

**Forest Heath District Council  
St Edmundsbury Borough Council**

**WEST SUFFOLK WASTE  
AND STREET SCENE  
SERVICES JOINT  
COMMITTEE**

**31 MARCH 2011**

**JWC11/041**

**Report of the Strategic Director (Services) (FHDC)  
and the Corporate Director (Economy and Environment  
(SEBC)**

**CLEANSING REVIEW**

**Synopsis:**

**This report is an update to report JWC11/036 that the West Suffolk Waste and Street Scene Services Joint Committee considered on 14 January 2011. A comprehensive redesign of our Cleansing Services across Forest Heath and St Edmundsbury is now well underway. This report details the progress being made on this project as well as outlining future activities and timescales.**

**Update on the Joint Cleansing Review:**

**Current status**

1. Project activities undertaken in January and February:
  - a) Project meetings are taking place;
  - b) Project documents refreshed including Project Status Report (see Appendix A), programmes and risk registers;
  - c) Project Gateway meeting involving Corporate Director, Heads of Service and the Project team took place in February.
2. In January a three day mentoring session with Integrated Skills Limited (ISL) took place, work in this session included;
  - Base data – daily, weekly routes, horse walks, litter/dog bins, rural & urban sweeping routes;
  - Baseline routing data is formed from the above and then loaded into Routesmart to commence modelling;
  - Rural Mechanical sweeping modelling;
  - Mechanical Sweeper (Scarab) modelling.

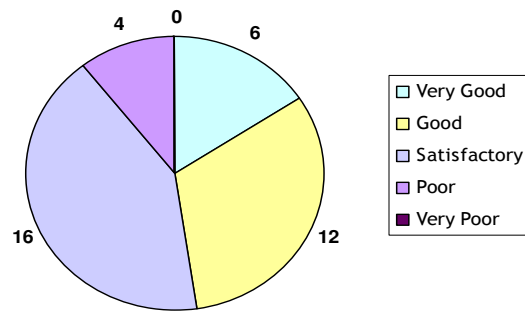
3. In February a further two day mentoring session with ISL took place, work in this session included;
  - a) Mechanical Sweeper (Scarab)
    - Modelled scenarios with one scarab in each of the four main areas of work (Bury, Haverhill, Newmarket, Brandon, Lakenheath and Mildenhall);
    - Modelled scenario with only one scarab in St Edmundsbury;
    - Cleansing frequency of some streets in Newmarket increased to eight-weekly.
  - b) Rural Sweeping
    - Rural Mechanical sweeping is across both St Edmundsbury and Forest Heath using one vehicle instead of two;
    - Driver involved with the fine tuning of the routes;
    - Three new routes swept using a demo vehicle.
  - c) Applied Sweeping
    - a considerable amount of work was required to manually input this data, footpaths in Forest Heath were not included on the road network;
    - work will commence on litter picking, precinct and van routes when the above data input is complete.
  - d) Action Plan – preparation for final two day mentoring session on the 17 March;
    - evaluate the work completed on the applied sweeping and litter picking rounds;
    - look at the park and loop style routes of the van rounds including precincts and shop front cleansing.
4. Visits by officers to the different manufacturers of mechanical sweeping vehicles have taken place. This has allowed officers to look at the differing types of vehicle on the market and benchmark other Local Authorities who are using them before a decision is made in March to place an order.

### **Parish/Town Council consultation**

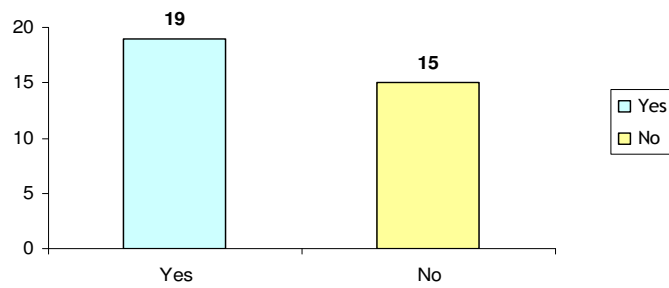
5. The consultation closed on the 11 February 2011;
  - Start date 13<sup>th</sup> December 2010
  - Letters sent 90
  - 38 Responses received
  - 42% return Rate
  - Forest Heath – 7 Councils
  - St Edmundsbury – 28 Councils

