




**Excellence in
Environmental Services
A winning approach from Hackney**

Mark Griffin – Head of Environment & Waste Strategy





APSE Street Cleansing & Streetscene Conference

- Why public realm is a priority
- Our decision to in-source street cleansing and refuse services
- Increasing customer satisfaction whilst delivering savings – it is possible!

London Borough of Hackney



London Borough of Hackney

Population - 252,119

Households - 105,619 (Estates 54,077 and Street based 51,542)

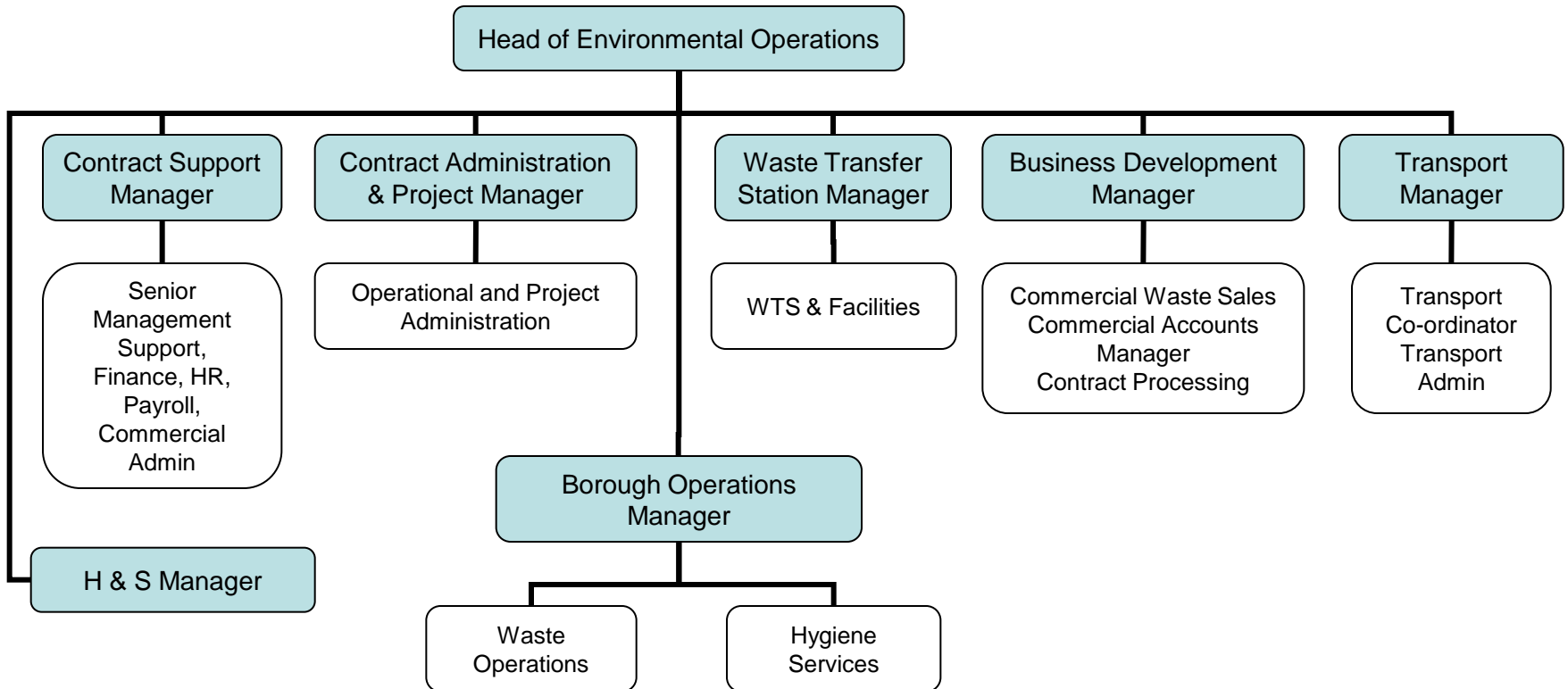
Highway length – 260km

Total municipal waste – 112,506t

Household recycling rate – 24.3%

Waste collection authority and constituent borough of the North London Waste Authority

