



APSE Seminar –
Transformation Tools:
Models of delivery at Hackney Council

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London Borough of Hackney

- Population – 280,000
- Households – 54,500 Estates and 55,000 Street based and 5,100 Flats Above Shops
- Highway length – 260 km
- Total municipal waste – 124,000 t
- Household recycling rate – 27.5%
- Commercial recycling rate – 22.3%
- Waste collection authority and constituent borough of the North London Waste Authority



Overview

- Why insource services?
- Hackney's approach
- Parks and Green Spaces and Leisure Management
- Waste and recycling services
- Commercial opportunities

Why insource services?

- Greater flexibility and control
- Direct link to corporate policy and priorities
- Full influence over pace of change
- Manage operational decision making
- Directly benefit from efficiencies and savings
- Retain strategic and operational expertise
- Direct accountability



Hackney's approach

"We will review services and see what more can be done to bring services in house"

In-House

Waste, recycling and cleansing
Parks and Green spaces
Housing maintenance (part)

Currently outsourced

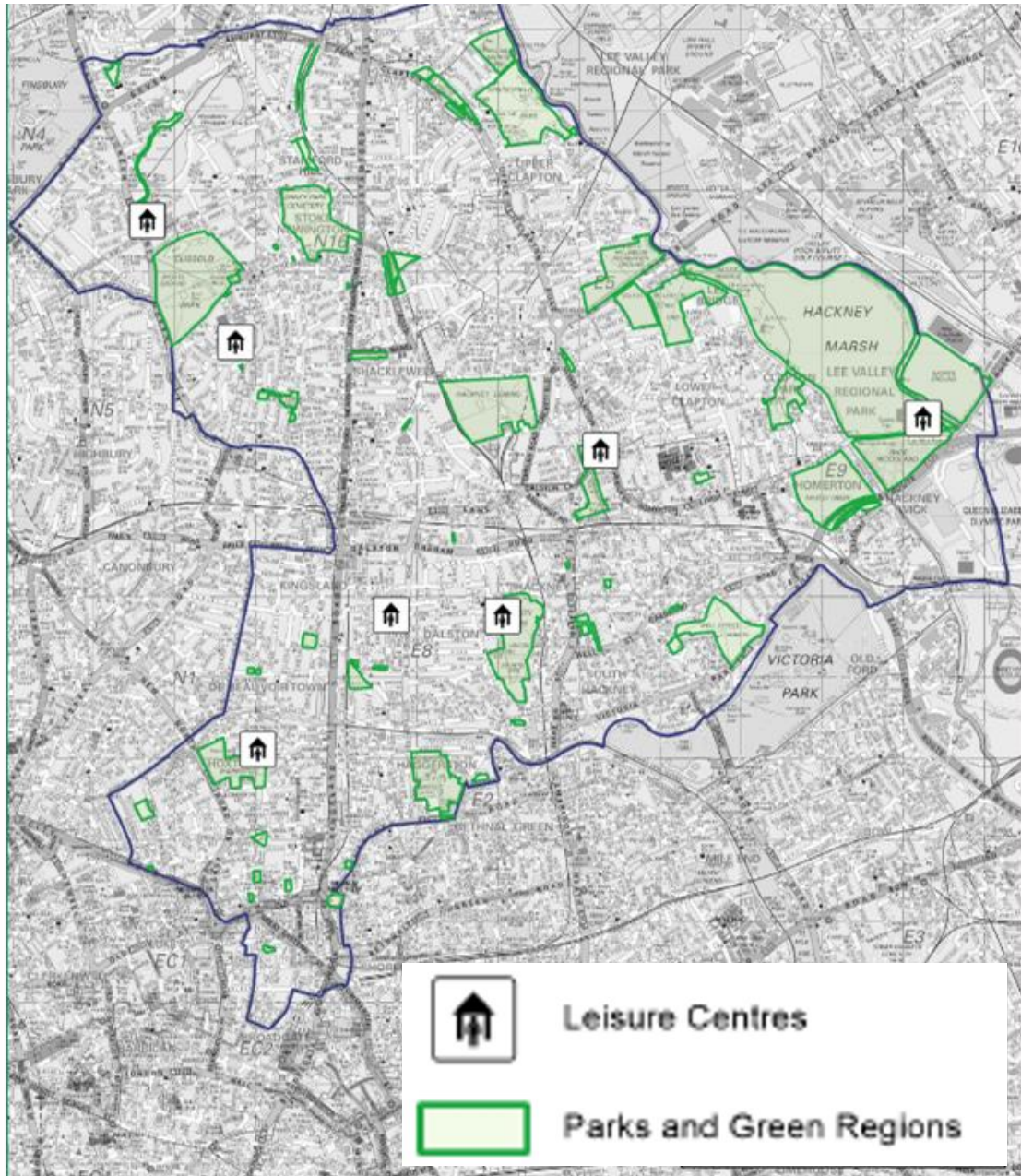
Leisure Services
Highways
Fleet maintenance

