



Service Innovation and Integration in Street Cleansing Services

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What am I talking about?

- Assessing current state
- Innovation for efficiency
- Innovation for better outcomes
- Integrated working for??



Current state

- If you don't know how you are doing now, how can you know you need to improve and how will you know when you have done so?
- Need cost information
- Need quality data
- Need to cross-check on the ground

How is the current service doing?



Qualitative

- Internal SWOT
- Perceptions of key stakeholders
- External complaints/satisfaction data
- Culture fit

Quantitative

- Objective performance measures
- Contract penalties
- Headline unit cost
- Actual unit cost
- Benchmarking

Some big questions



- Is the service optimally packaged/configured?
 - Cost effectiveness
 - Service delivery
 - Added value
- What are the alternative approaches?
 - Go it alone services
 - Integrated services
 - Variable packaging
- Is there potential for added value?
 - External trading opportunities
 - Scale economies
 - Access to additional funding sources
- How important are factors such as
 - Ability to vary volume
 - Ability to change methodology
 - Social value



Configuration options

- Keep as two separate services/contracts
- Combine to create Street Scene service/contract
- Combine with others to create Environmental Service/Contract – i.e. refuse collection
- As above but include enforcement and environmental education
- Work across departments to create multi-service approach based on needs of customers

What if supply side measures are not enough?



- Demand
 - Infinite?
 - Uncontrollable?
 - Unchangeable?
 - Unmeetable?
- Supply
 - Rationed by funding
 - Sole focus of managers
- Understanding demand
 - Where does it come from – demand chains?
 - What adds value?
 - Whose value?
- Nudge theory, behaviour change, channel shift
- What factors influence choices?

