenges. They will work closely with schools to encourage them to work towards acquiring ECO schools awards and the take-up of recycling. Neighbourhood Wardens will develop and deliver tailored junior warden schemes where young people will explore a broad range of environmental challenges, roles and responsibilities and develop solutions, including young people taking part in visual audits, litter picks, poster competitions and other clean-ups. Wardens will engage with the wider school community through school assemblies and attend parents' engagement events and school fun days.

## **2.22 Road Safety work in schools**

Officers from the Council's Road Safety Team will train Wardens to offer a range of measures to promote road safety in schools. This could include a range of interventions from designing a poster and using this to promote responsible parking with parents and other drivers, school-based assemblies, focused work with specific year groups, cycling safely and encouraging people to safely walk to school.

## **2.23 Faith communities**

Neighbourhood Wardens in some areas have nurtured good relationships with faith-based organisations. This has included delivering talks through faith leaders incorporating key messages into sermons, Wardens giving talks at supplementary school sessions and children taking part in local visual audits and litter picks. Wardens will be expected to develop links and volunteering opportunities to encourage faith communities to volunteer and be more involved with finding solutions to common local problems where possible.

## **2.24 Empowering communities and vulnerable people**

Neighbourhood Wardens will provide opportunities to link residents to volunteer with local good causes through developing people as community champions. Residents will be supported and trained to develop their skills, capacity and confidence to take part in positive social action e.g. co-ordinating and organising a litter pick. In addition, Wardens will give advice and guidance on recycling, bulk refuse collection service, household waste and recycling centres etc, challenging peoples' perceptions and to change their behaviour.

Wardens will provide support to vulnerable communities for example individuals suffering from dementia, loneliness, fuel poverty and exploitation. They will be given further training to enable them to recognise vulnerable people sign-posting and connecting people to services to reduce social isolation, improving cohesion, dealing with poor housing standards and tackling exploitation. They will attend events such as fun days, open days, networking, parents assemblies and support campaigns to be delivered in communities e.g. Great British Spring Clean.

## **3. OTHER CONSIDERATIONS**

### **Warden Services**

- 3.1 Council Wardens will be responsible for parking enforcement, ensuring compliance with Parking and Traffic Regulation Orders. They will be responsible for enforcing parking contraventions across the district. They will also be authorised to enforce littering and dog control offences.

- 3.2 There will be 32 Council Wardens, including 4 Council Warden Team Leaders, working on a shift system between 7.30am and 9.00pm Monday to Saturday and between 9.30am am and 6.00pm on Sundays. The shift system has been developed to ensure a high number of staff are working each day and that key times are covered. The rota includes posts working office hours between 9.00am and 5.00pm. The Council Wardens will retain the current Warden uniform.
- 3.3 The parking enforcement function will be based at Bradford City Hall. However, the use of technology is currently being explored with a view to enabling more agile ways of working. This will involve briefings and debriefings being delivered differently and some Council Wardens being able to start on site. In addition, the technology will enable managers to identify and respond to parking hotspots in a more timely manner. A Civil Enforcement and Operations Manager and Assistant will manage the 32 Council Wardens and the Cleansing Operation in the City Centre.

#### **4. FINANCIAL & RESOURCE APPRAISAL**

- 4.1 The total budget for Council and Neighbourhood Warden salaries for 2019/2020 will be £2,216,400.

#### **5.0 RISK MANAGEMENT AND GOVERNANCE ISSUES**

- 5.1 As some Wardens will be undertaking new tasks, they will need additional training and support and the approach will need time to 'settle' before we reach optimum delivery.
- 5.2 Some managers will also need to develop specialist knowledge if they have a new role and they may not be placed in areas where they have historically worked. This will mean that it may take some time to familiarise themselves with the new role and areas.
- 5.3 Both of these risks will be mitigated by ensuring that there is a good handover period and managers, having been appointed in advance of the 'Go Live' date, will have some time to familiarise themselves with both area and service. We will also ensure that support is in place both at a peer and senior level for the managers.

#### **6.0 LEGAL APPRAISAL**

- 6.1 No specific issues.

#### **7.0 OTHER IMPLICATIONS**

##### **7.1 EQUALITY AND DIVERSITY**

- 7.1.1 Area Committee decisions will need to be made in line with Equal Rights legislation.