Parks and Green spaces

- 58 parks and green spaces managed, developed and maintained by in house team
- 282 hectares: From major parks to spaces, eg:Hackney Marshes & Hoxton Square
- 2 successful 'Parks for People' lottery fund projects
- £25m investment since 2010
- 95% resident satisfaction
- 23 Green Flags



Parks & Green Regions with Leisure Centres



Leisure Management

- True partnership with Greenwich Leisure Ltd (GLL):
- Commenced in 2005 and currently runs until 2029
- GLL operate 7 sport and leisure facilities
- Significant outcomes through the partnership:

- Customer satisfaction 88% in 2016/17
- Increase in annual usage from 750,000 in 07/08 to 2,400,000 in 2016/17
- Reduction in the subsidy per visit to £0.00 in 2016/17



Waste, Cleansing and Recycling – In House

- Waste and cleansing - back in house in 2002

The position then: Short term private sector provider - 2000-2002; very low level of public satisfaction/high level of complaints; workforce issues and low levels of recycling leading to the decision to outsource the new recycling service in 2003.

- Recycling - back in house in 2013

- Integrated cleansing with Council housing land and blocks in 2017



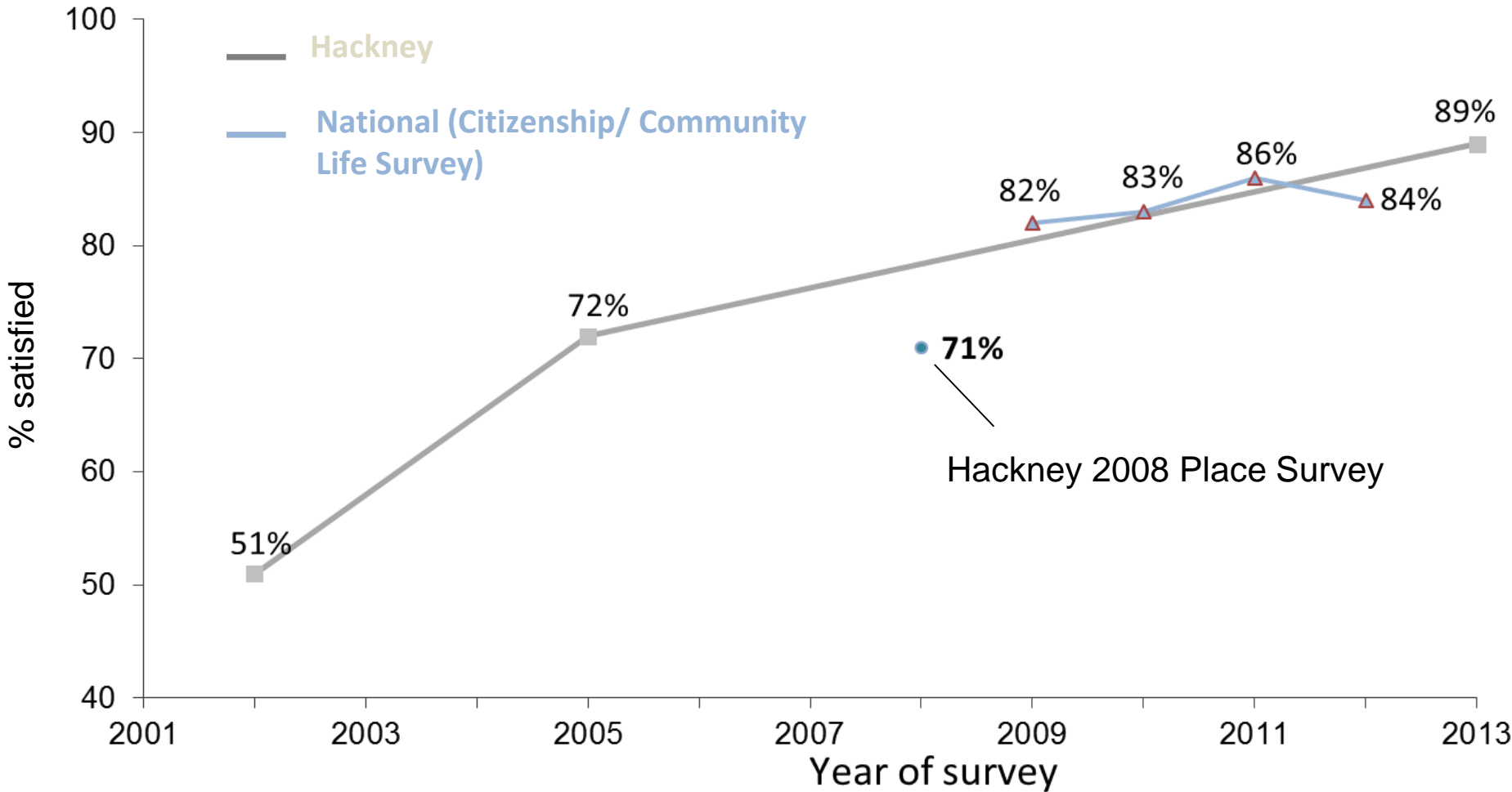
MJ Achievement Award for Environmental Services in 2013

The submission covered Hackney's Public Realm:

- ✓ Street Cleanliness
- ✓ Making Recycling easier
- ✓ Streetscene
- ✓ Cycling
- ✓ Operational delivery and efficiency
- ✓ Managing financial demands



Satisfaction with Hackney as a place to live



