

Report of the Area Co-ordinator to the meeting of Bradford West Area Committee to be held on 30 January 2019

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Subject:

STREET CLEANSING - SERVICE REDESIGN AND DEPLOYMENT OF RESOURCES

Summary statement:

This report provides information on the service redesign of Street Cleansing and options for operational deployment of resources.

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Overview & Scrutiny Area:

Corporate/Regeneration and Environment

1. SUMMARY

- 1.1 This report provides information on the service redesign of Street Cleansing and options for operational deployment of resources.

2. BACKGROUND

- 2.1 At the Bradford West Area Committee held on 28 November 2018 a report was presented outlining future changes to Street Cleansing and Warden services, in particular the 25% reduction in the district-wide Street Cleansing budget which will mean the loss of 28 frontline staff and five mechanical sweeper vehicles.

Changes in street cleansing working arrangements and times

- 2.2 The operational changes to Street Cleansing within the District will see the creation of 23 new gateway routes that will cover busy gateway and arterial routes. Appendix A gives a list of highways in Bradford West that will be on this daily route Monday to Friday and an example map. It is estimated that these prescribed routes will last 2-3 hours and require crews to start earlier at 06:00am. Upon completion of these routes crews will be able to move in to their constituency areas for deployment (see section 9 for options). Prescriptive gateway routes will ensure maximum efficiency with the resources available and making key gateway routes cleaner at the peak commuter time.
- 2.3 A new dedicated Central Reservations team will also be established at the Bradford depot to tackle declining standards on specific stretches of key gateways in Bradford West, South and East this team and this will sit within the ancillary services team alongside the Litter bin maintenance, graffiti removal/ abandoned vehicles and the dedicated fly tipping team.
- 2.4 Appendix B shows where the reductions have been made across the district from 2018 to achieve the savings required.
- 2.5 In terms of clean team staff numbers the total number across the district staff working in clean teams will be 73. Allowing for holidays, sickness and any training it is expected that approximately 60 staff will be working on the ground at any one time covering 30 wards. In Bradford West 17 staff will work in the clean teams representing 23% of the available district resources. There will also be 2 mechanical pavement sweepers dedicated to the area and also a large mechanical road sweeper will be shared for the areas of Bradford West, South and East.

3. OTHER CONSIDERATIONS

Warden Services

- 3.1 Neighbourhood Wardens will have a crucial role in tackling litter and waste issues, working with businesses, land owners, schools and residents to achieve sustainable behaviour change in the long term. This will involve using a combination of education and enforcement to make the change.

Takeaway Littering

- 3.2 Takeaway packaging has become one of the main causes of litter, affecting not only inner city streets but increasingly rural roads and beauty spots where there is no passing footfall. It is very highly visible, often comprised of larger items e.g. polystyrene / card boxes, drinks containers, serviettes, plastic cutlery, sauce sachets / tubs.
- 3.3 To tackle this a cross-cutting strategy could be adopted to manage the impact of the problem. This could involve planning conditions enforced by environmental wardens and checked by routine planning inspections. Other ideas include:
- Using environmental legislation to ensure businesses clean up litter generated from their premises and could require take-aways to use branded packaging
 - Ensure take aways do not provide excessive amounts of unrequested extra serviettes, cutlery and sauces, clean up the street around their premises and provide litter bins during opening hours
 - Drive-through premises to print car registration plates on the packaging which would identify litterers if found on the highway

Supporting Voluntary Clean-Ups

- 3.4 The service does participate in all the national events that are publicised for example the British Spring Clean. There is also support provided for localised clean-ups where volunteer groups can tackle land and streets that they feel passionate about. Council support can take many forms for example we provide bags, litter pickers, high-vis tabards and gloves to local volunteer groups or Parish Councils as well as remove all the waste they have collected. Much of this voluntary work can be seen on social media such as Facebook. Some volunteer groups operate all year round, for example Litter-Free Baildon.

Best Practise and Benchmarking

- 3.5 The Street Cleansing service is a participating member of Keep Britain Tidy and APSE; two organisations where we can share best practise and data around what works or does not work. Both these groups hold regular sessions across the country and the attendance is high reflecting that Bradford is not alone in having difficulty tackling various environmental issues such as litter.

Environmental Legislation in Relation to Car Litter

- 3.6 In April 2018 the law was changed which meant that the registered keeper becomes responsible for any littering from the vehicle, removing the need to formally identify the actual offender in the vehicle. Bradford have been keen to adopt these powers and have been one of the pathfinder authorities working on how these powers can be practically implemented e.g. DVLA identification of offender, issuing of tickets and enabling efficient payment by offenders. Environmental enforcement is at an advanced stage and hopes to be utilising these powers fully in 2019/20.

