



Haringey Council

Agenda item:

Overview & Scrutiny Committee

On 10th September 2007

[NO.]

Report Title: **Update on Street Cleansing Scrutiny**

Report of: **Niall Bolger, Director of Urban Environment**

Wards(s) affected: **All**

Report for: **Information**

1. Purpose (That is, the decision required)

1.1 This report provides an update on the progress made in the implementation of recommendations made in the scrutiny review of Street Cleansing published on 13th March 2006.

2. Recommendations

2.1 That the Committee take note of the progress made in implementing the recommendations of the scrutiny review of street cleansing and the improvement in the BVPI 199a score.

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3. Local Government (Access to Information) Act 1985

Environmental Protection Act, 1990
Code of Practice on Litter & Refuse
DEFRA BVPI 199 Guidance Manual
Integrated Waste Management & Transport Contract
Audit Commission Guide to CPA 2006

4. Reasons for Exemption

n/a

5. Appendices used in this report

Appendix A, Updated Street Cleansing Scrutiny Review Recommendation and Response Table
Appendix B, BVPI 199a Action Plan
Appendix C, Extract from Haringey Accord Service Development Plan

Appendix A, Scrutiny Review of Street Sweeping and Cleanliness, September 2007 Update

Recommendation	Original Response	Original Commentary	Update August 07	Further Actions
<p>1. That a Street Cleanliness Action Plan be developed to steer the delivery of strategies to deal with different kinds of identified litter problems.</p>	<p>Agreed.</p>	<p>The Waste Management Service has been taking action to deal with different kinds of identified litter problems. However, a formal Action Plan will provide a clear set of actions that will ensure there is a comprehensive and consistent approach to these problems, wherever they occur in the borough.</p> <p>It should be recognised that in providing the full range of responses that may be identified in the Action Plan to deal with different kinds of identified litter problems, additional expenditure may be required. Nevertheless, where additional expenditure is not available and/or required, the Action Plan will be used to ensure that full value for money is achieved from existing</p>	<p>A BVPI 199a Action Plan was produced in July 2006 to identify the range of actions required to improve cleanliness. This Action Plan is attached as Appendix B.</p> <p>The BVPI 199a Action Plan is a dynamic document which has been adapted since first being introduced to reflect new and changing activities.</p> <p>The Action Plan contains a range of activities to improve headline cleanliness performance by dealing with certain specific issues which affect cleansing performance and to improve cleanliness in those wards which have historically suffered from the highest levels of litter. These activities were identified as being the priorities for improving BVPI 199a scores.</p> <p>The BVPI 199a Action Plan attached</p>	<p>BVPI 199a Action Plan activities have begun to feed through into improved overall performance. The Action Plan needs to be further developed to drill down into strategies to deal in more detail with different kinds of litter problems. This will happen as part of the on-going process of review and update of the Plan.</p>

		resources.	at Appendix B contains a graph which shows the progress made in improving the BVPI 199a cleanliness score in Haringey as evidenced by Capital Standards, ENCAMS and in-house monitoring.	
<p>2. That a system is developed to identify and target littering "hotspots" to target the worst hit areas of the borough.</p>	Agreed.	<p>The Waste Management Service has been responding to the need to target resources at littering 'hotspots'. This can be seen by the way in which the main roads in the borough have been zoned in the Integrated Waste Management and Transport Contract. High pedestrian volume locations have the highest street cleansing specification requirement under the contract, which means they are swept more often than other locations. In addition, new litter bin installations have been targeted at these locations and monitoring of street cleansing standards by the council's own Monitoring Team is targeted towards locations that tend to suffer the most from litter.</p>	<p>As part of the BVPI 199a Action Plan, litter and detritus has been targeted in the following ways:</p> <ul style="list-style-type: none"> • a trial once per week litter picking service has been introduced to supplement the normal once per week sweeping of residential streets in the 5 wards with the highest recorded BVPI 199a litter levels; • the litter picking service has also been introduced on streets that have attracted the highest levels of complaints from residents; • Clean Teams have been introduced and directed to work on problems that normal sweeping cannot resolve, for example cutting back plants overgrowing the 	<p>The BVPI 199a Action Plan needs to be further developed to identify littering 'hotspots' at a more local level. This will happen as part of the on-going process of review and update of the Plan.</p>

	<p>Nevertheless, a comprehensive mapping exercise has not been undertaken previously. Such an exercise should not be limited to identifying locations, it should also identify times of day and days of the week. For example, littering is sometimes a problem around schools after the end of the school day.</p> <p><i>The Enforcement Service supports the mapping of littering hotspots. It will be very helpful in directing resources to be effective in reducing litter levels on the streets of Haringey. The mapping hotspot system will be a data analysis tool by which Enforcement and Waste Management can carry out joint operations. Both service's resources will be used in an intelligent, cost effective, good value for money way which will reduce littering in hotspot areas.</i></p>	<p>highway that trap litter and detritus underneath them;</p> <ul style="list-style-type: none"> • Weekend working on streets that are too packed with commuter parking to sweep properly in the week; • focussing Clean Team activities around specific BVP1 199a land-uses that historically suffer the worst litter and detritus scores, for example industrial land; • installation of more litter bins at high profile locations such as shopping centres and transport hubs; and • working in partnership with the Parks and Corporate Property Management Services to improve cleanliness of the land they are responsible for which is included in the surveys carried out in Haringey. 	
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<p>3. That Haringey Council sustain and increase the level of litter enforcement.</p>	<p>Agreed.</p>	<p>The Enforcement Service has created the new Street Enforcement Service which is authorised to deal with littering issues throughout the borough.</p> <p>Seven Street Enforcement Officers have been designated to assembly areas as a specific point of contact to their counterparts in the Waste Management Service, Neighbourhood Management Teams and Police Safer Neighbourhood Teams.</p> <p>Street Enforcement Officers carry out littering enforcement work through proactive patrols of their area and intelligence passed to them by Waste Management, the Council's preferred contractor and other partners such as Neighbourhood Management. At present the Street Enforcement Team in partnership with Waste Management have worked towards reducing litter and</p>	<p>The level of enforcement activity around waste is required to be reported through the DEFRA flycapture database which is hosted by the Environment Agency and which is now used to measure the Council's performance against BVP 199d, the measure of effectiveness for dealing with flytipping. Within the figures reported to flycapture there are elements that relate to enforcement around littering as these are closely linked.</p> <p>In 2005/06, Haringey reported a total of 2960 actions around litter and flytips to Flycapture. In 2006/07, that figure rose to 16921, contributing to an overall BVP1 199d score of 2 or 'Good' for 2006/07. This is a highly satisfactory outcome for Haringey and is a reflection of the effort which has been made to enforce against those whose activities have a detrimental effect on the cleanliness of the borough.</p>	<p>The Enforcement Service will continue to work with the Waste Management Service to tackle littering in Haringey, particularly around 'hotspot' locations.</p>
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		<p>waste that is placed on the Public Highway. Currently Fixed Penalty Notices and prosecution using the Environmental Protection Act 1990 are used for this work. In April 2006 the Cleaner Neighbourhoods and Environment Act 2005 comes into force giving enforcement service new powers and the use of more fixed penalty notices when dealing with waste and littering issues. Use of these new powers and sustained establishment of the Street Enforcement Team will maintain and increase the level of litter enforcement carried out in the Borough.</p>		
<p>4. That the contract specifications for the new Waste Management Contract be identified.</p>	<p>Agreed.</p>	<p>The Waste Management Service supports this recommendation. The current contract is set up to deliver cleanliness standards based on the Code of Practice for Litter and Refuse. In simple terms this Code requires maintaining cleanliness standards based on</p>	<p>Work on the new contract has now begun.</p>	<p>This will be a work in progress over the next 2 years.</p>

