

Care For Your Area Services – Efficiency, Improvement and Transformation Review.

Care for Your Area is an umbrella organisation that provides a large number of different front line services. The scope of this review is to consider the following services: Refuse Collection, Street Cleansing, Horticultural Services, Urban Parks, Recycling Services, Markets, Public Conveniences and Workshops and Vehicle Maintenance. This review will consider each of these separate services in turn. Other services that fall within CFYA that are subject to previous and ongoing reviews include Commercial Waste Services, Highway Maintenance, Countryside Parks, Bulky Household Waste.

STREET CLEANSING

Service Baseline / Initial Challenge	Guidance	Information
Description of Current Service	Who provides the service?	<p>This service is provided through an in-house service provision by Care For Your Area based at Cowpen Lane Depot, Billingham.</p> <p>The service is a mixture of manual (barrow), mechanical and vehicular operations that are area based.</p> <p>There are 22 manual (barrow) cleansing operatives that provide a daily presence in many areas across the borough, 11 vehicular cleansing operatives, providing a weekly visit to each road in the borough, five mechanical sweeping machines that clean road channels every 4-6 weeks and one mechanical sweeping vehicle that attends to back lanes following refuse collection.</p> <p>Three team leaders and one Foreman undertake additional cleansing duties and provide day-to-day on site supervision of the operatives.</p>

		Up to January 2011, the Cleansing team responded to 2,322 general litter removal service requests in 2010/11 (compared to 3,298 during 2009/10) and removed 1,595 fly tipping incidents (compared to 2,117 during 2009/10).
Baseline	History - how was the service formed and why does it exist?	<p>Street Cleansing is a statutory function. The street cleansing function previously sat within the Cleansing and Transport division of Housing and Contract Services before becoming part of Care For You Area following a Best Value review in 2000.</p> <p>In 2001, Stockton was rated as the second dirtiest town in Britain. Through radical process re-engineering and a complete cultural change, the service has gone from strength to strength and is now recognised as one of the best performing services in the country.</p> <p>Whilst street cleansing is a statutory function, over the years the service has responded to feedback from both Members and residents and has significantly increased its street cleansing function above and beyond any statutory obligations.</p>
Challenge	What influences impact on the service? (political, social economical, technological)	<p>Street Cleansing is a statutory function. Levels of street cleansing are a key political priority and, over time, additional cleansing resources have been made available in recognition of this.</p> <p>Whilst technologies for manual litter-picking duties may not be appropriate, there are efficiencies to be made through using new technologies, such as hand-held devices. Technological advances are used for mechanical sweeping, graffiti removal etc.</p>

		<p>Unlike the Waste and Recycling Services, a programme of workforce modernisation, generic job descriptions and flexible working arrangements are yet to be introduced within the Street Cleansing function. Should a similar project be carried out within the Cleansing function, savings made within the Waste and Recycling services should be expected within this service also.</p>
	How does the service perform?	<p>Stockton's Street Cleansing service is recognised as being one of the country's top performing services.</p> <p>The industry is measured by a grading, or percentage presence, of litter, detritus, fly-posting and graffiti in any given street that was deemed to be unacceptable (NI 195). In 2010/11, against targets of 5% litter scored 1%, detritus 2%, fly-posting 0% and graffiti 2%.</p>
	What does inspection tell us about this service?	<p>The last Best Value inspection by the Audit Commission (October 2003) rated the service as "excellent with excellent prospects for improvement".</p>
	What resources are used?	<p>There are currently 63 cleansing operatives, with additional temporary staff providing cover for holidays, sickness and seasonal duties.</p> <p>A detailed staffing structure is included within this report.</p> <p>In addition to these assets, there are a range of other resources used at Cowpen Depot and</p>

		a variety of specialist equipment.
	What assets are used to deliver the current service?	Other than the labour identified above, vehicles are the next most valuable asset the service uses. A combination of both contract hire, spot hire and owned vehicles are utilised, dependant on the type and nature of the vehicle being used. All vehicles are subject to regular and rigorous procurement exercises, that ensure best value is delivered at all times.
	Are there any limitations or barriers affecting the delivery of the service?	Expectations of what the service is able to deliver are extremely high and meeting these expectations is a real challenge. For example, weed growth prevention and removal is an incredibly difficult and time consuming task, made more difficult by recent changes in EU legislation. Providing a presence in parks 12 hours a day, seven days a week is labour intensive. The amount of litter collected shows no sign of reducing, despite significant numbers of litter bins and work done in litter education and enforcement.
	If the service is outsourced or provided by a third party, how are service standards monitored?	Service standards could, in theory, be monitored by means of the client (i.e. SBC) insisting upon certain performance standards that the contractor must abide by. In reality, and considering the experience of waste services that were outsourced until recently, there is little the client can do to control or enforce performance delivered by a wholly separate organisation, other than through formal proceedings. These are time consuming, costly and don't provide the