3.7 In terms of the medium to long term future the government plans to implement a Deposit Return Scheme (DRS) for plastic bottles, glass bottles and cans could make a significant impact by creating a monetary value for these commonly littered items. Whilst the driver for this project is to increase recycling, it could mean that people will be less inclined to litter with these items and where the items are still littered they will be of value to others who will collect them for financial gain. Further information about this can be found at the DRS announcement. Another great example of this kind of initiative was the introduction of charging for plastic bags (5p) and the impact this has made to the environment. The government is considering increasing the charge to 10p.

4. FINANCIAL & RESOURCE APPRAISAL

4.1 The total budget for street cleansing district wide will be £3,538,000. As some services will operate across constituencies (eg fly tipping, central reservations, graffiti and gateway routes) divisions by constituency cannot accurately be provided.

5.0 RISK MANAGEMENT AND GOVERNANCE ISSUES

5.1 As this is a new delivery model and will be managed by officers who have specialist knowledge in one specific area, managers will need to acquire some knowledge of the other specialist services (either Street Cleansing or Parks) and as such, the approach will need time to 'settle' before we reach optimum delivery.

5.2 There is a further risk that some managers 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 areas.

5.3 Both of these risks will be mitigated by ensure 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. 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 IMPLICATIONS

7.6.1 Trade unions continue to be consulted on all changes to Street Cleansing 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.

9.2 Following completion of the morning gateway routes, there are different options on how to deploy resources for the balance of each day. The options presented are all ones that keep some relationship between the service and either Ward or Area Constituency working.

9.3 By 9.00am most of the main roads, retail areas and busy commuter runs will have been covered by the morning gateway teams so the balance of the work consists of the following land-use types:

- High density housing e.g. terraces / back-to-backs
- Medium density housing e.g. social housing estates
- Low density housing e.g. suburban estates with majority off-road parking
- Industrial / warehousing
- Rural roads

9.4 Currently a clean team manages one or two wards with the Driver Co-ordinators having a lot of autonomy in what they do and area expected to be self organising and dictate their work pattern and having a sense of 'ownership' for their area.

Option 1a: Area Constituency- pooled resources with fixed weekly work pattern

- 9.5 This option would see staff move into 2 larger groups or gangs per constituency and then work through the Area Constituency in a prescribed manner. Each Constituency would be broken down in to Zones which would be considered a balanced days' work for a gang to complete under normal circumstances.
- 9.6 **Appendix C Figure 1** provides an example of how the Zones might look, though the number of zones and what localities are covered each day are a starting point and would be subject to discussion if the option is selected.
- 9.7 Deploying staff in slightly larger groups working closer together has benefits to morale when working on any of the more littered streets which can be slow tedious work, as well as increasing accountability and enabling service managers the ability to monitor performance due to the fixed working patterns.
- 9.8 By having fewer but larger groups or gangs the service is able to avoid some of the issues that would be encountered by unplanned leave impacting on staffing numbers that would be experienced if smaller ward based teams were still in use.
- 9.9 These larger groups can rotate around their constituency on a planned basis with fixed days where the service is due. A roving transit would be deployed in each to deal with emergencies (e.g. dead animals, oil spills, needles, specific issues that need addressing by management urgently or litter bins that are not on the gateway and priority main road routes.
- 9.10 Each Area Constituency can be split in to zones based on the estimated servicing time required and the desired frequency. The major disadvantage of this model is that this would not prioritise areas or areas that have more of a litter or detritus issue.

Option 1b: Area Constituency pooled resources

- 9.11 Within **Appendix C Figure 2** assumes all parts of the Area Constituency receive a varying frequencies for different zones could be incorporated in to the model e.g. some zones will be done twice weekly and other zones are attended once every 4 weeks.
- 9.12 Zones could be scheduled for a weekly / fortnightly / three-weekly or four weekly visits depending if any prioritisation wants to be set e.g. type of housing, industrial rural roads etc.
- 9.13 Similar to option 3a a roving transit would be deployed in each to deal with emergencies (e.g. dead animals, oil spills, needles, specific issues that need addressing by management urgently or litter bins that are not on the gateway and priority main road routes.
- 9.14 A collaborative approach to prioritisation could be adopted where the zones could be initially developed by the service and then reviewed by members each year to allow periodic adjustment based on intelligence available and changes in demand. The service could provide recommendations on changes to zones each year, if any were required, and the rationale could be assessed by members.

- 9.15 Options 1a and 1b highlighted above are available for member consideration. Officers' suggested preference is option 1b to target areas of greater need on a more frequent basis.