		<p>four levels of cleanliness - for litter only - and on three different land classifications.</p> <p>This code has now been superseded by new criteria for measuring cleanliness. The new criteria used to determine the level of cleanliness achieved by Local Authorities is based on seven levels of cleanliness - for litter, detritus, flyposting, graffiti and flytipping - and on nine different land use classifications. This is the new BVPI 199 a, b, c and d and it is much more challenging for Local Authorities than the previous Code of Practice.</p> <p>The current Integrated Waste Management & Transport contract is due to expire in 2009. The council will need to ensure that the specifications and performance targets laid down in any contract or contracts which succeed the current contract, meet the requirements of BVPI 199 a,b,c</p>		
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<p>5. That a Training Programme be agreed with the contractor for street cleaning operatives to ensure that the contractor is able to provide the appropriate quality standard of service.</p>	<p>Agreed.</p>	<p>and d.</p> <p>The Waste Management Service supports this recommendation. The service provider will be asked to provide full details of the Training Programme for street cleansing operatives. This will be examined to ensure that it contains sufficient instructions for operatives to understand and carry out work to the standards required by the council. The Training Programme needs to be sufficiently robust to ensure that operatives who cannot read and/or speak English are able to understand the requirements of the work and the associated Health and Safety issues to be faced. It also needs to be robust enough to ensure that new operatives who are unfamiliar with the borough have clear and understandable instructions about where they are required to carry out their duties.</p>	<p>BVPI 199a training was commissioned by the Waste Management Service in 2006 and 2007. This training opportunity was extended to Haringey Accord staff along with Parks, Homes for Haringey and Highways staff.</p> <p>Subsequent to this training, Haringey Accord held its own internal training sessions with sweeping operatives to explain the importance of sweeping to remove detritus as well as litter. The feedback suggests this was well received and has contributed towards the improving scores.</p> <p>There is also an Action Plan for improving cleanliness within Accord's own Service Development Plan. An extract from the Accord SDP showing the detail of their Action Plan for improving cleanliness is attached to this report as Appendix A for reference.</p>	<p>Accord will be required to update the SDP annually and to refresh the training already given to make it available to new staff.</p>
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<p>6. That Haringey Council, in partnership with the Arms Length Management Organisation responsible for the management of housing estates in Haringey, review the level of monitoring required improving street cleanliness on housing estates.</p>	<p>Agreed.</p>	<p>The Waste Management Service supports this recommendation. The current arrangement is for one monitoring officer to carry out inspections on Housing Land borough-wide. Increasing the number of monitoring officers to two would provide more opportunities to identify locations where cleanliness standards are not being met on Housing Land and for action to be taken to rectify this. In addition, monitoring officers play a key role in identifying ways to improve the delivery of all waste management services on Housing Land.</p> <p>There are potential cost implications to the Waste Management Service and/or the Housing Service/ALMO and these will need to be resolved for this recommendation to be implemented.</p>	<p>This review was carried out in November 2006. As a result of this review the monitoring resource for ALMO housing estates has been increased from one officer to two officers. This was a critical decision in terms of ensuring housing estates were at a good standard of cleanliness when the inspection took [place earlier in 2007. The inspectors commented that Housing estates were clean and tidy and this helped achieve the 2 star rating.</p>	<p>The current level of monitoring is working well and will continue unchanged for now.</p>
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<p>7: That Haringey Council Executive set a target to achieve top quartile performance of local authorities by 2009</p>	<p>Agreed.</p>	<p>The Waste Management Service supports this recommendation which relates to improvements that the council should seek to achieve under the existing contract until 2009. As such the performance targets set will be based on BVPI 199 a, for litter and detritus, relative to other local authorities which are similar to Haringey.</p> <p>Setting a target to achieve top quartile performance means that the council will not only have to improve cleanliness standards but, because cleanliness standards are improving generally, Haringey's improvement needs to be faster than other boroughs. This will be a particularly challenging target to meet. It should be recognised that in order to achieve this target it is possible that additional expenditure may be required.</p>	<p>BVPI 199a performance in Haringey over the last 2 years was 37% in 2005/06 against a target of 28% and 40% in 2006/07 against a target of 25%, this being an indicator where low is better.</p> <p>In 2005/06, top quartile performance for London was 17%. There is some distance between Haringey's performance during the last 2 years and top quartile performance for London.</p> <p>Targets for the next three years are as follows:</p> <ul style="list-style-type: none"> • 2007/08 – 29% • 2008/09 – 26% • 2009/10 – 22% <p>Delivering against these targets is not likely to be good enough for top quartile performance.</p> <p>These targets are based on current cleansing methodologies and resource levels. Over time it is possible that more efficient cleansing methodologies and/or</p>	<p>Trial litter picking service and other improvement initiatives to be monitored. Targets to be kept under review as part of the performance and business planning process.</p>
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			<p>more resources could lead to a re-evaluation of the targets.</p> <p>The initiative for the trial litter picking service arose from visits carried out to top quartile performance boroughs in London as part of the Street Cleansing Value for Money Review recently undertaken. This trial is being used as a means to test the value of this type of service in improving cleanliness and the perception of cleanliness. If successful it could be rolled out borough-wide and if this does happen the targets will be reviewed and would likely be lowered to scores closer to top quartile performance.</p>	
<p>8: That the Scrutiny Panel supports additional future investment for:</p> <ul style="list-style-type: none"> • A dedicated detritus removal team. • A Saturday night refuse 	<p>Agreed.</p>	<p>The Waste Management Service supports this recommendation. Provision of these services will contribute to better BVP1 199 a, scores and towards meeting and exceeding lower and upper CPA thresholds. With the exception of the review of the framework for the frequency of</p>	<p>Additional investment of £356k revenue plus NRF funding has been provided for the following:</p> <ul style="list-style-type: none"> • from 2006/07 for two dedicated detritus removal teams; • from 2007/08 for introduction of the litter picking service (detritus removal teams 	<p>Additional sweeping services are likely to be achieved through more efficient use of existing resources.</p> <p>Where there is a requirement for more frequent</p>

