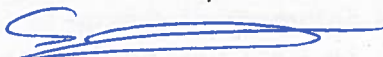


Report for: Cabinet Member Signing

Item number: 3

Title: New approach to Residential Street Cleansing and reduction in Bring Banks

Report authorised by: Stephen McDonnell, Assistant Director, Environmental Services and Community Safety 

Lead Officer: Graham Jones, Interim Neighbourhood Action Team Manager

Ward(s) affected: All

Report for Key/ Non Key Decision: A key decision as the proposed changes to street cleansing and removal of street recycling banks will impact on all wards.

1. Describe the issue under consideration

- 1.1 Members will be aware as part of the process in agreeing the Medium Term Financial Strategy (February 2015) to deliver £70 million of savings it was agreed to reduce the Veolia Integrated Waste Management Contract spend by £2.8 million over three years. This represents a 15% reduction in the total current value of the contract.
- 1.2 This report sets out how the Council will achieve phase one of the savings of £839K which will be delivered during 2015/16 and 2016/17. The proposal will maintain a manual sweeping methodology but at a reduced frequency of one sweep per week. This will provide a consistent level of service throughout the borough. It is still the intention to deliver London top quartile performance for litter as set out in Priority 3 of the Corporate Plan – ‘A clean and safe borough where people are proud to live’. However in order to achieve this we will need to work together with our communities to ensure everybody understands their responsibilities to prevent litter being dropped on our streets.
- 1.3 The report also includes the results of a review of the Borough’s recycling banks and recommends that a number of these banks are removed where they are found to be underused and/or attract fly tipping.

2. Cabinet Member Introduction

- 2.1 The MTFs is placing an increasing burden on the Council to be able to deliver core services such as the street sweeping element of our waste and

recycling responsibilities within a reduced budget. We are however, committed to ensuring a universal service across the borough of one sweep per week. This will place an equal responsibility on all our residents to prevent litter being dropped in order that we can achieve our ambition of a clean and safe borough where people are proud to live.

- 2.2 To help deliver this priority the Council has and will continue to introduce a number of measures to help keep our streets clean, these include, the introduction of pink sacks for flats above shops, the rollout a timed collection service to all 64 main roads by the spring of 2016 and a tougher and more visible enforcement regime to target those who fly tip and litter our roads. These projects will be combined with our new approach to community engagement where we work together with our residents to enable and facilitate sustainable improvements for their local area. This approach is being currently piloted in Noel Park and will help to ensure that together we continue to meet London top quartile performance.
- 2.3 Although the street sweeping changes are a result of very tough financial choices, we are determined to ensure we maintain the best service standards possible.

3. Recommendations

- 3.1 It is recommended that the Cabinet Member agrees:
- 3.2 To change residential street sweeping from twice weekly to once a week as further described in Section 6; and
- 3.3 to reduce the number of recycling banks by 80%. Those listed in Section 8.4 are to be removed and those listed in 8.5 are to be retained.

4. Reasons for decision

- 4.1 The Council's MTFs sets out how £70 million will be saved during the period 2015-18. Part of these savings is a reduction of £2.8 million from the Integrated Waste Management Contract. The first phase of these savings of £805K is recommending a reduction in the frequency of the current service. The reduction in the number of recycling banks will save £34K due to reduced collection and cleansing cost. In total phase 1 of the savings outlined will deliver £839K of the £2.8 Million required over the next 3 years (2015 -18).
- 4.2 The options recommended each fall slightly short of the planned phase 1 savings. Any shortfall in this first phase will need to be added to and recouped from the next stage of savings.

5. Alternative options considered

- 5.1 In order to deliver the balance of maximising efficiencies in reducing costs whilst seeking to maintain London top quartile street cleansing performance an alternative model with different combinations of litter picking and sweeping was considered. This alternative provided different frequencies of cleansing and litter picking to different locations according to historical levels of cleanliness. Sweeping and litter picking would take place less frequently in those wards that consistently achieved high or excellent levels of cleanliness and more frequently in those wards that had achieved lower levels historically. This option was rejected on the grounds that a universal standard of service across the borough would be more equitable and also simpler to operate.