Environmental Operations Structure



Environmental Operations Resources

	<i>Operatives</i>	<i>Vehicles/ Equipment</i>	<i>Comment</i>
Refuse	72	33	Includes commercial & spares
Recycling	43	14	
Cleansing	175	58	Includes 25 temporary staff
Hygiene	7	7	
Management & Admin	36.5	22	
Totals	333.5	134	

MJ Achievement Award for Environmental Services in 2013

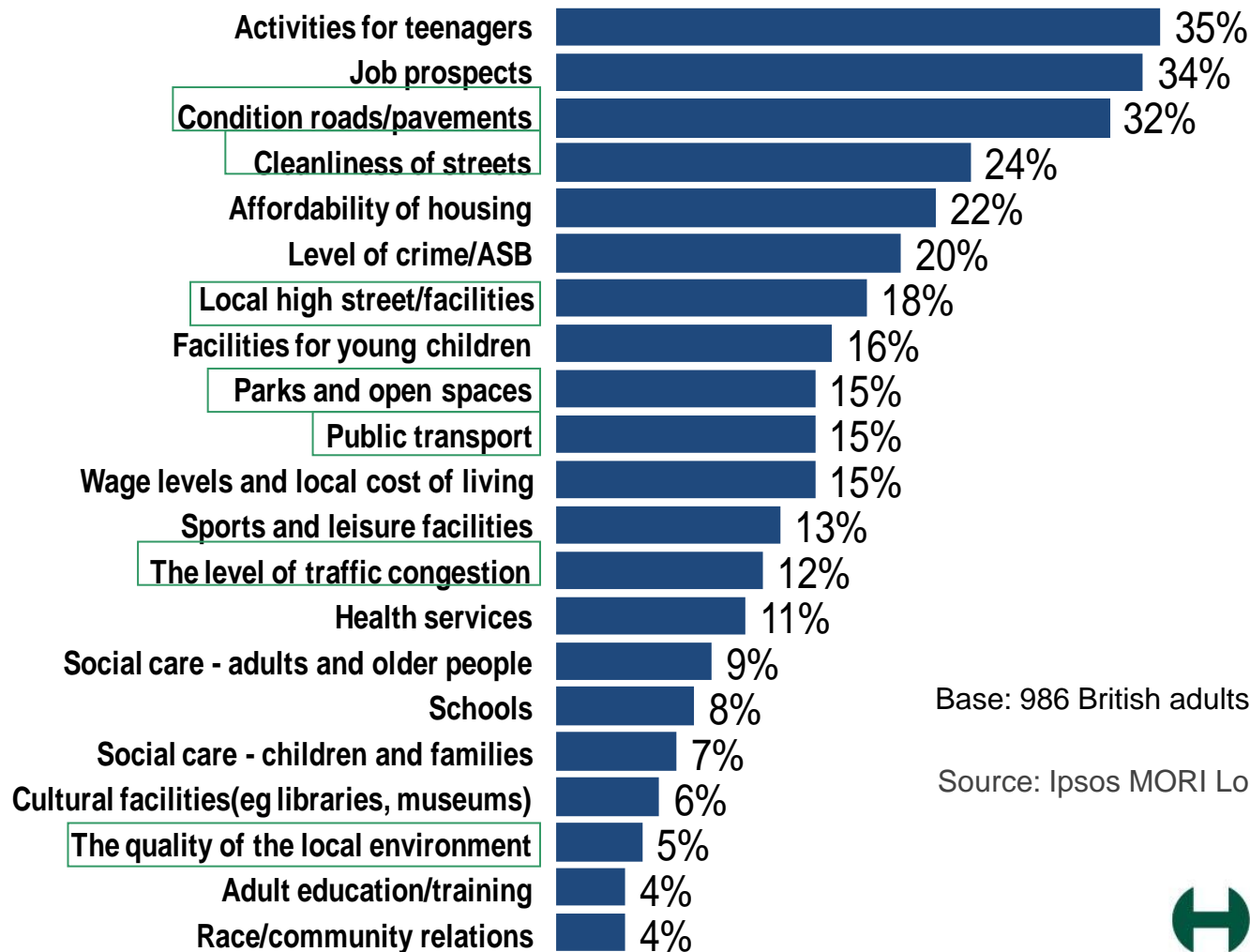
Submission covered Hackney's Public Realm:

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

Why public realm is a priority

- Mayor of Hackney commitments
- Quality of life
 - meeting increased demand
- A platform for the Olympics
 - 30% of Olympic park in Hackney
- Cost and competition
- Public perception

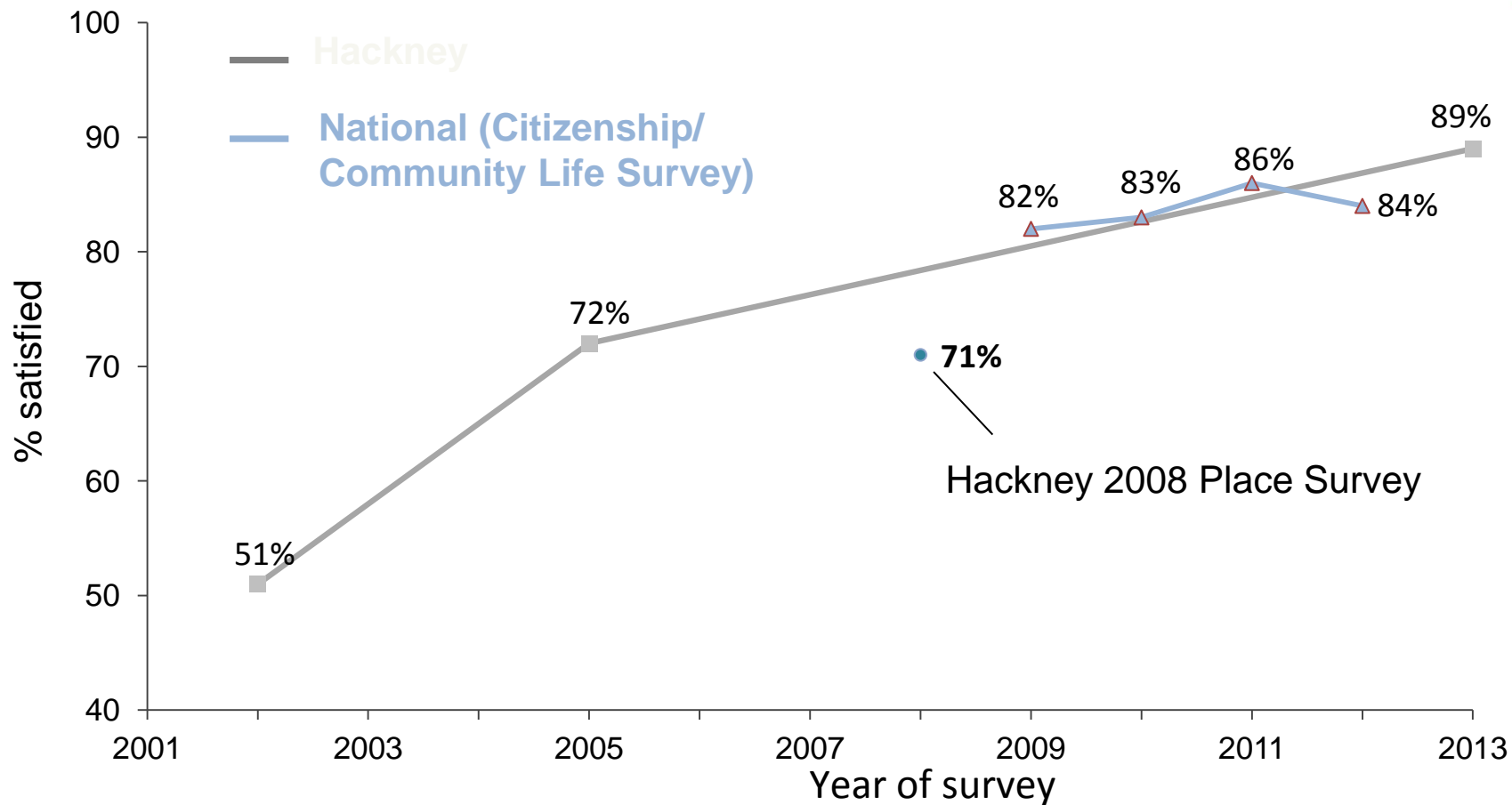
Environmental services are a priority for the public