Base: Hackney 2013 (1,016). Fieldwork 5 January – 6 March 2013; Hackney 2005 (1,006) . Fieldwork 25 August – 31 October 2005; Hackney 2001 (1,006). Fieldwork November 2001; Citizenship /Community Life Survey, c. 10,000 interviews each year.



Waste, Cleansing and Recycling, an in house model of service delivery

- A clear vision for the service
- Manage workforce issues and industrial relations
- Significantly improved performance
- Reorganisation of refuse and recycling schedules and street cleansing
- Higher levels of productivity set and method changes introduced taking account of night time economy issues
- Opportunities for those who want to progress within the organisation
- New vehicle fleet and depot



Workforce related issues

- Dealing with equal pay legislation
- Single Status introduced
- Removal of bonus payments
- Introduction of environmental operative job descriptions with generic duties



Bringing recycling in house achieved

- A move to comingled collections
- Operation within existing depot
- Utilised existing vehicle fleet
- Harmonised workforce
- Multiple recycling waste-streams collected
- Service savings
- Improve recycling performance



Service cost comparison

	<i>Private Sector (£K)</i>	<i>DSO (£K)</i>
Refuse collection	3,620 (2002)	2,545 (2017)
Recycling	2,600 (2012)	2,443 (2017)
Street Cleansing	5,761 (2002)	6,590 (2017)

Commercial waste service

- **Budgeted Turnover 2017/18 - £5.6million**
- **Number of individual customers – 3,500**
- **Commercial Team Breakdown:**
 - Business Development Manager
 - Commercial Account Manager
 - 3 Commercial Sales Managers
 - 4 Contract Processing Officers





Thanks