



APSE 2017

Benchmarking – what's to be gained?

Jim Graham

Assistant Director Cleansing

Vince Dignam

Business Improvement & Performance Manager

Cleansing Service, City of London



Introduction

Where is the City of London?

Not to be confused with London (but often is)

... or Greater London

Size: 607 sq miles

Population: 8,174,100



Made up of 32 London Boroughs and the City of London (We are not a borough!)

Mayor of London: Sadiq Khan



Mayor of London





The City of London is...

Size: 1.12 sq miles

Population: 7,200

Lord Mayor of London:

The Right Honourable the Lord Mayor of London Andrew Parmley





The Lord Mayor of the City of London





What's in the City of London?





What do the City of London do? Local Authority Services

The City of London Corporation provides services for around 9,000 residents and over 400,000 workers

- Highways Management
- Street Cleansing
- Waste Collection & Disposal
- Environmental Health, Trading Standards, Licensing
- Education
- Social Services
- Housing
- Libraries
- Town Planning
- Open Spaces



... and much more

- Promoting the City as the world leader in international finance and business services
- City of London Police
- Barbican Centre & Guildhall School
- London-Wide role, e.g. City Bridge Trust
- City of London Schools & Academies
- Epping Forest, Hampstead Heath, etc
- Port Health Authority
- Wholesale Markets
- Central Criminal Court
- Five London Bridges





Waste in the City

What Services do we deliver

Household Collections

- 7,200 residents
- No Houses – All flats, mixture of private and estates
- Minimum twice weekly collection of refuse, recycling, food waste
- Bulky waste service and additional collection points for batteries, WEEE, light bulbs





Time Banding

- No bagged or loose waste allowed on streets / presented for collection
- 8am – 6pm, Monday – Sunday, 365 days per year.
- Does not apply to bags on private property or properties with bin stores i.e. properties receiving food waste collection service unlikely to be affected.



What Services do we deliver

Street Cleansing

- October 2011 service provided by Amey
- 3 shifts, 24 hour operation, very high standard
- 103 staff, 62 sweepers, drivers, hit squads, tidy teams, vomit patrol, 9 managers + additional specialist staff & crew
- 57 vehicles from RCVs, hybrid caged vehicles, pavement sweepers, gulley sweepers, scrubber driers, skip lorries, gum machines, big vacuums!



Street Cleansing

- Additional Cleansing Services
 - Pro Active Anti Social Behaviour Patrol
 - Gum cleansing machines
 - Mega vehicle street bin servicing
- Seasonal Issues
 - Not as affected as other Boroughs
 - Eating outside
 - Growing night time economy
- On Street Litter and Recycling
 - Currently in a period of transition
 - Good quality recycling is difficult
 - Bins – Big Belly





Olympics 2012





Visits

- Australia
- Russia
- Korea
- Mexico
- Scotland
- Netherlands
- and many more...



So why benchmark and who with?

Established a European benchmarking working group with eight major European Cities.

City of London

Madrid

Milan

Barcelona

Paris

Berlin

Vienna

Zurich

International Benchmarking

Data on Street Cleaning (2013)

	Berlin	Vienna	Zurich	Milan	Paris	Madrid	London
pavements cleaned per week (In km)	27.000						
roads cleaned per week (In km)	8.500						
street cleaning waste (In tons)	55.000						
Underground litter bins	95						
Daily emptyings litter baskets	26.500						
litter baskets	21.500						
Ice Clearance with Salt ¹⁾ (In tons)	39.700						
Snow Clearance with Grit (In tons)	7.200						
Street litter	55.000						
Crossings (winter services)	18.000						
length Winter Map High Priority In km	3.800						
length Winter Map B (only Snow Clearance)	6.800						
Pedestrian Crossings	58.000						
Cycle Ways (In km)	1.150						
Bus Stops	6.500						
Pedestrian Areas or Squares (In m ²)	53.000						

¹⁾ NaCl and CaCl₂

International Benchmarking

Amount and composition of waste (2012)

	Amount	Collection system				
		Bins	RC	BS ¹⁾	company	Others (e.g. bags, ...) / further informations
Household Waste Inkl. Small Businesses Waste						
Mixed waste*						
Separate Collected (Potentials) Recyclables						
Paper / Cardboard						
Plastics / Lightweight Packaging						
Glass						
Organic Waste						
Bio-Waste						
Green / Garden Waste from Households*						
Used Textiles						
Bulky Waste from Households						
Carpets / fitted Carpets						
Scrap Metal						
Electronic Waste ("Brown Stuff")						
Refrigerators						
Washing Machines ("White Stuff")						
Scrapped Wood / lumber						
Scrap / used tires						
Other Bulky Waste						
...						
Commercial Waste						
Street Litter and Grit (-> winter maintenance)						
Others (not origin private housing situations)						
Green Waste from Parks / markets						
Food Waste from Restaurants / canteens						
...						
...						
Total						

X ... dominant collection system (x) ... exceptional case (e.g. regional solution) Δ ... accepted (!* private delivery)
 1) Ring-Box 2) especially / mostly collected by BSR, subsidiary Berlin Recycling



What would we compare?

- Direct comparison difficult.
- Agreed that benefits could be gained from sharing as much information as possible.
- Outline benchmarking template developed by Berlin with consultation from all parties.



What did we learn?

- No one size fits all.
- Milan/Glasgow – Control Room.
- Milan - Control of landlords.
- Berlin – Branding.
- Berlin – Multi function vehicle.
- Glasgow – Productivity of mechanical sweepers.
- Paris – improving air quality.
- And lots more...



Awards 2015



CIWM

Clean Britain Awards
2015 Winner

City of London
National Champion

Awards



**Local Authority
of the
Year 2016**





How have we achieved this?

- Visits
- Networking
- Sharing best practise
- Developing strong partnerships
- Not reinventing the wheel
- Unashamedly copying ideas!





What next?

Control room



Robotic sweepers



Electric vehicles





So where are we now?

Working with other European countries and organisations to develop a universal standard.



CLEAN EUROPE NETWORK





Any questions

Thanks for your time.

If you need to know more:

Jim.Graham@cityoflondon.gov.uk

Vince.Dignam@cityoflondon.gov.uk