6.0 Details of recommended solution - Once per week Sweep all Wards

- 6.1 The current service provides for residential streets to be swept twice a week over six days. The proposal will reduce the frequency to once a week delivered over 5 days. The benefits of this approach are that:
- a) we maintain a consistent approach to Street Cleansing across the borough, with all wards receiving the same level of service;
 - b) it is easy to understand and explain; and
 - c) All residents are given an equal responsibility to prevent litter being dropped.
- 6.2 There is a risk that levels of cleanliness are reduced and that the council's does not meet its target of being in the top quartile for London on street cleansing (litter). The consultation on the Council's Medium Term Financial Strategy that ended in January 2015 included the proposal to reduce residential street sweeping. Residents expressed concern that a budget reduction would result in lower levels of cleanliness and that street cleanliness should be a priority for the council. These concerns are addressed as follows:
- a) To mitigate against any fluctuations in service and to allow the above changes time to bed in, it is proposed that an additional crew (driver, operative and vehicle) will be deployed for the first 6 months after implementation to act as a reactive response to support sweeping within wards where required.
 - b) In recognition of the demand during autumn leaf fall additional resources have been identified to support the service during this period. The costs of these additional resources have been offset from the total of the overall savings.
 - c) The Council has already adopted a new approach to street sweeping which involved changing from a "barrow beat" (single sweepers with a

barrow) to a mobile team with a caged vehicle. This change was rolled out from 2013 to 2015. This is a more efficient approach which has maintained service standards while already saving over £1 million.

- d) The introduction of this new operation will inevitably create some uncertainty amongst residents as the new regime is implemented, which means that the change needs to be carefully managed and communicated. In recognition of this we intend to deliver a comprehensive communications exercise including press releases and information on the Haringey Web pages, to coincide with its introduction.
- e) Following implementation the Council will continue to monitor the standards and will be able to identify those areas where street cleansing performance does not meet the required targets. In such cases we will work with local communities to deliver sustainable improvements.
- f) If targets are not being met, we will review the methodology and approach.
- g) These proposed changes should be seen in context and in conjunction with other operational initiatives including, changes to contract monitoring, greater level of coordinated enforcement action and a timed collection regime to all 64 main roads in the spring of 2016.

6.3 A key objective within Priority 3 is for the Council to facilitate and enable Haringey's communities to tackle anti social behaviour such as littering within the borough. This will include educational campaigns, raising awareness, residents and business volunteering to undertake local 'clean ups' and supporting the Council to ensure where areas have improved they continue to do so with the local community taking ownership and accountability. It is only by working together with our communities that we will jointly succeed in ensuring top quartile street cleansing performance.

7.0 Background information

7.1 The service is provided as part of a long term contract arrangement with Veolia. The contract provides for the council to make changes by issuing a Council Notice of Change to the contractor. The contractor has agreed to this approach.

7.2 We will monitor the service after implementation to ensure that standards are being maintained. We will review after 3 months and work with Veolia to ensure that we achieve our corporate target of achieving London top quartile performance.

7.3 Veolia will need to reduce the number of staff by 17. This will be achieved through voluntary redundancies.

7.4 We have carried out Equalities Impact Assessments (attached at Appendix A). The street sweeping EqIA identified the risk of a possible negative impact on older/disabled residents (possible hazard from fallen leaves during

autumn) but this has been mitigated by the arrangements for an extra crew during this period to deal with fallen leaves. The EQIA for Bring Banks identified no negative impact on protected groups. We will continue to monitor for negative impacts on protected groups.

8.0 Reduction in the Number of Recycling Bring Banks - £34K

8.1 The MTFs savings included the removal of all the Bring Bank sites across the borough and assumed a saving of £20k for 2015/16 and additional £20k for 2016/17.

8.2 Concern has been raised that this proposal had the potential to negatively impact upon recycling rates. As a result of this concern, an analysis of usage was carried out to establish which bins are being used correctly and therefore making a positive contribution to recycling tonnage and which are contaminated, or not productively used and or attract fly tipping.

8.3 Bring Banks which are not used effectively or being abused will be removed. Banks which are regularly used by residents will be retained. As a result of this analysis it has been established that 80% should be removed, retaining 20%. The current bring bank annual cost is £42,200. This reduction amounts to an annual saving of £34K.

8.4 The sites recommended for removal are:

- Tottenham Lane N8
- Hornsey Library N8
- Crescent Road N8
- Church Lane N8
- Muswell Hill Cinema N10
- Crescent Rise N22
- Wood Green Library N22
- Irish Community Centre N17
- British Legion High Road N17
- Culvert Road N15

8.5 The sites which would be retained are:

- Colney Hatch Lane N10
- River Park House N22
- White Hart Lane N17
- Neighbourhood Resource Centre Park Lane N17
- Mountview Court Green Lanes N15
- Tottenham High Road N15

8.6 Further details of the recycling banks review are included at Appendix C. It identifies which Banks are to be retained, and which removed.