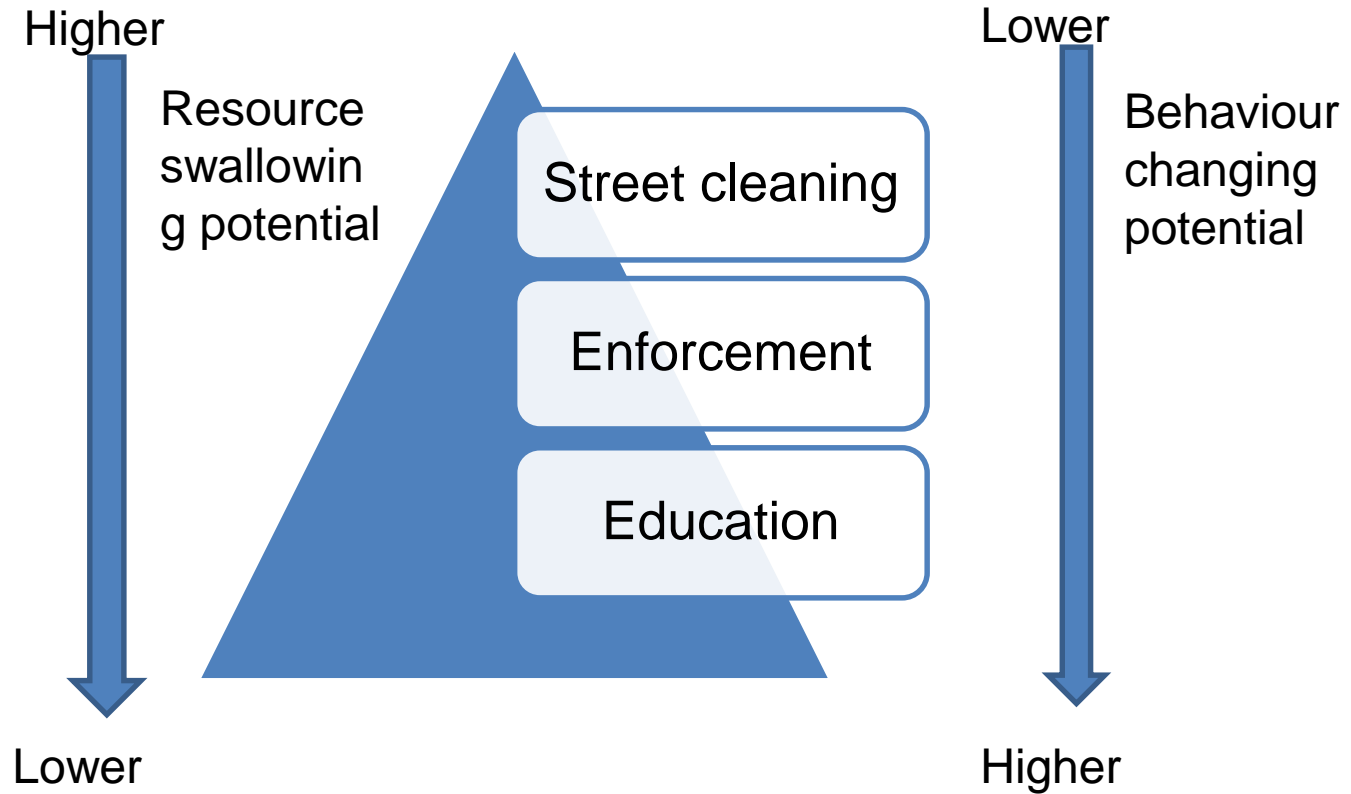


What do we mean by demand?

- What we are expected to do
 - Clean streets?
 - To reassure people we care?
 - Public health protection?
 - Ensuring streets are clean
 - Economic development?
 - Maintaining amenity value