10. RECOMMENDATIONS

- 10.1 That the service redesign for gateways is adopted.
- 10.2 That Bradford West Area Committee selects its preferred delivery model.
- 10.3 That Bradford West Area Committee will review any option chosen after a 12 month trial period.

11.0 APPENDICES

- 11.1 Appendix A – Gateways and Priority Routes
- 11.2 Appendix B – Staff Numbers and Breakdown by Area for 2018/19
- 11.3 Appendix C - Option 1a and 1b - Example of Zones for Bradford West

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 15th 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 25th 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.

BRADFORD WEST – GATEWAYS AND PRIORITY ROUTES

City (excluding City Centre)

Manningham Lane
White Abbey Road
Lumb Lane
Sunbridge Road
City Road
Grattan Road
Thornton Road
Listerhills Road / Legrams lane
Preston Street
Ingleby Road / Horton Grange Road / All Saints Road
Cemetary Road
Summerville Road
Shearbridge Road
Great Horton Road
Horton Park Avenue
Farnham Road / Spencer Road
Cross Lane / Southfield Lane
Dirkhill Road
Little Horton Lane
Manchester Road

Manningham

Thornton Road
City Road
White Abbey Road / Whetley Hill / Toller lane
Whetley Lane / Carlisle Road / Marlborough Road / Queen's Road
Lumb Lane / Church Street / St Mary's Road
Church Street / Heaton Road
Oak Lane
Manningham Lane / Keighley Road
North Park Road

Toller

Pearson Lane / Duckworth Lane
Squire Lane
Allerton Road
West Park Road
Thornton Road
Whetley Lane
Lillycroft Road
Toller Lane

Clayton & Fairweather Green

Allerton Road
Rhodesway
Thornton Road
Cemetary Road
The Avenue / Bradford Road
Pasture Lane / Station Road / Nursery Road / Park Lane
Clayton Lane

