

**Report for:** Cabinet 16<sup>th</sup> January 2018

**Title:** Response to the Overview and Scrutiny Committee review of Street Sweeping

**Report authorised by:** Stephen McDonnell, Interim Director of Commercial & Operations

**Lead Officer:** Ian Kershaw, Client and Commissioning Manager (Community Safety, Waste and Enforcement)

**Ward(s) affected:** All

**Report for Key/  
Non Key Decision:** Non Key decision

## **1. Describe the issue under consideration**

- 1.1. This report sets out a response to the recommendations (Appendix 1) made by the Overview and Scrutiny Committee in its recently concluded exercise looking at street sweeping. The Overview and Scrutiny Committee report is at Appendix 2.

## **2. Introduction from the Leader of the Council**

2.1. We reduced our street sweeping regime for residential roads as part of the tough choices the council had to make to balance its budget. We moved from a twice weekly to a weekly sweep in residential roads. Other parts of the borough with higher footfall receive a more frequent sweep and in the busiest areas there is a constant presence from 6am to 10pm. This scrutiny review has shown that in some parts of the borough a reduced sweep has had no impact on cleanliness or satisfaction. In other areas of higher density and higher turnover of housing there is greater need for street cleansing.

2.2. Street cleansing is carried out under contract by Veolia. Key measures of their performance are through NI195 performance measure and through an annual satisfaction survey. NI195 takes a structured sample of streets across the borough and grades them via visual inspection. The weekly sweep is the key contractual input to deliver against this. The scrutiny review's findings are welcome and help provide a further evidence base against which we can look to maximise performance, value for money and continued efficiency savings. The review recommends a street cleansing model that allows more flexible response and deployment of resources, while ensuring that minimum standards of cleansing are maintained. Street cleansing costs account for a significant element of the overall integrated waste management service and options to remodel our approach based on the Committee's recommendations will be examined carefully. Any recommendations for a revised approach to street cleansing will be the subject of a further report to Cabinet.

## **3. Recommendations**

- 3.1. Cabinet note the Scrutiny Review into Street Sweeping set out in the Appendix 1.
- 3.2. Cabinet agree the response to the recommendations of the review set out in the Appendix 2.

#### **4. Reason for Decision**

- 4.1. The Overview and Scrutiny Committee recommendations flow from its extensive investigation and report. They set out a reasonable and measured set of requests to consider in respect of delivery of street sweeping and engagement of residents. However, these need to be considered in the context of the wider integrated waste management contract and the financial constraints of the council.

#### **5. Other options considered**

- 5.1. The recommendations are consistent with service feedback on the reduced street sweeping regime. The option to consider them in the context of the wider contract is recommended and a further report will be required. This will need to consider the existing as is regime as well as the wider contractual and financial picture.

#### **6. Background information**

- 6.1. The rationale for the setting up of the review, including the scope and terms of reference, is outlined in paragraphs 1.1 to 1.6 of the report at Appendix 2. The review was prompted by concern that standards of cleanliness may deteriorate following the implementation of the changes to the street sweeping regime; combined with concern that the efficiency of the service is maximised. The Panel has therefore looked at how changes have progressed since implementation to see if improvements can be made. It has found that although the reduction in the frequency of sweeping has made little difference in some areas of the borough, it has not worked everywhere.

#### **7. Contribution to Strategic Outcomes**

- 7.1. The cleanliness of the borough is a key area of focus under Priority 3. Options to improve performance should look to minimise cost, improve standards of cleanliness and increase resident satisfaction.

#### **8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

##### Finance and Procurement

- 8.1. The street cleansing budget related to this report forms part of the annual £16.5m budget for the Veolia contract, which also includes waste collections (residual waste, recycling and food and green waste), graffiti removal etc. There is currently an adverse £50k variance on this contract which has been projecting in period 8 of the budget monitoring, predominately this overspend relates to the MTFs savings risk on bulky waste which is undersubscribed but the service is

confident that they can manage down to a 0.3% variance over the last quarter of the contract.

### Legal

Under Section 9F of the Local Government Act 2000 (“LGA”), Overview and Scrutiny Committee has the power to make reports or recommendations to Cabinet on matters which affect the Council’s area or the inhabitant of its area. Overview and Scrutiny Committee must by notice in writing require Cabinet to consider the report and recommendations. The report and recommendations should be presented to the next available Cabinet meeting together with an officer report where appropriate.

Under Section 9FE of the LGA, there is a duty on Cabinet to respond to the Report, indicating what (if any) action Cabinet proposes to take, within 2 months of receiving the report and recommendations.

### Equalities

Street cleansing is a universal service and is currently delivered based on the nature of streets (residential or other). Residential streets receive the lowest frequency sweep (weekly) while other areas receive a higher frequency (constant presence in the busiest High Street areas). Although this may be equitable it may not necessarily respond to levels of need. Areas of higher density and higher turnover housing require greater levels of street cleansing to maintain the same standard of cleanliness. Taking forward the recommendations of the scrutiny review could positively impact areas where there is greater need.

## **9. Use of Appendices**

Appendix 1: Recommendations in response to the report of the Overview and Scrutiny Committee.

Appendix 2 Scrutiny Review – Street Sweeping

## **10. Local Government (Access to Information) Act 1985**

There are no additional background papers to this report.

This table sets out the recommendations made by the OSC and the officers' recommended response.

Recommendation & Action	Lead & others to be involved	Timescale	Agreed Partially/Agreed Not Agreed	Comments
1. That a flexible approach to residential street sweeping be adopted, underpinned by a guaranteed minimum level of cleanliness for all streets in the borough and that this be incorporated into an amended contract with Veolia.	Client and Commissioning Manager (Community Safety, Waste and Enforcement)	June 2018	Partially agreed	A flexible approach underpinned by a minimum standard will allow officers and the contractor greater autonomy to deploy resources according to need which should result in improved standards of cleanliness. However detailed modelling of beats and staff deployment is required. Furthermore, proposals will need to sit within the financial constraints of the overall contract. Any new models of service delivery will require full financial appraisal and will be the subject of a separate Cabinet report.
2. That further engagement work be undertaken with residents to develop additional means for them to provide feedback on cleanliness and	Client and Commissioning Manager (Community Safety, Waste and Enforcement)	Ongoing	Not agreed	In principle the service would want to maximise resident engagement and input. However, there is no available resource to take forward further work in this area. There is a limited communications

<p>encourage them to report issues in their area</p>				<p>budget within the overall integrated waste contract for communications, however this is focussed on ensuring residents know how to dispose of their waste correctly and increasing our recycling rate in order to reduce disposal costs. There are already means to feedback to Veolia and the council on the performance of the contract, via formal enquiries and complaints procedures, the OurHaringey app, and through social media.</p>
<p>3. That the feasibility of extending the use of mechanical sweepers be explored further.</p>	<p>Client and Commissioning Manager (Community Safety, Waste and Enforcement)</p>	<p>Ongoing</p>	<p><b>Partially agreed</b></p>	<p>As with recommendation 1 above this will be taken forward and considered in detailed modelling of beats and the wider financial constraints of the contract. The procurement costs and investment in more mechanical sweepers will also need to be considered against the possible return of investment within each model.</p>