##### **7.2 SUSTAINABILITY IMPLICATIONS**

- 7.2.1 Increased local decision-making has the potential to create more sustainable solutions to local issues.

##### **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

7.3.1 No specific issues.

## **7.4 COMMUNITY SAFETY IMPLICATIONS**

7.4.1 No specific issues.

## **7.5 HUMAN RIGHTS ACT**

7.5.1 There are no Human Rights Act implications arising from this report.

## **7.6 TRADE UNION IMPLICATIONS**

7.6.1 Trade unions continue to be consulted on all changes to Wardens working arrangements and staffing changes.

## **7.7 WARD AND WARD PLAN IMPLICATIONS**

7.7.1 The information in this report is relevant to all Wards in Bradford West.

## **8.0 NOT FOR PUBLICATION DOCUMENTS**

8.1 There are no not for publication documents.

## **9. OPTIONS**

9.1 As a devolved service the Area Committee has some discretion over the deployment of resources.

## **10. RECOMMENDATIONS**

10.1 That the Bradford West Area Committee prioritises the work of the Neighbourhood Wardens based on the needs in each Ward, taking into account the new functions outlined in this Report.

10.2 That the Bradford West Area Committee requests a further report to be presented to the Committee in October 2019 to report on the work of the Neighbourhood Wardens between April and September 2019.

10.3 That the Bradford West Area Committee liaises with the Civil Enforcement and Operations Manager if there are any issues regarding parking enforcement when the new structure goes live on 1<sup>st</sup> April 2019.

## **11.0 APPENDICES**

## **12.0 BACKGROUND DOCUMENTS**

12.1 'Cleaner and Greener Streets and Neighbourhoods in Bradford West – Devolution to Area Committee' (Document C) Report of the Area Co-ordinator to the meeting of Bradford West Area Committee on 15<sup>th</sup> June 2016.

12.2 'Cleaner and Greener Streets and Neighbourhoods in Bradford West – Devolution to

Area Committee', (Document Q) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 25<sup>th</sup> October 2017.

12.3 'Annual report on Street Cleansing, Environmental Enforcement and Council Wardens and information about the merger of the Parks Service into Neighbourhood and Customer Services' (Document S) Report of the Area Co-ordinator to the meeting of Bradford West Area Committee on 28 November 2018.

12.4 'Street Cleansing – Service Redesign and Deployment of Resources' – Report of the Area Co-ordinator to the meeting of Bradford West Area Committee on 30 January 2019.

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## **Report of the Area Co-ordinator to the meeting of Bradford West Area Committee to be held on 6 March 2019**

**AG**

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**Subject:**

**STREET CLEANSING – SERVICE REDESIGN AND DEPLOYMENT OF RESOURCES**

**Summary statement:**

**This report provides further information with regards the service redesign including proposed cleansing frequencies and resource and budgetary information.**

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Steve Hartley  
Strategic Director of Place

**Portfolio:**

Neighbourhoods and Community Safety/  
Environment, Sport and Culture

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**Overview & Scrutiny Area:**

Corporate/Regeneration and Environment  
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## 1. SUMMARY

- 1.1 This report provides further information with regards the service redesign including proposed cleansing frequencies and resource and budgetary information.

## 2. BACKGROUND

- 2.1 At its meeting of 30 January 2019 the Bradford West Area Committee resolved:

- That the impact of the proposed Options 1a and 1b, as set out in Document “Y” be presented in a further report by the Assistant Director, Neighbourhoods and Customer Services to the above meeting, setting out the broader impact of the options/proposals on a Ward basis.

- 2.2 The savings required for 2019 were initially £1 million and officers have been restructuring the service over the past twelve months. However a decision by Council on 21<sup>st</sup> February 2019 was made to reinvest £500,000 into the service. This will allow for 20 street cleansing staff district-wide. Appendix 1 shows current notional proposed allocation of staff by area. These numbers could change, allowing an element of flexibility within the service across the five constituencies depending on service need at any particular time. The funding would also allow for three litter prevention officers. The role would be to stop people littering, to manage their waste more responsibly and take a pride in the environment where they live. These officers will have a district wide role deployed against evident need.