<p>collection and street sweeping service</p> <ul style="list-style-type: none"> • Borough-wide timed collections on main roads • A review of the framework for the frequency of street sweeping based upon need across the borough. 		<p>street sweeping, it is likely that the introduction of these services will require additional expenditure.</p> <p>In order to deliver value for money services it is critical that resources are dedicated to where they are needed the most. It is also important that resources are not wasted by specifying sweeping arrangements that go beyond what is necessary to achieve required cleanliness and residents' satisfaction standards. A review of the framework for the frequency of street sweeping will ensure that resources are targeted to greatest effect.</p> <p><i>The Enforcement Service supports timed collections because they increase the effectiveness of enforcement services with regard to waste management enforcement and littering throughout the borough. Where timed</i></p>	<p>reduced to one); and</p> <ul style="list-style-type: none"> • from 2006/07 Saturday night refuse collection service from August 06. <p>Funding for a Saturday night sweeping service has not yet been identified.</p> <p>Borough-wide timed collections on main roads have not been introduced although the number of roads upon which this is happening has increased. Rather than through additional investment, this has been achieved through pressure brought to bear by the Enforcement Service. By limiting the times when traders are allowed to leave waste out for collection (or risk enforcement action) traders themselves have placed pressure on their service providers to pick up waste at the times allowed.</p> <p>Provided the litter picking service trial is successful, future increased frequency of sweeping is most likely to be by this method. As stated</p>	<p>sweeping on streets that are not within wards receiving the litter-picking service nor registering as resident complaints, it is expected that these will be identified through internal monitoring and analysis of historical BVPI 199a data at individual street level.</p> <p>It is unlikely that borough-wide timed collections will be provided on all main roads in the borough during the remaining life time of the existing contract but will be an integral part of the new contract that replaces it.</p>
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		<p><i>collections have already been introduced in the Borough enforcement activity has been more effective and transparent.</i></p>	<p>above, evaluation of what streets should receive increased frequency of sweep has been at ward level through analysis of historical BVPI 199a data and street level through complaint level analysis.</p>	
<p>9. That the Waste Management Service seeks to negotiate with the contractor (Haringey Accord Ltd) to develop performance indicators and targets based on CPA requirements, customer satisfaction and the Best Value Performance Indicator 199.</p>	<p>Agreed.</p>	<p>The Waste Management Service supports this recommendation and will negotiate with Accord to seek to secure revised contractual performance targets based in top quartile performance for BVPI 199 a along with customer satisfaction levels that will maintain and improve the council's CPA rating.</p>	<p>A new BVPI 199a target has been agreed with Accord for 2007/08 on a voluntary basis to run alongside the existing contractual targets. The target is made up of two components:</p> <ul style="list-style-type: none"> • to achieve an overall score of under 30; and • to achieve scores of less than 30 in 5 of the 8 land uses that Accord is responsible for cleansing. <p>The first element of the target relates directly to the targets as shown in 7 above. Accord have agreed to review performance mid 2007/08 to agree targets for subsequent years. This is because Accord consider that this performance measure as high-risk in terms of it being output-based when the contractual service is</p>	<p>A hybrid BVPI 199a target is currently being worked upon purely for Homes for Haringey land. It is intended that a voluntary HfH target will be agreed by December 2007.</p> <p>Performance for 2007/08 will be reviewed in October 2007. It is intended that this review will be used to agree formally adopted contractual targets for 2008/09 and 2009/10, the remaining lifetime of the contract.</p>

			<p>input-based. As part of this agreement an incentive scheme has been agreed with Accord so that if the target is achieved their operational staff will be rewarded.</p> <p>The second element of the target relates to CPA performance criteria which is not linked to the overall score achieved but requires half of all individual land use scores to be better than 30 in order to be middle quartile.</p>	
<p>10. That a targeted Street Cleanliness publicity campaign be developed, in line with Better Haringey publicity and using appropriate advice and resources from ENCAMS.</p>	<p>Agreed.</p>	<p><i>Better Haringey supports this recommendation. The Executive welcomes the support of the panel in recognising the success of the Better Haringey communications strategy, which backs up real visible improvements on the street. The current criteria for Better Haringey projects are that they must either improve the built or natural environment and that any associated activities encourage civic pride. The Better Haringey brand is now</i></p>	<p><i>Better Haringey has continued to be supported by high profile publicity campaigns, which include a significant element to improve street cleanliness.</i></p> <p><i>These have been branded as 'Better Haringey', and have been designed to appeal to the diverse community in Haringey by keeping the messages clear, simple and avoiding the use of puns that may not be understood by all.</i></p> <p><i>The campaigns have included a special litter enforcement campaign</i></p>	<p><i>The next major campaign to run in Sept – Oct 07, will focus again on littering – specifically that residents should be proud of where they live and put litter in the bin. The campaign will be back up with posters in all municipal buildings and schools, and editorial space in</i></p>