Base: 986 British adults 15+, 15-21 June 2012

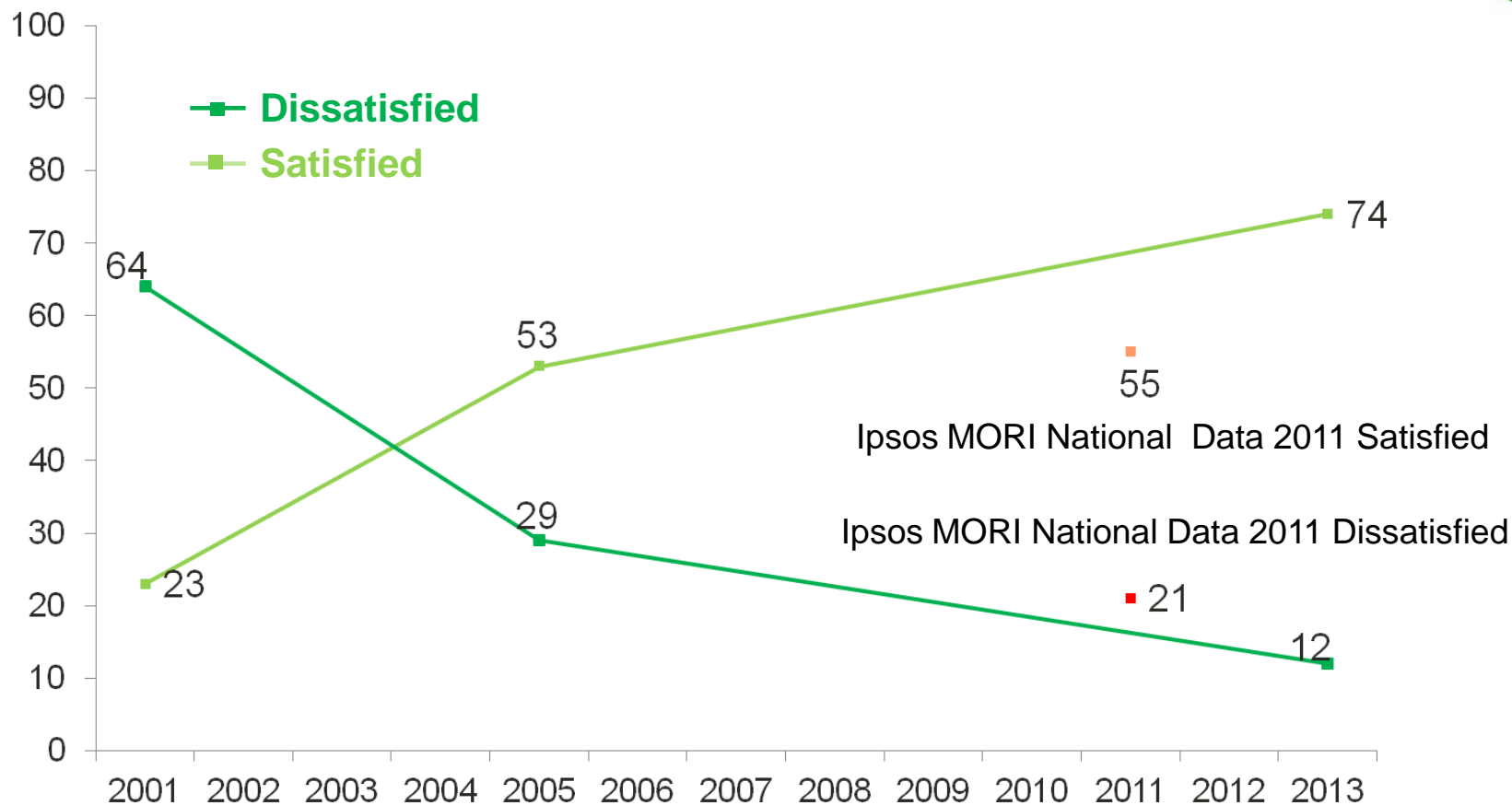
Source: Ipsos MORI Local Improvement Index

This contributes to satisfaction with Hackney as a place to live (now at 89%)




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.

