

Report of the Area Co-ordinator to the meeting of Bradford East Area Committee to be held on 21 March 2019

AE

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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Portfolio:

Neighbourhoods and Community Safety/
Environment, Sport and Culture

Overview & Scrutiny Area:

Corporate/Regeneration and Environment

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 20 February 2019 the Bradford East Area Committee resolved:

- That the service re-design for gateways be adopted
- That a further report be submitted to this Committee on 21 March 2019 with options for delivery model

- 2.2 The savings required for 2019 were initially £1 million and officers have been redesigning and restructuring the service together with the Parks service over the past twelve months. However, a decision by Council on 21 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 February 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 East 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 East 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.
- 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.

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 to address specific issues

3.5 Appendix 2 shows the proposed prescribed working pattern.

- 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 East.

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 option 2 be adopted as the preferred delivery model.
- 9.2 That a further report be presented 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

- 12.1 'Council Warden Service devolution to Area Committee', Report of the Area Coordinator to the meeting of the Bradford East Committee on 26th March 2015.
- 12.2 'People Can Make a Difference': Campaign to promote and encourage strong and active communities, Report of the Area Co-ordinator to the meeting of the Bradford East Area Committee on 19th November 2015.
- 12.3 'Bradford East Ward Plans', Report of the Area Co-ordinator to the meeting of the Bradford East Area Committee on 17th March 2016.
- 12.4 'Cleaner and greener streets and neighbourhoods in Bradford East - Devolution to Area Committee, Report of the Bradford East Area Co-ordinator to the meeting of Bradford East Area Committee on Thursday 16th June 2016.
- 12.5 'Cleaner and greener streets and neighbourhoods in Bradford East – Devolution to Area Committee', Report of the Bradford East Area Co-ordinator to the meeting of Bradford East Area Committee on 9 October 2017.
- 12.6 'Annual report on Street Cleansing, Environmental Enforcement and Council Wardens and information about the merger of the Parks Service into Neighbourhood and Customer Services', Report of the Area Co-ordinator to the meeting of Bradford East Area Committee on 22 November 2018.
- 12.7 'Street Cleansing – Service Redesign and Deployment of Resources', Report of the Area Co-ordinator to the meeting of Bradford East Area Committee on 20 February 2019.

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
TOTAL	130	102	-28	122	-8

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
Ancillary Services:				
Fly tip team	2	78		
Litter bin maintenance	2	85		
Graffiti removal/ abandoned vehicles	2	88		
Central Reservations	3	118.5		
TOTAL	111	4,175	11	498.6

Bradford East Street Cleansing Frequencies—At A Glance

- 1 - Daily
- 2 - Weekly
- 3 - Fortnightly
- 4 - Four-weekly
- 5 - Rural Patrol
- Bypass Schedule - High speed route
- No service



Bolton & Undercliffe Street Cleansing Frequencies

- 1 - Daily
- 2 - Weekly
- 3 - Fortnightly
- 4 - Four-weekly
- 5 - Rural Patrol
- Bypass Schedule - High speed route
- No service



Bowling & Barkerend Street Cleansing Frequencies

- 1 - Daily
- 2 - Weekly
- 3 - Fortnightly
- 4 - Four-weekly
- 5 - Rural Patrol
- Bypass Schedule - High speed route
- No service



Bradford Moor Street Cleansing Frequencies

- 1 - Daily
- 2 - Weekly
- 3 - Fortnightly
- 4 - Four-weekly
- 5 - Rural Patrol
- Bypass Schedule - High speed route
- No service



Idle & Thackley Street Cleansing Frequencies

- 1 - Daily
- 2 - Weekly
- 3 - Fortnightly
- 4 - Four-weekly
- 5 - Rural Patrol
- Bypass Schedule - High speed route
- No service