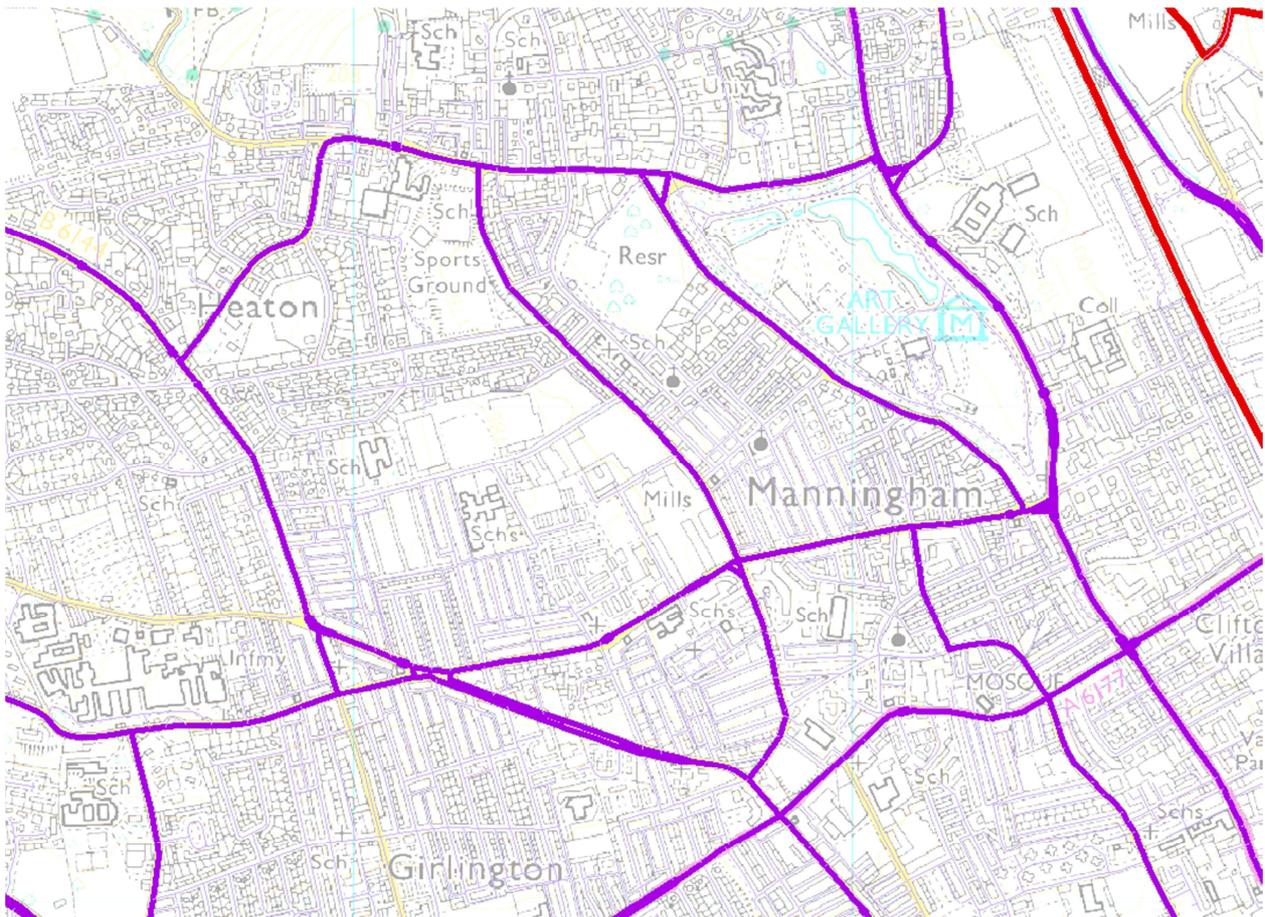
Thornton & Allerton

Thornton Road
Brighthouse Denholme Road
Well Heads / Half Acre Road / Egypt Road / Dean Lane / Back Lane
Market Street
Wilsden Road / Haworth Lane
Cottingley Road / Stoney Lane/ Allerton Road

Heaton

Haworth Road
Cottingley Cliffe Road / Bingley Road / Toller Lane
Stoney Ridge Avenue / Stoney Ridge Road
Leylands Lane / Highgate / Emm Lane
Heaton Road
Keighley Road
Frizinghall Road
Valley Road

Example Map of Gateways and Priority Routes



Staff Numbers

	April 2018	April 2019	Loss/Gain
Mechanical sweepers	16	11	-5
Clean teams	95	73	-23
City Centre	13	9	-4
Fly tip team	2	2	0
Graffiti team	2	2	0
Litter bin maintenance	2	2	0
Central reservations	0	3	+3
TOTAL	130	102	-28

Breakdown by Area

	Clean Teams		Mechanical Sweepers	
	No of Staff	Hours Per Week	No of Staff	Hours Per Week
Bradford West	17	664	2.3	105.2
City Centre	9	365		
Bradford East	17	705.5	2.3	105.2
Bradford South	13	513.5	2.3	105.2
Keighley	13	475.5	2	91.5
Shipley	13	482	2	91.5
Ancillary Services:				
Fly tip team	2	70		
Litter bin maintenance	2	85		
Graffiti removal/ abandoned vehicles	2	88		
Central Reservations	3	113.5		
TOTAL	91	3,562	11	498.6

Option 1a - Example of Zones for Bradford West

Fig 1 assumes all parts of the Area Constituency receive a weekly visit; though at a weekly frequency it would be a light touch level of cleansing.

	0600-0900 (Daily Frequency)	0900-1400		
Day	All staff	Gang 1	Gang 2	Frequency
Mon	All morning routes	Zone 1	Zone 2	Weekly
Tue	All morning routes	Zone 3	Zone 4	Weekly
Wed	All morning routes	Zone 5	Zone 6	Weekly
Thu	All morning routes	Zone 7	Zone 8	Weekly
Fri	All morning routes	Zone 9	Zone 10	Weekly

Option 1b - Example of Zones for Bradford West

Fig 2 assumes that the Area Constituency prioritises some parts for a lower frequency e.g. Zones 9 - 16 are attended once every 4 weeks. This model would see smaller zones across the Constituency and allowing a deeper level of cleansing in all zones upon attendance as a result of the reduced frequency.

	0600-0900 (Daily Frequency)	0900-1400		
Day	All staff	Gang 1	Gang 2	Frequency
Mon	All morning routes	Zone 1	Zone 2	Twice weekly
Tue	All morning routes	Zone 3	Zone 4	Weekly
Wed	All morning routes	Zone 5 & 7	Zone 6 & 8	Fortnightly
Thu	All morning routes	Zone 1	Zone 2	Twice weekly
Fri	All morning routes	Zone 9, 11, 13 & 15	Zone 10, 12, 14 & 16	4-Weekly

Zones would be formed from localities so in Bradford West if it was decided to have 10 zones then they could potentially look something like this:

	Bradford West
1	Walker Drive / Lumb Lane
2	Victor Road / North Avenue
3	Brown Royd / Lister Hills
4	Dirk Hill / Little Horton Green
5	Daisy Hill / Scotchman / Wheatlands
6	Girlington
7	Clayton / Fairweather Green
8	Frizinghall
9	Heaton / Haworth Rd
10	Thornton / Sandy Lane / Allerton

If 16 or more zones were selected then each of the zones would cover a smaller area on that day's work.