	<p>recognised by 94% of residents, performance is up and the change is widely recognised by our residents.</p> <p>Better Haringey regularly engages with all sections of the community on street cleanliness, including local businesses, partners, schools, residents and community groups. This is illustrated by the current month long <u>Clean Sweep</u> campaign, focussing on cleaning up the busy Wood Green High Road and Green Lanes corridor. This engages the local community in innovative education activities, awareness raising events, high profile litter picks and 'grot spot' clean ups.</p> <p>Publicity already targets specific groups, such as young people and community groups, for example during the recent radio adverts on Kiss FM and on local Turkish radio, which focussed on reducing dumping</p>	<p>(Oct – Dec 06) using large billboards and a Fly posting campaign (Mar – Apr 07) on bus shelters and train station advertising boards.</p> <p>Additionally we have run a radio advertising campaign on London Greek and London Turkish radio stations that focuses on fly posting and littering (between Feb – June 07)</p>	<p>the Council magazine 'Haringey People'.</p> <p>A new officer lead communications working group has been formed to develop future strategies to improve perceptions of street cleanliness. This will feed into future advertising campaigns.</p>
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		<p><i>and littering. However, it is recognised that it is important to continue to target hard to reach groups. ENCAMS would provide a useful vehicle for additional support and advice, and use of their existing literature can be explored. However, careful consideration will be required to ensure that the strong 'Better Haringey' brand recognition is not weakened. It is suggested that these issues be taken forward by the Better Haringey Steering Group as part of their wider review of the Better Haringey work programme.</i></p> <p><i>Better Haringey would not be the success it is, without the strong partnership with our local community. This is recognised annually through the Better Haringey Awards, which celebrate the achievements of the campaign and recognise outstanding contributions by businesses, schools, residents, community</i></p>	
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		<p><i>groups and Council staff.</i></p> <p><i>The Enforcement Service supports this recommendation. A civic pride campaign can be aimed at the identified littering hotspots. This will educate and advise the public that littering is illegal. Waste management service and the Enforcement service require their support and cooperation in tackling this problem helping to establish ownership of the issue by local people.</i></p>		
<p>11. That the presentation and image of street cleaning staff and equipment be easily identifiable with Haringey Council's Better Haringey Campaign.</p>	<p>Agreed.</p>	<p>A number of street sweeping barrows with Better Haringey branding have already been introduced on high road sweeping beats in the borough. It would enhance the image of the council for all street sweeping equipment and operative's high visibility clothing to be branded with the Better Haringey logo. This is an important consideration given the council's need to improve its residents' survey rating for</p>	<p>Progress against this recommendation has been limited. Accord has been instructed to ensure that all staff are properly attired for their work with full Personal Protective Equipment including hi-viz jackets. Monitoring Officers have been instructed to observe Accord operational staff on-street to ensure they portray a good image for the Council in their conduct and appearance.</p> <p>However, as yet Accord hi-viz</p>	<p>Issues regarding the acquisition of Accord and their future identity are expected to be resolved in September 2007. It is anticipated that with this issue resolved all Accord operational staff will be provided with hi-viz jackets showing the Better Haringey</p>

		<p>satisfaction with street cleanliness, which feeds into the CPA scoring system.</p> <p>However, there would be expenditure implications in carrying through this recommendation other than by doing so piece-meal on a new for old basis. Consideration would have to be given to the shelf-life of the Better Haringey programme and whether this branding would become outdated.</p>	<p>jackets do not include the Better Haringey logo. There has been some delay arranging newly emblazoned hi-viz jackets to all Accord staff firstly because this was held back in anticipation of the new Council logo and latterly because Accord is in the process of being acquired by Enterprise and it is as yet unclear as to whether they will retain their current identity.</p>	<p>logo, new Council logo and Accord/Enterprise logo by November 2007.</p>
<p>12. That a Civic Pride campaign should highlight the measures been taken to improve the cleanliness of Haringey's streets. It should also inform residents on how to access services and to report problems.</p>	<p>Agreed.</p>	<p><i>Better Haringey supports this recommendation. The Executive supports this recommendation, as this is already a key component of the Better Haringey campaign. The current criteria for Better Haringey projects are that they must either improve the built or natural environment and that any associated activities must encourage civic pride. Projects carried out under the Better Haringey project are robust</i></p>	<p><i>The principal vehicle for encouraging civic pride has been the successful ongoing Better Haringey Clean Sweep campaign.</i></p> <p><i>Since the initial month long Clean Sweep campaign in February 06, a model has been developed to roll out the campaign across the borough. To date, five Clean Sweep campaigns have taken place on a local neighbourhood basis, including a special week long Clean Sweep on our housing estates.</i></p>	<p><i>Clean Sweep will continue to be rolled out across the whole borough, with a medium term ambition to move this project into mainstream activities.</i></p> <p><i>The future direction of the Better Haringey campaign will aim to make</i></p>

		<p>enough to show a real improvements and this is communicated to residents through news media, information leaflets, Haringey People and key events such as the annual Better Haringey awards.</p> <p>Information is already provided to residents on how to access our services and report problems via the Better Haringey 'On the Street' guide, which was circulated to every household with the March 2006 edition of Haringey People. This publication is also available from our principal public buildings such as the Customer Service Centres and Libraries.</p>	<p>Activities have included street washing, bulky waste removal, information stands, presentations to local Area Assemblies, and community events (e.g. bulb planting, litter picks). There is an emphasis in each campaign to encourage community involvement, ranging from simple actions like reporting environmental problems through to leading a litter pick.</p> <p>The wider Better Haringey campaign continues to have a key strand of civic pride throughout. This has been strengthened in our advertising campaigns, which along with a key environmental message also encourages residents to 'love their borough'.</p> <p>A new interactive webpage has gone live to encourage residents to report a problem and access services. http://harinet.haringey.gov.uk/index/environment_and_transport/streetscene.htm</p>	<p>Haringey one of the greenest boroughs in London. This will only succeed through the continued support and involvement of the local community. This will be prioritised within our work programmes.</p>
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BVPI 199 Action Plan

Background

BV199 is a Cleanliness Performance Indicator, which has been in place since 2203. BV199 comprises 4 parts BV199a-d; 'a' being the combined score for litter and detritus, 'b' the score for graffiti, 'c' the score for flyposting and 'd' the score for fly-tipping.