## Closed Questions – Analysis

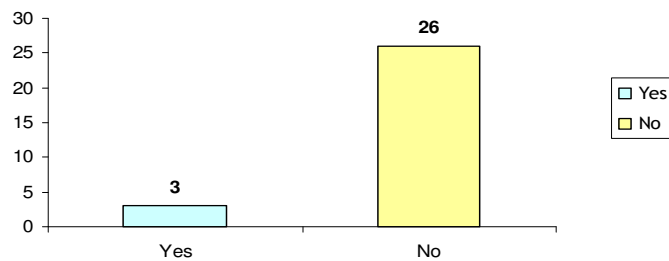
**Number of Responses - How satisfied are you with the current service we provide?**

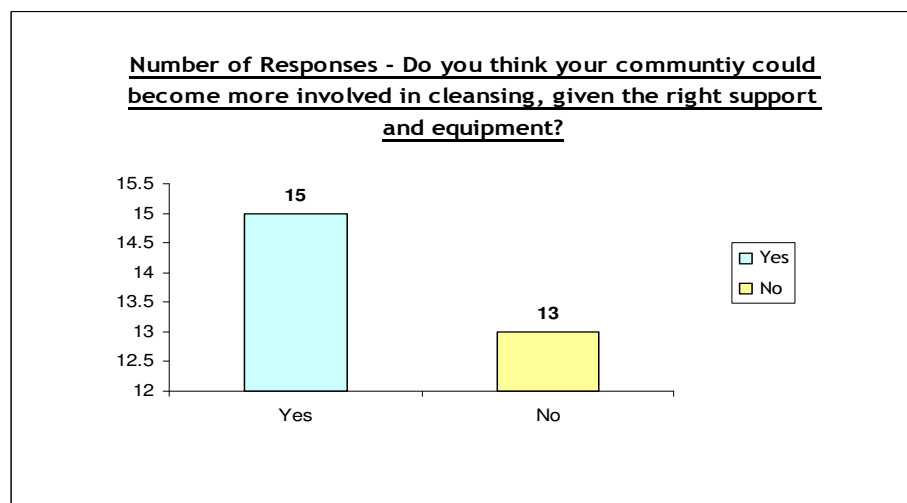
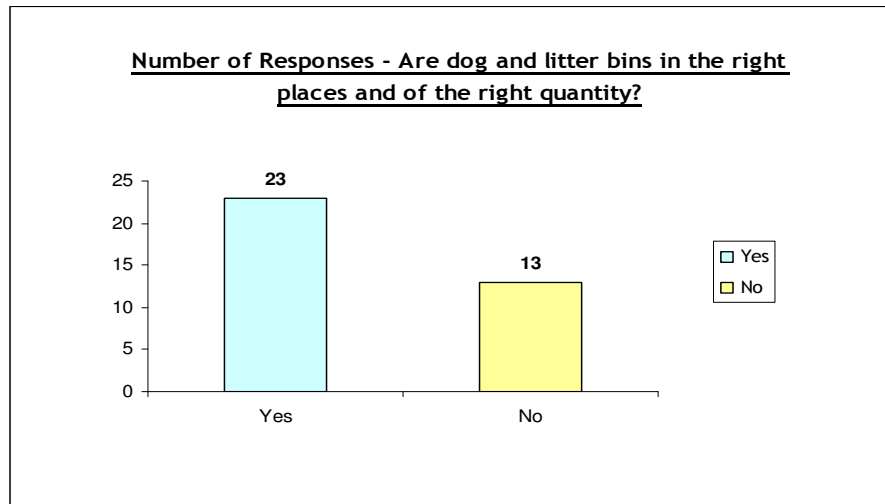


**Number of Responses - Are we cleansing the right areas at the right times?**



**Number of Responses - Are there some areas that could do with less cleansing to allow other to be cleansed more often?**





## 6. Open question analysis;

- The Parish and Town Council responses received are attached together with the specific comments;
- In summary the range of responses suggest;
  - Some councils would like to see a greater frequency of cleanse or at least for the current level of service to be upheld;
  - They feel that the best way to tackle littering is through better enforcement and education; and
  - Several 'local issues' have been identified through the comments received which should enable us to instigate proactive operational measures to overcome them.

## **Staffing and Training**

7. Revised job descriptions have been distributed to staff of both Councils which should streamline the range of different job descriptions from the current four to two. A Waste Operative and Waste Operative / Driver have now replaced Loader, Loader / Driver, Driver / Loader and Cleansing Operative job descriptions across

both councils. This will help to make recruitment and selection more straightforward. Staff of both Councils have been fully consulted on this with colleagues from Human Resources and the Trade Union.