		customer with the immediate service improvements required.
	Could the service be provided through a different mechanism?	SBC use a combination of mechanical (e.g. road channels) and manual (e.g. footpaths, grassed areas) cleansing operations. It would be impracticable to move to either a wholly mechanised or manual cleansing operation.
Customer Baseline	<p>Who are the customers what are their needs now?</p> <p>How are service users consulted and how do their views shape delivery?</p> <p>How satisfied are the customers?</p> <p>How do you communicate with your users?</p> <p>How are these services promoted / marketed?</p> <p>What do Viewpoint Surveys/ internal audit reports tell us about the service?</p>	<p>There are over 82,000 properties, a population of 191,100 and around 3,200 roads and streets, 70 miles of cycle paths as well as the Urban and Countryside parks that the team works in. There is no provision within street cleansing budgets to allow for population growth or to clean any additional new streets / cycle paths etc., which are developed.</p> <p>Recent Ipsos MORI satisfaction survey results demonstrate that the service has a customer satisfaction rating of 81%.</p> <p>Communication through resident meetings, walk the wards and using the Council's view point surveys. Regular articles appear in Stockton News and monthly telephone surveys are conducted.</p> <p>As above. In addition, on-line service request facilities are available for customers to use.</p> <p>As above. The service is very highly regarded by our customers.</p>
Customer	Are there customers who could use the	We do provide a mechanical sweeping

<p>Challenge</p>	<p>service but don't?</p> <p>Are there customers using the service who shouldn't be?</p> <p>Who are the customers of the future and what are their needs?</p> <p>What is likely to impact on demand for these services in the future?</p> <p>What do complaints/ compliments tell you about these services?</p>	<p>service to a small number of businesses on industrial estates in the borough. Expanding this private work could be extended – but there are capacity issues with current resources and a significant amount of additional private work would need to be sustainably generated to justify purchasing additional vehicles and employing additional staff.</p> <p>No</p> <p>Residents of new households in the borough, users of new roads, footpaths and cycle ways.</p> <p>Demand on the cleansing service has grown inexorably in recent years and there is no indication this trend will alter.</p> <p>That whilst residents don't like to see litter being dropped, they do appreciate the fast and reliable response from the team.</p>
<p>Aims & Objectives</p> <p>Baseline</p> <p>Challenge</p>	<p>Is the service required by statute?</p> <p>Is there a statutory level of service?</p> <p>Is the service responsive or proactive or a mixture?</p> <p>Is the service needed?</p>	<p>Yes</p> <p>Yes. For example, town centre shopping areas and shopping parades (High intensity areas) must be cleaned within an hour of cleansing standards falling below acceptable standards.</p> <p>Mixture of both scheduled cleansing work and reactive cleansing service.</p> <p>Yes.</p>

	<p>What would happen if the service was not provided either in whole or part?</p> <p>How would the service react to new pressures what capacity would be required to deal with additional / new demands?</p>	<p>Litter and rubbish would very quickly build up in all areas across the borough.</p> <p>The service has coped, though with great difficulty, to the recent additional demands on the service – park attendants, population growth, new footpaths, roads and cycle ways for example.</p>
Aims & Objectives Challenge	Who provides a similar service to this using a different delivery mechanism e.g. external partnerships, shared services etc.?	Some Council's have outsourced the service entirely.
Relevance / Context Baseline / Challenge	<p>How does the service fit with the overall aims of the Council?</p> <p>How does the service contribute to key policy areas?</p> <p>Are there any political judgements / decisions involved in determining the level of service?</p>	<p>The service contributes to both the Sustainable Community Strategy and Council Plan, through the following policy area:</p> <ul style="list-style-type: none"> • Make the Borough a cleaner, greener and more attractive environment. <p>This is an extremely high profile and politically sensitive service that can attract both positive and negative media attention.</p>
Financial / Resource Considerations Baseline	<p>What are the costs of the service?</p> <p>Capital and revenue costs?</p> <p>What is the level of 3rd party expenditure?</p>	<p>The Street Cleansing budget for 2011/12 is £1,865,982 – the main costs in 2010/11 are: -</p> <ul style="list-style-type: none"> • Salaries £1,386,899 • Transport £400,746 (of which £126,000 relates to fuel) • Supplies and Services £210,000 <p>All revenue costs.</p> <p>None.</p>

	<p>What contracts or other arrangements are in place (spend analysis)?</p> <p>What is the Council's commitment to contracts / other arrangements?</p> <p>Do you have any charging policies?</p> <p>How have Gershon efficiency savings impacted on the service and how were the service planning to meet future Gershon efficiency targets? How will the current financial climate affect the service?</p>	<p>None.</p> <p>None.</p> <p>A small amount of private mechanical sweeping work is provided for businesses within industrial estates.</p> <p>The greatest risk to the financial stability of the service are those issues that are beyond any control – such as rising fuel costs, additional roads, streets and rising population etc.</p>
Financial / Resource Considerations Challenge	<p>How can you demonstrate that the service is cost effective overall?</p> <p>Do external contracts offer value for money?</p>	<p>Whilst the current cost per household is no longer a reportable performance indicator the service costs around £22 per household per annum. There is no national average cost available.</p> <p>No external contracts.</p>
Service Drivers	<p>What do we need to change and why?</p> <p>What are the main drivers of change?</p>	<p>Unlike the Waste and Recycling Services, a programme of workforce modernisation, generic job descriptions and flexible working arrangements are yet to be introduced within the Street Cleansing function. Should a similar project be carried out within the Cleansing function, savings made within the Waste and Recycling services should be expected within this service also.</p>