A survey has been devised by ENCAMs to measure a local authority's performance against BV199a, b and c. BV199d is measured through a separate process (Flycapture) and is not dealt with in this Action Plan. The ENCAMs survey actually goes into much greater depth than just measuring litter, detritus, graffiti and flyposting, measuring against 33 Local Environmental Quality (LEQs) indicators.

The BV199 survey is conducted in Haringey by ENCAMs. The survey takes place 3 times per year, on a 4-monthly cycle (April-July, August – November and December – March) and during each cycle, the survey is focused in 5 target wards. The survey is based on conducting 300 transects during each period, which typically takes 10 working days.

The survey methodology also takes note of land use type and aims to survey a number of transects from each land use type within the target wards. However, where there are no roads of a particular land use in the target ward areas, surveyors will go outside the target wards to obtain transects of that land use (e.g. industry is not found in all wards and typically this is surveyed in the industrial areas of Northumberland Park). Landuse types are listed in the footnote below.¹

Headlines - Year 2005-07

In 2005-06, Haringey received a score of 37 for combined litter and detritus (BV199a), meaning that 37% of transects surveyed were given a score below B. This is graded as Unsatisfactory. In 2006-07, this score increased to 40%.

There is also a current CPA target for BV199a. This requires at least half of our land uses to score 30% or lower (meaning that 70% or more of transects reach standard B or A). In 2006-07, we were within the lower threshold for this target.

Improvement Plan

Waste Management have a BVPI 199a Action Plan in place, to improve performance. The main actions are detailed below:

1) Ownership across the Council

Because BVPI 199 takes into account 9 landuses, there are many Council services which impact on performance. These services have been brought together in a BVPI 199 Action Group, meeting three times each year, in advance of each new survey

¹ **Land use types in Haringey:** Primary retail/commercial, secondary retail/commercial, high density housing, low density social housing, low density private housing, industry etc, main roads, other highways and recreation.

tranche starting. Key players are Waste Management, Accord, Property Services who manage industrial estates, Recreation Services who manage recreation land, Homes for Haringey, Highways who are responsible for maintaining footways, Neighbourhood Management who are key in highlighting specific problem hotspots in each ward and Enforcement.

Furthermore, from April 2007, BVPI 199a performance is now reported monthly by Property Services and Recreation Services. This helps to ensure that all parties who impact on performance have an interest in seeing performance improve.

2) Training

In autumn 2006, ENCAMS BVPI 199 survey training was carried out with all Waste Management and Accord Monitoring Staff as well as with Parks, Highways and Homes for Haringey staff. In addition to this formal training, we have established twice-yearly on-the-ground working sessions with BVPI 199 surveyors.

3) Development of monthly In-house Monitoring

In October 2006, following training, Waste Management established a programme of monthly in-house BVPI 199 surveys. Each month, in-house surveys are carried out, following the BVPI 199 methodology. This provides us with more regular feedback on progress and enables our own officers to provide feedback in real-time on the issues which are holding our score back.

Further to this, since June 07, Waste Management has established a programme of BVPI 199 surveys specifically on Homes for Haringey land. Again, this will help provide feedback on performance for this land use.

4) Agreement of a contractual target with Accord

The existing Integrated Waste Management and Transport contract measures performance against the presence of litter, but there are no performance measures around the presence of detritus. Because the detritus element makes up 50% of the BVPI 199a score, it is essential that detritus performance improves, in order to impact on our overall BVPI 199a score.

In April 07, a BVPI 199a performance target was agreed with Accord. This ensures that the contractor maintains an interest in improving BVPI 199a performance.

5) Learning from high performing boroughs

As part of a Value for Money review in spring 2007, Waste Management visited five high-performing London boroughs to better understand their arrangements for tackling litter and detritus. During these visits, we found that many other boroughs have introduced a litter picking service, to supplement street sweeping.

6) Analysis of data

Together with the Improvement and Performance Team, we routinely analyse data provided by ENCAMS for all survey tranches. Key issues which we have previously highlighted to Capital Standards include:

- The level of surveying done outside of the Target Wards. Particularly investigating where tranches are done outside Target Wards when there is adequate availability of particular land uses within Target Wards. Also the level

of tranches surveyed outside Target Wards which fall in wards within the top 20% deprived wards.

- Ensuring that all roads have the correct land use allocation.
- Ensuring that all roads are public highway (private land should be excluded).
- Days of the week inspections are being carried out.

In addition, together with Capital Standards representatives, the Improvement and Performance Team, Waste Management Services has analysed data to:

- Identify those roads which are subject to higher levels of surveying, due to land uses not being available in Target Wards.
- Identify those roads which are receiving low scores
- Identify problem areas which are bring our scores down.

This analysis has helped to inform where we direct our resources (see point 6 below).

6) Investment

From July 2006, the Council invested in two 'Clean Teams' who worked to tackle problems which would drag down BVPI 199 scores (e.g. detritus build ups, clearing out litter traps etc). The Clean Teams have been successful in carrying out much needed one-off works which have brought about localised improvement in street cleanliness.

From June 2007, in light of the findings from visiting other boroughs, we have reduced the number of 'Clean Teams' to one and introduced a litter picking service in 5 wards. This will be rolled out to a further 5 wards from the autumn.

7) Coping with individual litter problems

As part of our on-going litter bin network management, we ensure that litter bins are placed near entrances of all school / college buildings to enable young people to responsibly dispose of their waste.