Tackling cause not symptoms: changing behaviour

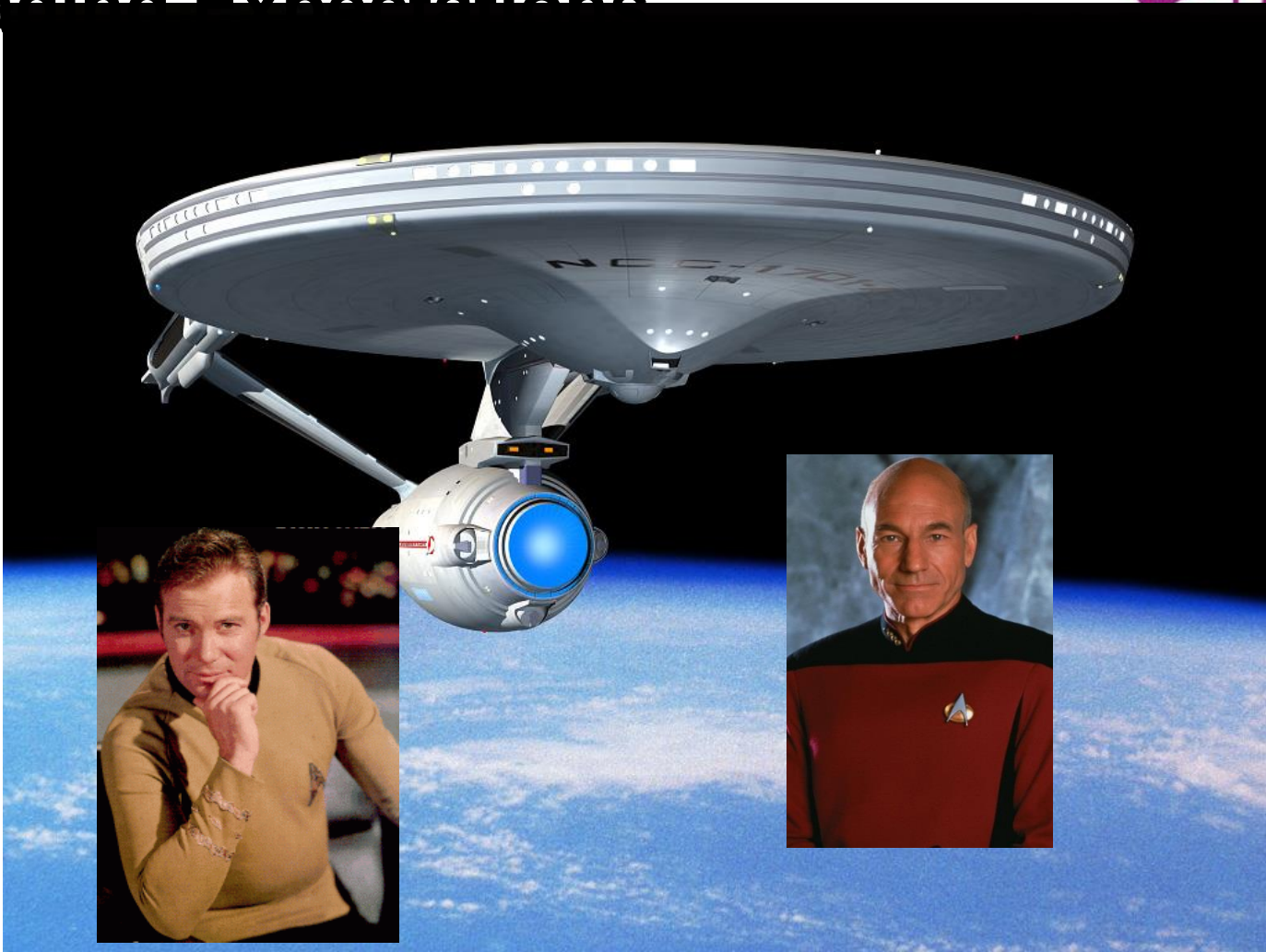




So what are we trying to do?

- Clean streets?
 - Focus on symptom
 - Reactive
 - Constant battle to contain demand
- Or keep streets clean?
 - Focus on cause
 - Pro-active
 - Active demand management

Managing Expectations



Its all about the service standard



- Do you know what it is?
- Do other people know what it is?
- Does it have strategic 'ownership'?
- Do you defend it like Mr La Forge?
- Or is it constant negotiation and upward pressure like Scotty?



Its about shifting focus from one set of values to another

- From cleaning up after people
- From looking after their environment for them
- To encouraging them to change behaviour
- To encouraging them to own the space they live in

Changing behaviour to reduce demand



From a gentle nudge



To a bit of a kicking

Man fined £500 for dropping cigarette

By Leigh Marles

A WIRRAL man who dropped a cigarette butt onto a pavement has been fined more than £500. The matter came before Birkenhead Magistrates Court this week but the defendant, a Wallasey resident, failed to attend.

In his absence, he was fined £125 and ordered to pay £385 in costs and a victim surcharge of £15 – a total of £525.

A statement from Wirral Council explains that the man was outside the Primark store in Liscard when he was spotted by a Community Patrol Officer dropping a cigarette butt onto the pavement.

The officer issued him with a fixed penalty notice for the offence of depositing and leaving litter, a breach of Section 87 of the Environmental Protection Act 1990.

The notice was for £75, reduced to £50 if the offender paid within 10 days.

However, despite several reminders, he did not pay the fixed penalty and failed to contact the council at any time over the issue.

As a result, the council's enforcement team pursued the prosecution.

Councillor Harry Smith, Wirral



FINED: The man was spotted by a Community Patrol Officer

Council cabinet member for Streetscene and transport services, said: "Discarded items of litter – particularly things like cigarette ends – blight our communities.

"The message has to go out to people caught deliberately dropping litter that they will be fined.

"In this particular case, the offender to the consequences of his actions has ultimately landed him with a much more severe penalty."

● You can comment on this story online at wirralglobe.co.uk



Joining up the dots

- Education and enforcement reduces demand
- But does it reduce cost?

- What else do we need to do?

What can we do differently?

- Better domestic refuse systems
 - Domestic refuse is the biggest source of
- Better approach to street bins
 - Compacting bins
 - Sensors
 - Underground
- Using technology
 - Electric vehicles
 - Driverless vehicles
 - Drones
- Not using technology







Joining up for the bigger picture

- Working with the commercial sector
 - Better commercial waste systems
 - More producer responsibility
 - Working through the BID
- Joining up services to create a genuine area based approach
 - Commercial waste
 - Street cleanliness
 - Public conveniences



Consultancy

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Interim management requirements

Roads & Highways, Building Maintenance, Bereavement Services, Environmental, Parks & Open Spaces, Waste, Facilities & Leisure etc.

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