8.7 Residents also expressed concern that removal of the bring banks would make it difficult for people without cars to recycle their waste. However, this concern overlooks the fact that since the bring banks were put in place, we

have introduced weekly recycling collections from people's homes. The service will continue to be monitored for negative impacts on those with protected characteristics.

- 8.8 We have reviewed the Equalities Impact Assessment in light of the change to the proposed operating model, a copy is attached at Appendix A. There were no adverse impacts to protected groups identified but we will continue to monitor for negative impacts on protected groups.

9.0 Summary of Financial Savings

- 9.1 It is planned that these changes are implemented on 4 January 2016
- 9.2 Changes in residential cleansing, reductions in management and the reduction in bring banks will be implemented in January 2016, which provides a 3 month saving in 2015/16 of £212,000 and a saving of £627 in 2016/17.
- 9.3 It has been assumed that the additional reactive crew will only be required while the new arrangements are bedding in. The model above assumes that the service will be removed from July 2016.
- 9.4 A table setting out the detailed profile of savings is included at Appendix B
- 9.5 It is assumed that the new regime will be implemented on 4 January 2016, and figures are based on this implementation date. Any delays to this date will reduce savings by £16K per week.

10.0 Contribution to strategic outcomes

- 10.1 Our vision for all residents and businesses in Haringey is summarised in Priority 3 of the Corporate Plan: 'A clean, well maintained and safe borough where people are proud to live and work'. Underpinning this will be our ability to continue to deliver top quartile performance for street cleansing as set out in the key performance indicators for Priority 3.

11.0 Statutory Officers comments

Finance

- 11.1 The Council's Medium Term Financial Plan 2015 to 2018 contained total savings of £2.8 million relating to waste and street cleansing which included £860k in respect of residential street cleansing and £40k arising from the removal of recycling Bring Banks. Of this total of £900k of savings, £220k are due in 2015-16 and £680k in 2016-17.
- 11.2 This progress report shows that the operational changes proposed will yield £839k of the base savings required. Therefore a further £61k of savings need

to be identified from elsewhere in the contract budget to enable the full saving to be achieved.

11.3 The service changes will need to be implemented in January 2016 for the 2015-16 savings target to be largely achieved otherwise these savings will slip into 2016-17.

11.4 Seventeen redundancies have been identified and this one-off cost is assumed to be met corporately.

Comments of the Assistant Director of Corporate Governance

11.5 These savings rely to some extent on changes to the Veolia Contract. The process for this is highlighted in para 7.1 and the service reports that Veolia are amenable to the change.

11.6 An Equality Impact Assessment is attached to this report. The decision taker should have regard to any impacts on those in the community with protected characteristics, along with any mitigating actions.

Procurement

11.7 The variations are in accordance with CSO 10.2.2 whereby all contract variations with a value in excess of £500k require cabinet approval.

11.8 There are no implications in respect of PCR 2015 article 72 and the variation does not require publication.

11.9 The recommendation offers value for money where savings and efficiencies arise with the reduction of operating costs of the contract. Procurement therefore supports this variation proposal.

Equalities

11.10 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

- 11.11 The street sweeping changes apply a consistent approach throughout the borough. The Service will continue the monitoring of cleanliness post implementation and will include specific equalities questions in future residents' surveys to enable future equalities analysis.
- 11.12 The decision on Bring Banks to be removed has been based on usage; those not being used have been earmarked for removal, while those being used efficiently are being retained.
- 11.13 The changes to the service have been designed not to discriminate against any group of residents. However if a pattern of dissatisfaction emerges through complaints, then the service will review as appropriate.
- 11.14 We have carried out Equalities Impact Assessments (attached at Appendix A). The street sweeping EqIA identified the risk of a possible negative impact on older/disabled residents (possible hazard from fallen leaves during autumn) but this has been mitigated by the arrangements for an extra crew during this period to deal with fallen leaves. The EQIA for Bring Banks identified no negative impact on protected groups. We will continue to monitor for negative impacts on protected groups.

12.0 Use of Appendices

- 12.1 Appendix A – Equalities Impact Assessments
- 12.2 Appendix B – Profile of Savings 2015/16 to 2016/17
- 12.3 Appendix C - Details of Recycling Banks Retained/ Removed

13.0 Local Government (Access to Information) Act 1985

- 13.1 Cabinet Report February 2015; Medium Term Financial Strategy.