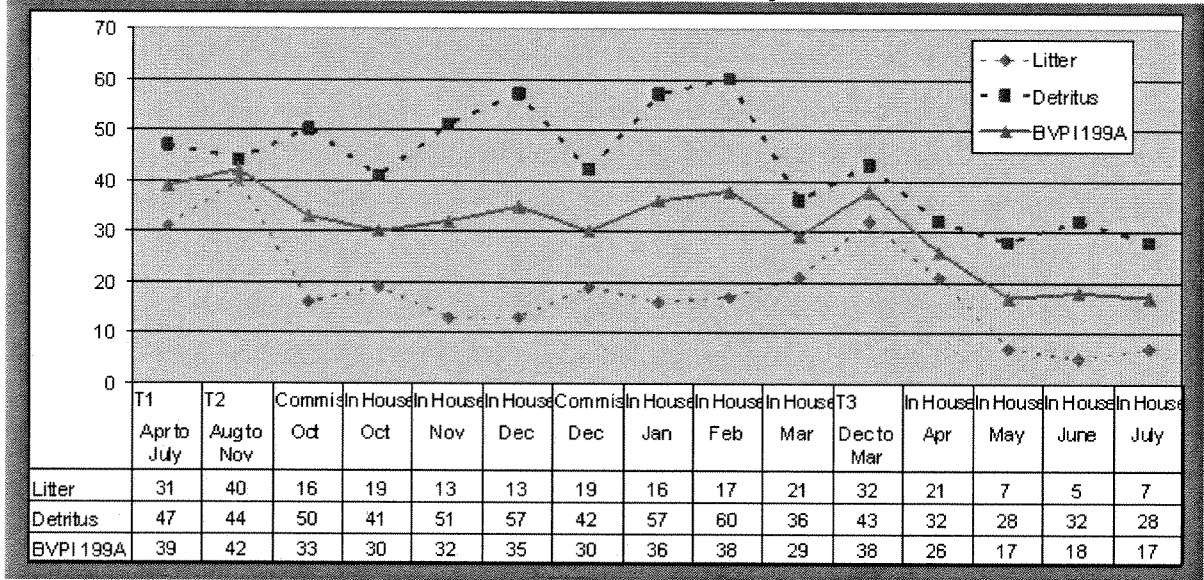
We are currently working to provide cigarette litter bins in key locations following the July 07 ban on smoking in internal public areas. We are working specifically with affected businesses on Wood Green High Road and Green Lanes, where cigarette litter has been identified as an emerging issue. Two businesses on Wood Green High Road will be purchasing these and 20 cigarette bins will be sited along Green Lanes in September.

Conclusion

The steps we have taken have had a positive impact on the Council's BVPI 199 performance. Table 1 below shows the trend of BVPI 199 scores, split out into its litter and detritus components. As the table shows, it is detritus, rather than the litter component which is most severely affecting our BVPI 199a score. This is common the majority of other local authorities.

Figure 1 shows a trend of improvement over time. From the end of year score of 37.1% in 2005-06, BVPI 199a scores have reduced to an average of 20% in the first quarter of 2007-08 and continue at this lower rate in July. In addition, since the introduction of the contractual target in April 2007, the detritus element of the score has drastically improved.

Figure 1: Trend of BVPI 199 scores, April 2006 to July 2007



Pre-Survey Preparation

A number of steps will take place before each BV199 survey tranche. These are:

Step 1

An internal BV199 meeting will be held at least one month in advance of a BV199 survey tranche. Attendance is expected from the following:

- | | |
|---|---------------------------|
| • Client and Performance Manager | Waste Management |
| • Contract Monitoring Officer, BV199 | Waste Management |
| • Contract Monitoring Officer(s) for Ward Areas | Waste Management |
| • Head of Highways (or delegate) | Highways |
| • Heavy Enforcement Team Leader | Environmental Enforcement |
| • Head of Estate Services | Homes for Haringey |
| • Client and Customer Services Manager | Recreation Services |
| • AD, Service Improvement | Environment Services |
| • Director of Operations | Haringey Accord |

The meeting agenda will cover:

- Distribution of target ward maps
- Discussion of the responsibilities of each service area (see Appendix B)
- Timescales for resolution and monitoring of issues

A number of post-meeting actions will follow. These are listed below and a summary is given in Appendix C.

Step 2

Preliminary survey. Contract Monitoring Officers (CMOs) responsible for target wards will complete a survey of issues to be addressed in their area, to form a Target Ward Action Plan. A proforma for the Target Ward Action Plan is included at Appendix D.

Step 3

Joint monitoring. Issues in the Target Ward Action Plan will be jointly monitored between relevant CMO(s) and Haringey Accord Area Managers and the Action Plan agreed. This will take place 1 month in advance of each BV199 survey tranche.

Step 4

Monitoring. CMO(s) will monitor activity against the Target Ward Action Plan on a fortnightly basis to ensure that issues are resolved.

Step 5

Arising issues. These will be added to the Target Ward Action Plan by the CMO, in agreement with the nominated Haringey Accord Area Manager.

The Mobile Clean Team

Haringey Council has secured funding to form a Mobile Clean Team. This team will be established in time for our preparation schedule for the next BV199 survey (i.e. the next tranche starts in August 06, so the Clean Team will be in place by the 1st July 06).

The purpose of the Mobile Clean Team is twofold:

- 1) The team will enable us to carry out intensive cleansing works in Target Wards before each BV199 survey tranche. The Clean Team will respond to issues raised in the Target Ward Action Plan, which will be completed one-month in advance of each survey tranche. The Mobile Clean Team will therefore have 1 month to remedy all issues in the Action Plan in advance of each survey tranche.
- 2) The team will also enable us to develop a schedule of cleansing issues to tackle detritus across the borough, for example, a regular cleanse of the channels in industrial areas.

The Mobile Clean Team will specifically tackle those issues which affect our BV 199a score. These include:

- Littering around public transport hubs
- Cleansing of the channel
- Cleansing of the backline
- Removing overgrown vegetation which interferes with the ability to cleanse the backline, footway and channel
- Removal of flyposting
- Cleansing tree bases

By tackling these issues, we hope to achieve an improved sweeping service, which should in turn improve our performance of removing litter and detritus from the highway.

Our key objectives in forming the Mobile Clean Team are to:

- Move out of the lower CPA threshold for our BV199a scores.
- Move from our current position of Unsatisfactory standards (-1 to -4 SQI) to Satisfactory standards (+1 to +4 SQI) for our BV199a (litter and detritus) score.