## 3. OTHER CONSIDERATIONS

- 3.1 In the January report it was explained that the service would be adopting 23 new routes covering busy gateways and arterial routes. A list of the gateways that would be serviced on a daily basis was provided. After finishing these routes all Bradford West teams would move into an area or specific ward to work in gangs to clean area by area on a prescriptive work pattern. There are two options within this model to consider.

**Option 1 Gateway routes followed by gang based working deploying all staff into designated areas on designated days to allow all the streets to be cleaned on a weekly basis.**

- 3.2 This model would have the following advantages:

- Gives the Bradford West Clean teams experience of working in all six wards
- Increased visible presence of cleaning staff
- Consistency in working arrangements and a thorough understanding of the major hot spots, problematic areas and emerging issues
- Roles and responsibilities clearly understood with prescriptive working patterns
- Allows partnership working with Wardens to target environmental enforcement issues and joined up working with other services eg grass cutting. A prescribed day of working would also allow programmed days of action for residents to move cars to allow more effective litter clearance, mechanical sweeping and

gully cleaning. In addition to ensure that they are not in an area so as to disrupt other departments' operations eg Waste Collection.

- More effective mechanism to performance manage teams in terms of all work undertaken as opposed to current arrangements.
- Flexible model if staff are sick or on holiday and allows for members of the team to move to emergencies (eg road traffic accidents, dead animals) in other areas of the constituency.
- A clear understanding for the public as to how often and when their area or street would be cleaned.
- The Contact Centre would be able to inform the public of their next scheduled clean, rather than a reactive daily response to complaints.

3.3 The major disadvantage to this option would be that with the resources available all streets would be given a lighter clean than the deep clean and attention to detail proposed in option 2.

### **Option 2 – Gateway routes followed by gang working to a prescribed pattern determined by housing density and current litter levels**

3.4 This option has all the advantages of option 1 but has also the following:

- More efficient use of resources targeting areas of need. This would eliminate down time in terms of travelling, increase productive working time on site and avoids cleaning areas that are not dirty or littered
- The model is flexible and could be changed quickly if needed

3.5 Appendix 2 shows the prescribed working pattern.

- City centre and gateways - **daily**
- High density housing e.g. terraces / back-to-backs - **weekly**
- Medium density housing e.g. social housing estates - **fortnightly**
- Low density housing e.g. suburban estates with majority off-road parking – **four weekly**
- Rural roads – **at the discretion of the cleansing manager**

## **4. FINANCIAL & RESOURCE APPRAISAL**

4.1 The total budget for street cleansing district wide will be £4,038,000. As some services will operate across constituencies (eg fly tipping, central reservations, graffiti and gateway routes) divisions by constituency cannot accurately be provided.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

5.1 None specific.

## **6. LEGAL APPRAISAL**

6.1 No specific issues.

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

- 7.1.1 Area Committee decisions will need to be made in line with Equal Rights legislation. This will require Area Committees to assess the potential equality impact of any decisions they make.

### **7.2 SUSTAINABILITY IMPLICATIONS**

- 7.2.1 Increased local decision-making has the potential to create more sustainable solutions to local issues.

### **7.3 GREENHOUSE GAS EMISSIONS IMPACTS**

- 7.3.1 No specific issues.

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

- 7.4.1 No specific issues.

### **7.5 HUMAN RIGHTS ACT**

- 7.5.1 There are no Human Rights Act implications arising from this report.

### **7.6 TRADE UNION**

- 7.6.1 Trade unions are being consulted at levels 1, 2 and 3 on all changes to Street Cleansing, Parks and Warden services.

### **7.7 WARD AND WARD PLAN IMPLICATIONS**

- 7.7.1 The information in this report is relevant to all Wards in Bradford West.

### **7.8 IMPLICATIONS FOR CORPORATE PARENTING**

- 7.8.1 No implications.

### **7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

- 7.9.1 No issues.

## **8. NOT FOR PUBLICATION DOCUMENTS**

- 8.1 None.

## **9. RECOMMENDATIONS**

- 9.1 That the committee adopts option 2 as the preferred delivery model.

- 9.2 That the committee receives a further report after six months with an update on the new working arrangements.

