Achieving Neighbourhoods as clean as the City Centre

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John Marsh, Locality Manager

APSE Seminar
12th November 2014
Achieving Neighbourhoods as Clean as the City Centre

- Workshop Brief -

• About Nottingham’s street scene service
• Driving the service from Good to Great
• Tackling cleanliness through innovation and education
2011 Manifesto Priority
“Neighbourhoods As Clean As The City Centre”

- Dedicated staff to quickly remove graffiti & fly posting
- Maintain England’s Cleanest Big City
- Crack down on dog fouling in our Neighbourhoods
- Remove unnecessary street furniture, signs & barriers
- Deliver weekly kerbside bulky waste collections
- Simplify recycling and enhance recycling to flats
- Staff visibly working in your Neighbourhood
- Provide funding to repair potholes, repair pavements & local capital schemes
A BIG Challenge

• 805 km of roads to sweep and clean
• 30,000 domestic bins emptied every day
• 4000 bulky waste jobs a month
• 2600 litter bins to empty
• 2600 gardens maintained
• Open spaces and verges cut and maintained – average 12 cuts
Development of New Structure

- North, Central & South Localities
- Co-terminus with Partners
- Removed duplication
- Ward as the building block
- Implemented April 2012
How We Are Organised?
Localities & Ward Based Model

- Locality Managers
- Area Based NOMs
- Ward Based NDOs
- City Centre Team

- 3 Localities
- 9 Areas
- 20 Wards
- City Centre
Governance
Strategic to Delivery

City Vision & Co-ordination
One Nottingham Board & Executive Group

City Wide Oversight
Crime & Drugs Partnership & Executive Group

Locality Planning
Locality Boards: North, Central & South

Neighbourhood Delivery
Neighbourhood Action Teams (NATs)
Locality Report
September 2014
North
Keeping Nottingham & Her Neighbourhoods Clean Requires Integrated Working

City Services
Established in 2010

Street Cleansing & Grounds Maintenance
Waste & Recycling Collection
Highways Maintenance & Winter Service
Neighbourhood Development & Locality Management

Key Partners

Nottingham City Homes
Police & Fire Service
Community Protection
Crime & Drugs Partnership
Community & Voluntary Sector
How do you measure a clean city & neighbourhood?

Technical measures
• Cleansing index (target of 86 average over 12 months in every Ward)
• Volume measures (graffiti, fly-tips, dog fouling)

Associated measures
• Fly posting; street furniture; chewing gum; detritus

Perception measures
• Quality of local neighbourhood as a place to live
• ASB Perception measures: litter; graffiti; dog fouling
• Speed of response to citizen complaints

Intervention measures
• Fixed penalty notices (FPNs)
• Enforcement operations
City Centre Benchmark

Nottingham Sparkles!

- Very high!
- Grade A (normally)
- 7 day operation
- 20 hours per day
- Limited deterioration
- Visible enforcement
Neighbourhood Challenges

- Fly tipping
- Graffiti
- Dog Fouling
- Litter & Detritus
- Deterioration
- Contaminated Bins
- Bins on Streets
Our Performance Journey

City Wide Graffiti Total

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<th>No of Incidents</th>
<th>Total Reports 2011-12</th>
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City Wide Fly Tip Total

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Our Performance Journey

City Wide Dog Fouling Total

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Nottingham City Council
How have we done it? and Where do we go next?

“From Good to Great ”
Citizens at the Heart of What We Do

‘Report a Problem’

‘Have Your Say’
Changing Citizen Behaviour and Perceptions

Campaigns proven to work but need to be repeated to be effective

- Summer 2014 6 week #keepitclean campaign
- Sparkle Dec 2012 average ward litter reduction 2%
- Chewing gum 2012 – one month campaign (March – April) 88% reduction in measured areas
- Chewing gum 2011 – one month campaign, Sept 2011, 43% overall reduction in measured areas
- Dog poo, summer 2010 – 79% decrease
- Big Summer Clean 2011 – 8% increase in citizen satisfaction with where they live and fly tipping down 10%
Campaign Photos
Stats from #keepitclean

- 5254 bulky waste collections, 1,122.77 tonnes of rubbish collected, 1507 fly tips and 1,721 square metres of graffiti cleared

- Launch of WEEE collections at city schools. 500 items collected

- Days of Action to tackle dog fouling in hotspot areas

- Launch of the ‘See It, Report It’ campaign in parks across the city to encourage people to report irresponsible dog owners

- Introduction of new initiative - ‘Waste Wednesday’
Service Innovation
Service Technology

Improve ‘connectivity’ to frontline operatives

- Masternaut vehicle tracking
- Bartec in-cab technology
- Route optimisation
- Mobile working and instant reporting
- Citizen reporting and feedback
- Text Messaging services introduced
- Radio communication system technology
- Intelligent litter bins – 2 strand strategy
Big Belly Solar Bins

- 170 new City Centre bins installed
- Solar powered, automated messages (Please empty me!)
- 160 bins removed and refurbished for relocation to district centres
- Emptying every 3-4 days on average as compared to 4 times per day
- Savings on fleet and fuel achieved
- Staff resources redeployed to outer wards.
- Advertising income stream
Depots, Fleet & Equipment
Modernisation Program

• Replacement small plant programme
• Sweeper Fleet reviewed
• Consolidate operations at Woolsthorpe Depot (September 2013)
• New FIDO fleet and operating regime (September 2013)
• New cage-tipper fleet
• New neighbourhood RCVs
Workforce Development

- Comprehensive training and development program
- Train and qualify 50 C1 licence holders by Dec 2014
- Reduce sickness absence to corporate target of 9.5 days by March 2014
- Ageing workforce
- Grow our own- 45 Apprentices in 2014 on 2 year program
- NJF and direct funding
Enforcement – Integral to Improvement

• 100 CPO’s working throughout Neighbourhoods – 85% patrol time
• CPO’s cover trade waste, messy gardens, bins on streets, graffiti, fly tips, letting boards, dog fouling
• Operation Metallica – regular stop and search operation targeting unlicensed waste carriers
• Intelligence led enforcement activity by CP Police teams targeting prolific graffiti taggers has resulted in 6 convictions and 4 cautions in last 18 months
• Dog Control Order in Lenton Abbey in 2012 – believed to be largest in Country
Commercialisation

- Income growth
- Events management and services
- Grounds and schools
- Insourcing - Hedge cutting
- Commercial waste and skips
Productivity and Efficiencies

- No mandate to reduce quality
- Phase 3
- Attendance Management
- Performance Management
- Fleet
- Management Streamlining
External Recognition

- CIWM England’s Cleanest Big City 2011/2
- Clean Britain award 2014 submission
- Citizen Survey Results 2013 85% residents satisfied with cleanliness of their local area
- Survey also showed “significantly statistical improvement” in attitudes to litter, graffiti and dog fouling
- APSE Street scene Team of the Year 2011. Finalist 2014
- APSE Council of the Year 2012
- Britain in Bloom – consistent winners
- Purple Flag Town Centre
- Highest number of Green Flags in East Midlands
"Nottingham City Council’s street cleansing service has reduced its net cost (once inflation has been taken into account) by 8% between 2008-09 and 2012-13. They have also increased their quality assurance and community consultation score by 18% and have achieved 1% on their cleanliness quality index for 2012/13."
Discussion time