Street washing

The street washing team will play an integral part in pre-survey preparations. Contract Monitoring Officers will be required to detail their requirements for areas needing additional street washing as part of their Target Ward Action Plan. This will be forwarded to the Contract Monitoring Officer responsible for street washing.

BV199 pre-survey preparation responsibilities of all Partners

Enforcement Service	<ul style="list-style-type: none"> • Preliminary Survey in target wards • Issue of enforcement notices including for littered and untidy private land, fly posting, skips on the highway, obstructions on the highway etc
Waste Management Service	<ul style="list-style-type: none"> • Preliminary Survey in target wards • Joint monitoring of Survey with Accord • Agreeing the Target Ward Action Plan with Accord
Haringey Accord Ltd	<ul style="list-style-type: none"> • Allocation of responsibilities • Joint monitoring of Survey with Haringey Contract Monitoring Officer • Agreeing the Target Ward Action Plan with Haringey Contract Monitoring Officer • Delivering actions against all issues raised in the Target Ward Action Plan
Highways Service	<ul style="list-style-type: none"> • Preliminary Survey by Highways Inspectors in target wards • Resolving any identified highways issues including cracked pavement, potholes etc • Resolve any issues forwarded by the Contract Monitoring Officer identified in the Target Ward Action Plan
Parks Service	<ul style="list-style-type: none"> • Preliminary Survey of land maintained by Parks • Resolving any identified Parks maintenance issues identified including overgrown vegetation on housing land, in parks, verges, maintenance of street flower beds etc • Resolve any issues forwarded by the Contract Monitoring Officer identified in the Target Ward Action Plan
Homes for Haringey	<ul style="list-style-type: none"> • Close working with the Contract Monitoring Officer(s) to help develop the Target Ward Action Plan. • Supporting the Contract Monitoring Officer(s) in monitoring agreed action to remedy issues in the Target Ward Action Plan • To identify any emerging issues which arise once the Target Action Plan has been agreed with Haringey Accord

Appendix B, Scrutiny Review of Street Sweeping and Cleanliness, September 2007 Update, BVPI 199a Action Plan
Summary of BV199 Preparation Process

Time period (weeks)	Activity	Responsibility
-6	BV199 meeting of relevant services	Client & Performance Manager to organise. All invited parties to attend
-5	Relevant CMOs to have completed preliminary survey of issues in their area	Relevant CMOs
-5	Joint monitoring of survey issues between Haringey Accord Area Managers and relevant CMO(s)	Client and Performance Manager (Haringey) and Operations Manager (Haringey Accord) to organise joint monitoring. Nominated Accord staff and Contract Monitoring Officers to carry out joint monitoring
- 4	Target Ward Action Plan to be agreed by the Waste Management Service and Haringey Accord	Target Ward Action Plan to be signed off by relevant Contract Monitoring Officer(s) and nominated Haringey Accord staff. To be filed with Client and Performance Manager (Haringey) and Operations Manager (Haringey Accord)
-4	Target Ward Action Plan to be actioned over the next 4 weeks and all issues resolved and signed off.	Haringey Accord to take action to resolve all issues. To be signed off by relevant Contract Monitoring Officer(s).
-3	Monitoring of Target Ward Action Plan	Relevant CMO(s)
-1	Monitoring of Target Ward Action Plan	Relevant CMO(s)
-4 to 0	Addition of emerging issues to Target Ward Action Plan	Relevant CMO(s) in agreement with nominated Haringey Accord staff
-4 to 0	Action against any emerging issues	Haringey Accord
0	New tranche begins	
+1	Monitoring of Target Ward Action Plan by relevant CMO(s) and Housing staff	Relevant CMO(s) and Housing staff
+3	Monitoring of Target Ward Action Plan by relevant CMO(s) and Housing staff	Relevant CMO(s) and Housing staff
+5	Monitoring of Target Ward Action Plan by relevant CMO(s) and Housing staff	Relevant CMO(s) and Housing staff
0 to +7	Monitoring of Target Ward Action Plan by relevant CMO(s) and Housing staff	Relevant CMO(s) and Housing staff
0 to +7	Addition of emerging issues to Target Ward Action Plan	Relevant CMO(s) in agreement with nominated Haringey Accord staff
+1-7	Action against any emerging issues	Haringey Accord

Appendix B, Scrutiny Review of Street Sweeping and Cleanliness, September 2007 Update, BVPI 199a Action Plan
Target Ward Action Plan Template

PART A: Reference details:			
Target Wards:		Contract Monitoring Officer(s) responsible:	
Dates of tranche (circle as appropriate)	April to July August to November December to March	Target Ward Action Plan Number (based on tranche number)	1 2 3
		Year:	2006

PART B: Issues raised from preliminary survey					
Reference	Issue	Agreed action to be taken	Responsibility	Completed? (Insert Y / N)	Date of completion
1					
2					
etc					

PART C: Street washing activity					
Reference	Issue	Agreed action to be taken	Responsibility	Completed? (Insert Y / N)	Date of completion
1					
2					
etc					

PART D: Streets outside Target Wards					
Reference	Issue	Agreed action to be taken	Responsibility	Completed? (Insert Y / N)	Date of completion
1					
2					
etc					

PART E: Author responsibilities:	
Action	Complete (Insert Y or N)
Provide a copy of this Action Plan to Haringey Accord's Operations Manager	
Provide a copy of this Action Plan to Client and Performance Manager	
Provide a copy of this Action Plan to Contract Monitoring Officer with responsibility for BV199	
Provide a copy of this Action Plan to Contract Monitoring Officer with responsibility for Streetwashing	
Monitor progress against all issues in Action Plan at least every fortnight	
Feedback any issues with works not being completed, to Client and Performance Manager	

Appendix C, Scrutiny Review of Street Sweeping and Cleanliness, September 2007 Update, Extract from Haringey Accord Service Development Plan