8. The first Waste Operative posts have been advertised at the Olding Road depot attracting 64 applicants; these posts are working a different shift pattern - Thursday to Monday. This will help the Councils improve cover over weekends and deliver overtime savings.
9. Staff are to go through a training programme involving Customer Care and a level 2 Apprenticeship in Waste Management which is open to all ages. Mechanical Sweeper drivers will also be trained to deliver in-house training on how to operate and use the new mechanical sweeping vehicles more efficiently.
10. The new Orange Personal Protective Equipment (PPE) with the new joint branding on the front and back will be issued to staff. To launch the new West Suffolk joint branding hi-viz tabards are to be issued to all staff in exchange for the old ones which will then be cleaned and stored for future community cleans ups. Remaining PPE will be phased in as staff require replacements on the current exchange policy.

### **Next Stage**

11. The programme for the coming weeks involves completing the following tasks;
  - Identification of hotspot areas that require more intensive cleansing;
  - Complete rural routing and print maps and schedules (see Appendix B);
  - Upload locations of dog and litter bins into Routesmart;
  - Match draft channel sweeping routes to available resources;
  - Commence routing on applied sweeping and litter picking rounds;
  - Commence routing litter picking and bin emptying routes including precincts and shop front cleansing;
  - Agree a process to deal with parked cars; and
  - Investigate a paperless work scheduling recording system using handheld and in-cab technology.
12. Work on the routing for the Shared Rural Mechanical Sweeper across Forest Heath and St Edmundsbury is nearing completion. This should allow us to share one vehicle and driver which will be based at the Olding Road depot. This will enable Forest Heath to dispose of a Mechanical Road Sweeper which is due for renewal reducing the fleet size from three to two vehicles.
13. A Service Level Agreement (see separate report) for the joint running costs of the Shared Rural Mechanical Sweeper between both councils for this cleansing service. 25 percent of the routes cover the Forest Heath area therefore it has been agreed to calculate the overall costs of the service on that basis.
14. The ordering of the Shared Rural Mechanical Sweeper is imminent and has a six to twelve week lead time. But this will not affect the new shared rural sweeping start date as one of the current vehicles will be used until the new vehicle arrives.

15. Throughout this process, officers are conscious of the significance of this project in terms of project scale, complexity and the fact that it could impact on many residents, businesses, visitors and tourists in Forest Heath and St Edmundsbury. For these reasons, risks will be managed and Members will continue to be regularly updated on progress.

16. It is planned that changes from this project will start to be rolled-out from April 2011 with further changes taking place throughout the year.

### **Finance/Budget/Resource Implications**

17. The intention of the review is that cleansing services will be delivered at a lower cost to each organisation.

### **Environmental Impact and Sustainability**

18. The aim of the project is to improve the environmental impact of the service and it is anticipated that this can be achieved through reducing vehicle miles and increasing the amount of recycling of waste materials.

### **Policy Compliance/Power**

19. There are likely to be changes to departmental policies and procedures as a result of this review. Any proposed changes that potentially impact on residents or partner organisations will be brought back to members of the West Suffolk Waste and Street Scene Services Joint Committee for approval.

### **Performance Management Implications**

20. Cleansing performance is well measured and reported through National Indicators 195 and 196. Members may be asked to decide on resource limited options in terms of reducing a current level of service in order to reallocate or reduce resources.

### **Legal Implications**

21. All legal implications of sharing assets will be handled under a Service Level Agreement. Any changes required to policies and procedures will be amended through the agreed process at either Council.

### **Human Rights Act and Diversity Implications**

22. Currently there are no known human rights and diversity implications as all residents will be offered the same service matched to the type of area that they live in.

### **Crosscutting Implications**

23. There may be crosscutting implications resulting from this project in terms of working with partners or impacting upon them through any changes to the cleansing

regime both Councils adopt. These will be monitored and reported to members as necessary.

### **Risk Assessment**

24. There is a balance to be struck between maintaining or improving current levels of performance and the cost of our cleansing operations.

### **Council Priorities**

#### **25. Forest Heath**

- Community engagement and communication; and
- Street scene and environment.

#### **St Edmundsbury**

- Raise standards and corporate efficiency; and
- Secure a sustainable and attractive environment.

### **Recommendation:**

**26. It is recommended that Members:**

- a. Note the progress of the project to redesign Cleansing Services;**
- b. Receive regular updates on progress, including a report at the next committee meeting.**

### **DOCUMENTS ATTACHED**

None

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Strategic Director (Services) / Corporate Director (Economy and Environment)  
23 March 2011

### **BACKGROUND PAPERS**

None

### **CONTACT OFFICERS**

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