## **10. APPENDICES**

- 10.1 Appendix 1 - Staff Numbers and Breakdown by Area for 2018/19

- 10.2 Appendix 2 - Proposed Cleaning Frequencies – by Ward

## **11. BACKGROUND DOCUMENTS**

- 11.1 'Devolution of Council Service budgets and responsibilities to Area Committees from 2012-13 onwards' (Document U), Report of the Strategic Director of Environment and Sport to the meeting of the Council Corporate Governance and Audit Committee on 5<sup>th</sup> October 2012, Devolution to Area Committees.
- 11.2 'Devolution to Area Committees' (Document AG), Report of the Strategic Director of Environment and Sport to the Council Executive, 9<sup>th</sup> October 2012.
- 11.3 'Council Warden Service devolution to Area Committee', (Document X) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 21<sup>st</sup> November 2012.
- 11.4 'Street Cleansing Services devolution to Area Committee' (Document V) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 21<sup>st</sup> November 2012.
- 11.5 'Council Warden Service devolution to Area Committee', (Document F) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 10<sup>th</sup> July 2013.
- 11.6 'Street Cleansing Service devolution to Area Committee' (Document E) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 10<sup>th</sup> July 2013.
- 11.7 'Street Cleansing Service Devolution to Area Committee' (Document AA) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 6<sup>th</sup> November 2013.
- 11.8 'Council Warden Service devolution to Area Committee', (Document H) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 23<sup>rd</sup> July 2014.
- 11.9 'Street Cleansing Devolution to Area Committee' (Document G) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 23<sup>rd</sup> July 2014.
- 11.10 'Council Warden Service devolution to Area Committee', (Document AM) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 15<sup>th</sup> April 2015.

- 11.11 'Street Cleansing Devolution to Area Committee' (Document I) Report of the Area Coordinator to the meeting of the Bradford West Area Committee on 16<sup>th</sup> September 2015.
- 11.12 'People Can Make a Difference': ( Document P), Campaign to promote and encourage strong and active communities, Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 18<sup>th</sup> November 2015.
- 11.13 'Bradford West Ward Plans', (Document AD) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 20<sup>th</sup> April 2016.
- 11.14 'Cleaner and Greener Streets and Neighbourhoods in Bradford West – Devolution to Area Committee' (Document C) Report of the Area Co-ordinator to the meeting of Bradford West Area Committee on 15<sup>th</sup> June 2016.
- 11.15 'Cleaner and Greener Streets and Neighbourhoods in Bradford West – Devolution to Area Committee', (Document Q) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on 25<sup>th</sup> October 2017.
- 11.16 Annual report on Street Cleansing, Environmental Enforcement and Council Wardens and information about the merger of the Parks Service into Neighbourhood and Customer Services (Document S) Report of the Area Co-ordinator to the meeting of the Bradford West Area Committee on

## Staff Numbers

	April 2018	April 2019 Prior to Budget Amendment	Prior to Budget Amendment Loss/Gain	April 2019 after Budget Amendment	After Budget Amendment Loss/Gain
Mechanical sweepers	16	11	-5	11	-5
Clean teams	95	73	-22	93	-2
City Centre	13	9	-4	9	-4
Fly tip team	2	2	0	2	0
Graffiti team	2	2	0	2	0
Litter bin maintenance	2	2	0	2	0
Central reservations	0	3	+3	3	+3
<b>TOTAL</b>	<b>130</b>	<b>102</b>	<b>-28</b>	<b>122</b>	<b>-8</b>

## Breakdown by Area

	Clean Teams		Mechanical Sweepers	
	No of Staff	Hours Per Week	No of Staff	Hours Per Week
Bradford West	22	814	2.3	105.2
City Centre	9	365		
Bradford East	22	855.5	2.3	105.2
Bradford South	17	633.5	2.3	105.2
Keighley	17	595.5	2	91.5
Shipley	15	542	2	91.5
<b>Ancillary Services:</b>				
Fly tip team	2	78		
Litter bin maintenance	2	85		
Graffiti removal/ abandoned vehicles	2	88		
Central Reservations	3	118.5		
<b>TOTAL</b>	<b>111</b>	<b>4,175</b>	<b>11</b>	<b>498.6</b>