1. To improve borough cleanliness.

KPI's & Targets	Why this is important	How we're going to do it	How the Council can help	How do we measure success	What are the risks and how do we manage them	Target date
<p>BVPI 199(a) Cleanliness CPA lower = more than half the land uses score 30% or more CPA upper = more than half of land uses have scores 0% or lower & no land use score worse than 30%</p> <p>NOT A CONTRACTUAL KPI</p> <p>05/06 actual = 37%, lower threshold just met 06/07 target = 25% (although not formerly adopted)</p>	<p>This is a CPA Target upon which the Council and Accord will be assessed.</p> <p>Not a contractual target. Working toward adopting BVPI 199(a) and HfH BVPI 199 (a) based targets.</p>	<p>Work to a mutually agreed BVPI 199 Action plan. Retraining of managers and staff. Tool Box Talks. Additional Resource. target areas, 360 degree monitoring system</p>	<p>BVPI199 Action Plan already established commenced July 2006. Additional resources in the form of clean teams.</p>	<p>Joint monitoring Independent monitoring by ENCAMS In House BVPI 199(a) monitoring jointly between Haringey and Accord.</p>	<p>Monitoring based on output rather than the current input. High risk to HAL. Evaluate over time to gain an understanding of risk level</p>	<p>April 2007</p>
<p>BVPI 89 Satisfaction with cleanliness CPA upper = 74.4% CPA lower = 64.6% Contractual Target = 55% 05/06 = 44%</p>	<p>This is a CPA Target upon which the Council and Accord will be assessed.</p>	<p>Work to the above plan enhancing cleanliness standards in line with BVPI 199.</p>	<p>Celebrate success, publicise good news stories, raise the profile generally. Consider resource implications.</p>	<p>MORI Poll surveys, straw polls, etc.</p>	<p>Largely perception based, people tend to remember the negative as opposed to the positive, joint strategy to manage perception issues</p>	<p>December 2007</p>
<p>BVPI 199c (new) Fly Poster Removal</p>	<p>This is a CPA Target upon which the</p>	<p>Assist the Council wherever</p>	<p>Consider any possible resource</p>			<p>April 2008</p>

CPA upper and lower TBC Not A Contractual KPI 06/07 = 2 (not formerly adopted)	Council and Accord will be assessed.	possible to deliver this target.	Implications.				
Zone 1 grade A/B Not CPA Contractual Target = 95% 05/06 = 95%+	A contractual target that must be maintained to ensure a good standard of cleanliness. Will be phased out when BVP199 targets are agreed	See BVP1199 above	See BVP1199 above	See BVP1199 above	See BVP1199 above	See BVP1199 above	See BVP1199 above
Zone 2/3 grade A Contractual Target = 95% 05/06 = It was established at an early stage in the contract and recognised by ENCAMS that it is very difficult to achieve grade a immediately following a sweep, hence the same criteria has been used as for Zone 1 grade A/B	A contractual target that must be maintained to ensure a good standard of cleanliness. Will be phased out when BVP199 targets are agreed	See BVP1199 above	See BVP1199 above	See BVP1199 above	See BVP1199 above	See BVP1199 above	See BVP1199 above

5. To improve customer satisfaction with the service by 5% by 31.12.07

Target	Why this is important	How we're going to do it	How the Council can help	How do we measure success	What are the risks and how do we manage them	Target date
Street cleansing						
To reduce the	abandoned cars are one	Our crews will act as "scouts"	Monitor effectiveness of	Joint monitoring. KPI's	HAL contributes to	Ongoing

time taken to remove abandoned cars	of the main complaints of residents	and report in abandoned cars. This could evolve to the direct instruction by accord of the removal contractor via 360 degree monitoring system.	reports, production of KPI data by Vehicle removal contractor.	MORI Pole	success or otherwise but is not solely responsible, this is a shared risk.	
Undertake an annual deep clean	Raises the opportunity to meet BVP1 199(a)	Liaise with parking enforcement teams to manage off street parking. PR Campaign	Carry out joint monitoring exercises. Work to agreed plans. Consider funding. PR Campaign	Joint monitoring, Customer feed back, MORI Pole	Failure to introduce service, negative impact on MORI Pole.	
Reinforce the image and brand of the service.	To raise Public perception of HAL professionalism	Ensure that all agency staff are equipped with properly logged PPE, 360 degree monitoring system	Carry out joint monitoring exercises. Random Inspection	Joint monitoring. MORI Poll	Cost managed through agency supply contract	Achieved
Improve the effectiveness of the service cleaning around recycling bring sites	Visibly cleaner recycling sites high light the council's investment in these facilities and promote recycling, enhance the street scene and public perception.	Coordinate with contractors serving the recycling bring sites to programme cleansing cycles with site emptying. 360 degree monitoring system	Provide information	Joint monitoring. MORI Poll.	Failure to introduce service, negative impact on MORI Pole.	June 07
To increase the % of housing land swept to grade A	Visibly cleaner housing land highlights the perception of residents and councillors	Establish a zoned system on housing land to facilitate the increased cleansing of high traffic or visible areas or those where children play. 360 degree monitoring system.	Consider funding for one additional housing team. Assist with the gaining the co operation of the estates supervision teams.	Joint monitoring. MORI Poll.	Failure to introduce service, negative impact on MORI Pole.	August 07
Other Services						
Celebrate the successes we, with the council, have achieved with the service	Gets the message out, we are good service providers, enhances Public Perception	Establish a reinforced dialogue with the Haringey Star and seek to place a minimum of 1 good news story per issue	Partnership Working	Customer Feed back, MORI Poll	Needs to be properly considered by our respective PR departments for joint benefit.	Ongoing
Prioritise activities in response to customer concerns	Provides a measured and quicker response to bigger issues.	Undertake own customer surveys through Call Centre in advance of e.g. Mori polls	To jointly consider outcomes	Customer Feed Back, MORI Poll	Issues are either big or small dependent on how close you are to it, proper consideration to be given with feed back to customers	June 07

<p>Opportunities to promote the investment of the council and its support of community ventures will be optimised</p>	<p>Enhance Public perception</p>	<p>Where bins or other items are provided for community events they will be labelled so as to recognise the support of the council and Accord</p>	<p>Notify us well in advance of any such venture</p>	<p>Customer feed back, MORI Poll.</p>	<p>Low risk</p>	<p>June 07</p>
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