Which increases satisfaction with the Council, now at 74% (up from 23% in 2001)



Base: Hackney Residents Survey All respondents (1,016). Fieldwork dates 5 January – 6 March 2013; Inner LB Residents Survey (1,153, 16+, face to face). Fieldwork dates 18 April - 28 June 2011; 2011 Ipsos MORI National Capibus, (875, 15+ face to face). Fieldwork October 2011.



“Overall, findings are **AWESOME** – especially given current economic backdrop; unthinkable ten years ago! Well done!”

Ben Page, Chief Executive of Ipsos MORI

Waste Strategy and Environmental Operations

Under Government Direction 2001-2006

Position in 2002

- Short term private sector provider - 2000-2002
- Very low level of public satisfaction/high level of complaints
- Workforce issues: performance, conduct, attendance - not dealt with by service provider at that time
- Decision taken to in-source refuse & street cleansing services
- Low level of recycling – decision to outsource new service

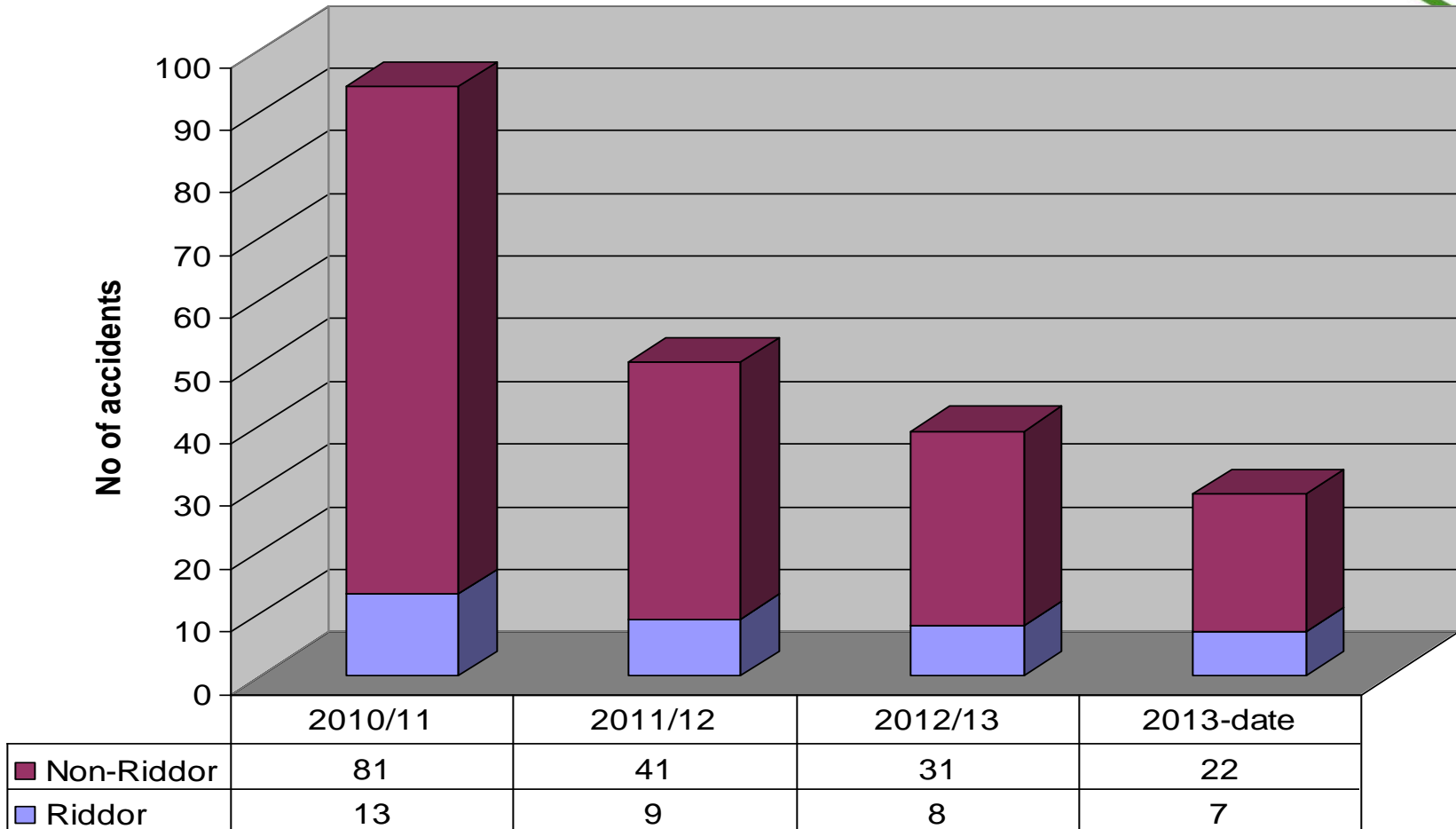
What got Hackney out of Directions?