- 1 - Daily
- 2 - Weekly
- 3 - Fortnightly
- 4 - Four-weekly
- 5 - Rural Patrol





# Proposed Cleansing Frequencies—Manningham Ward

- 1 - Daily
- 2 - Weekly
- 3 - Fortnightly
- 4 - Four-weekly
- 5 - Rural Patrol

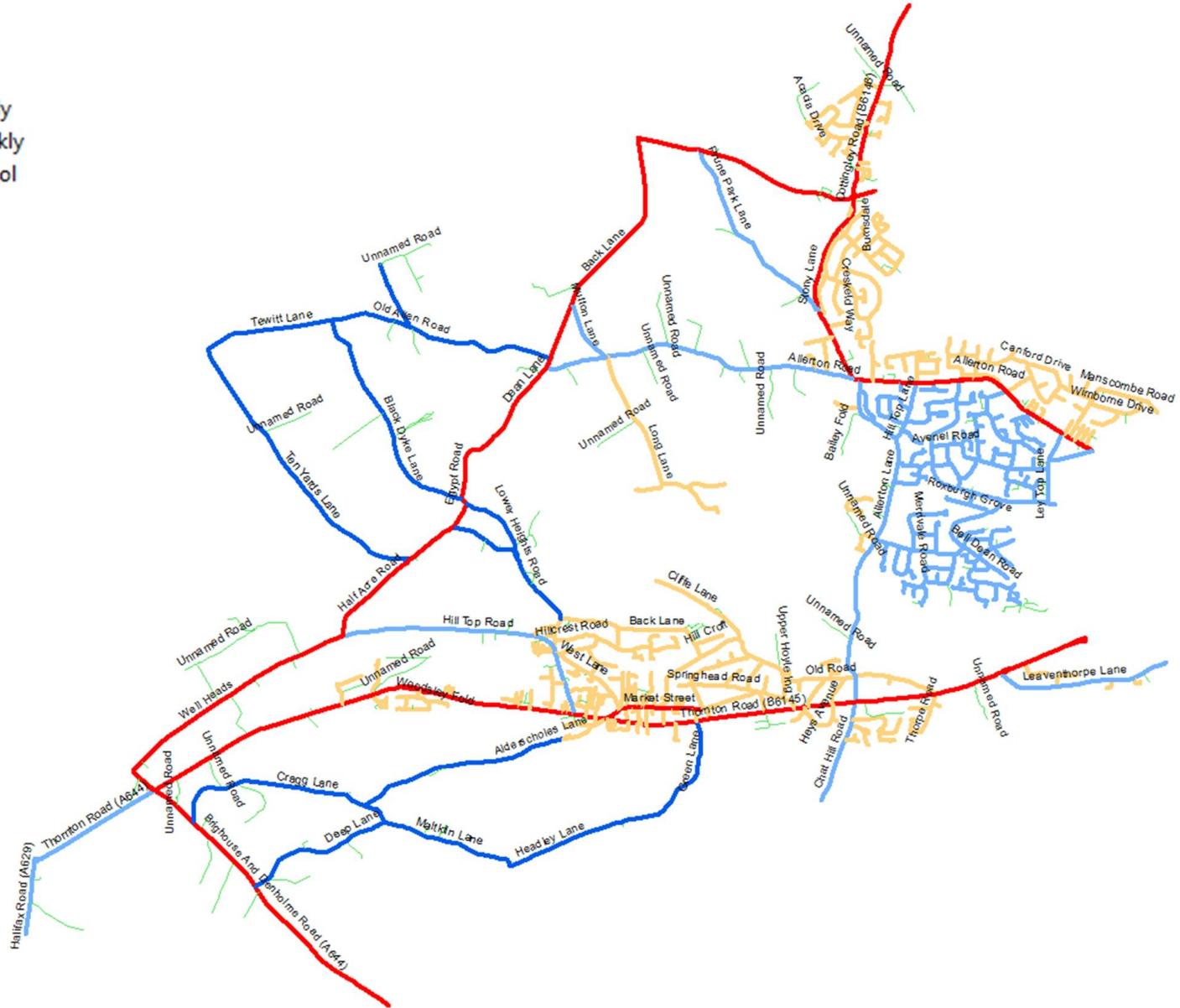






Proposed Cleansing Frequencies—Thornton & Allerton Ward

- 1 - Daily
- 2 - Weekly
- 3 - Fortnightly
- 4 - Four-weekly
- 5 - Rural Patrol



Proposed Cleansing Frequencies—Clayton & Fairweather Green Ward

- █ 1 - Daily
- █ 2 - Weekly
- █ 3 - Fortnightly
- █ 4 - Four-weekly
- █ 5 - Rural Patrol