- Managed workforce issues and industrial relations
- New vision for the service
- Significantly improved performance
- Reorganisation of refuse schedules and street cleansing
- Higher levels of productivity set and method changes introduced taking in the night time economy
- Opportunities for those that wanted to progress within the organisation
- New vehicle fleet

Staff development

- Improved relationship with workforce
- Training and staff progression
- Improved communications - Staff clear on their roles and responsibilities and their value
- Apprenticeships

Benefits of H&S training



Accident rate for 2013 at 1,555 per 100,000 staff was below the national accident rate for waste & recycling - HSE

Terms and Conditions

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

Service Development

Integrated waste management services

- Residual waste
- Commingled recycling
- Food waste
- Garden waste
- Bulky waste collection
- Hygiene services
- Street Cleansing
- Commercial waste

Ward Improvement Programme

- Introduced in April 2009 to identify ongoing issues in streets/neighbourhoods across the public realm
- Links the service to partners
- Includes Parks, Hackney Homes, RSLs & Streetscene
- Involves pre and post work inspection
- Includes regular meetings to discuss improvement and any ongoing issues
- Led to improved NI 195 scores

Improved ICT and data management

- IT systems developed, including EQuIS (environmental quality information system)
- Digital mapping of environmental issues
- Vehicle tracking for all refuse, recycling and cleansing waste collection vehicles

Service cost comparison

	<i>Private Sector (£K)</i>	<i>DSO (£K)</i>
Refuse collection	3,620 (2002)	3,369 (2013)
Recycling	2,600 (2012)	2,181 (2013)
Street Cleansing	5,761 (2002)	6,280 (2013)

Our results – across Public Realm

40% **1%**

2003/04

2012/13

Unsatisfactory streets due to litter

2000

Street trees planted

20
mph

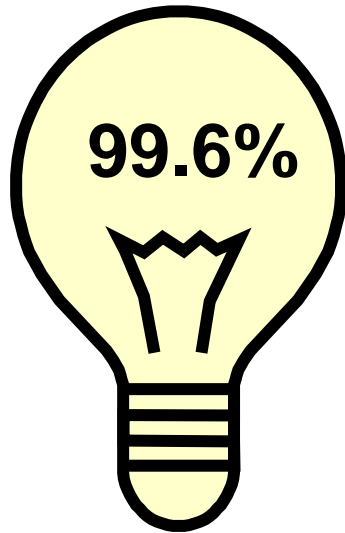
On all
residential
roads

25% **3%**

2003/04

2012/13

Unsatisfactory streets due to graffiti



99.6% of street lights working

15.4%

Commuter journeys by cycle

14,533

Extra properties recycling

£6.3m

Budget reduced by
33% since 2009/10

2.5km

Guard rail removed in two years

2012 Olympics

- Successful GLA bid for funding
- Phased build up of resources
- Revised refuse collections to avoid traffic congestion
- Hackney Weekend – Hackney Marshes
- Torch Relay and Hackney Carnival
- Major local events for opening and closing ceremonies

Recent recognition



10th ANNIVERSARY

WINNERS

Environmental Services 2013

Municipal Journal Award 2013 for Environmental Services

Gold Footprint Award 2013 for our work with stray dogs



Gold Award 2013 for Occupational Health & Safety (ROSPA)

Gold Awards for the borough's 6 public conveniences 2013



Winner 2013 for Best Use of Collaborative Technology



Mark Griffin – Head of Environment and Waste Strategy

Public Realm, Health and Community Services

London Borough of Hackney

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