

# **Achieving Neighbourhoods as clean as the City Centre**

Dave Halstead,  
Head of Neighbourhood Operations  
John Marsh, Locality Manager

APSE Seminar  
12<sup>th</sup> 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

# Family Neighbourhood City

Bringing you a  
world class Nottingham

1  
Nottingham



The Nottingham Plan to 2020



Nottingham  
City Council

# Manifesto Commitments



# A BIG Challenge

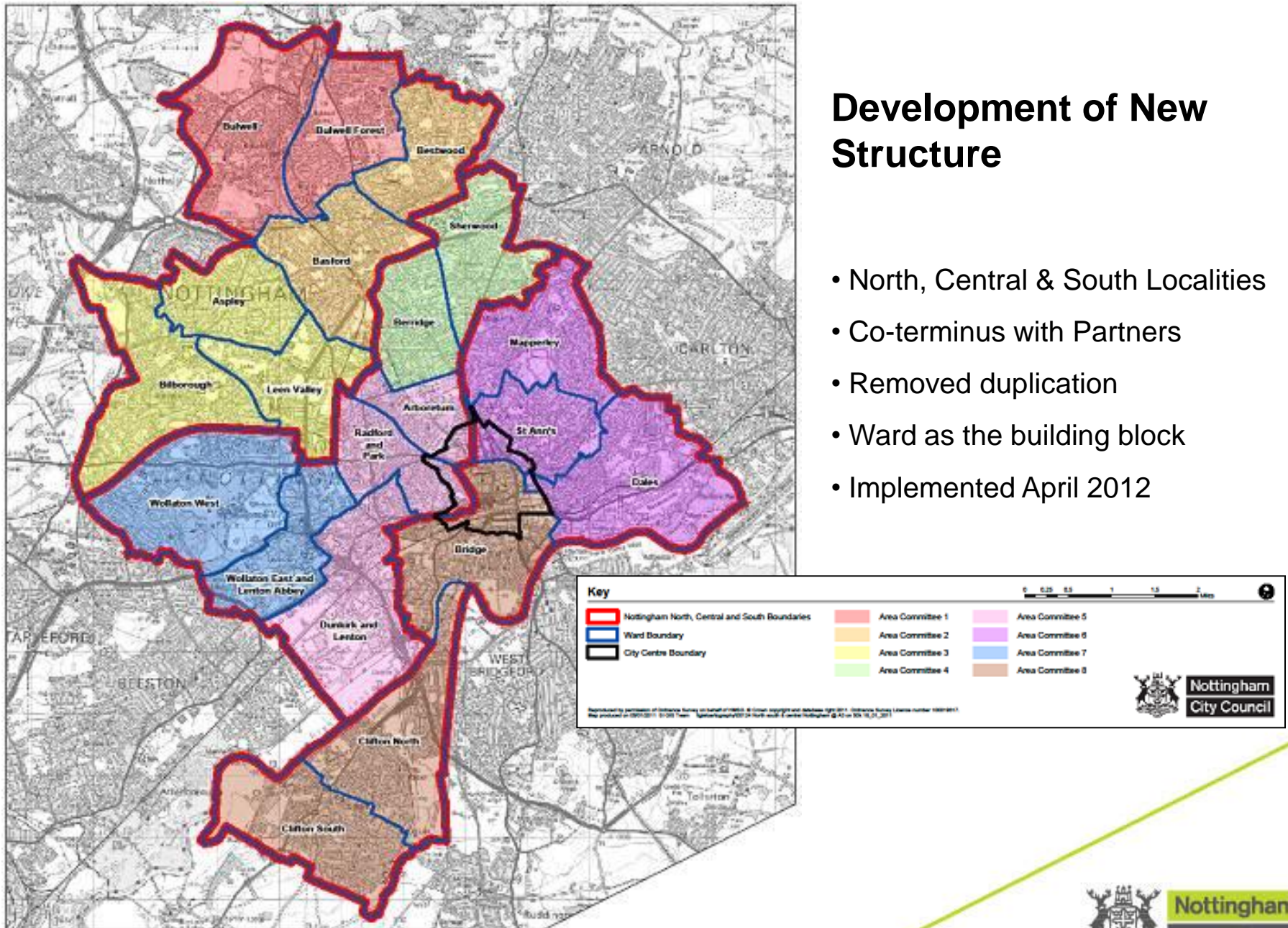
- 805 km of roads to sweep and clean
- 30,000 domestic bins emptied every day
- 4000 bulky waste jobs a month
- 2600 litter bins to empty
- 2600 gardens maintained
- Open spaces and verges cut and maintained – average 12 cuts





# Development of New Structure

- North, Central & South Localities
- Co-terminus with Partners
- Removed duplication
- Ward as the building block
- Implemented April 2012

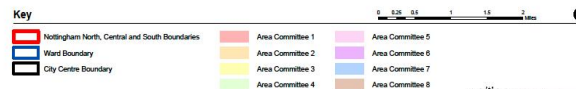
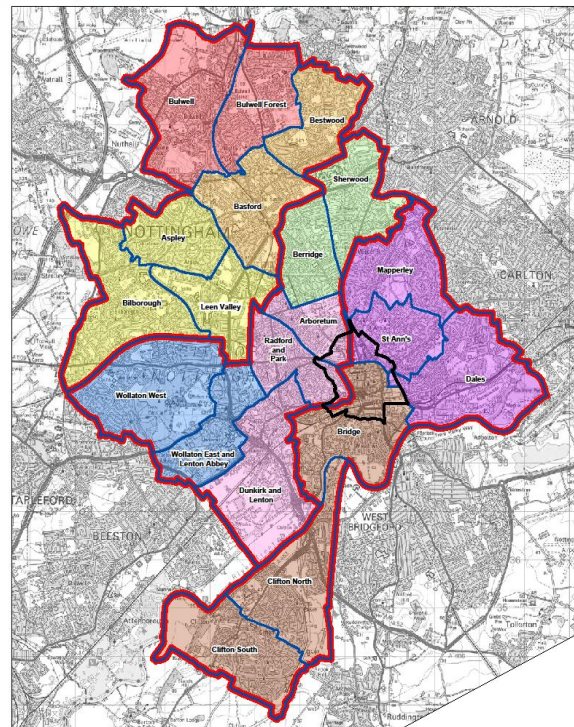


# How We Are Organised?

## Localities & Ward Based Model

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

Nottingham - North, South and Central



Responsible for accuracy of Ordnance Survey on behalf of NDCS. © Crown copyright and database right 2011. Ordnance Survey Licence number: 100049171. Reproduced with permission of Ordnance Survey on behalf of NDCS. © Crown copyright and database right 2011. Ordnance Survey Licence number: 100049171.



- 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**

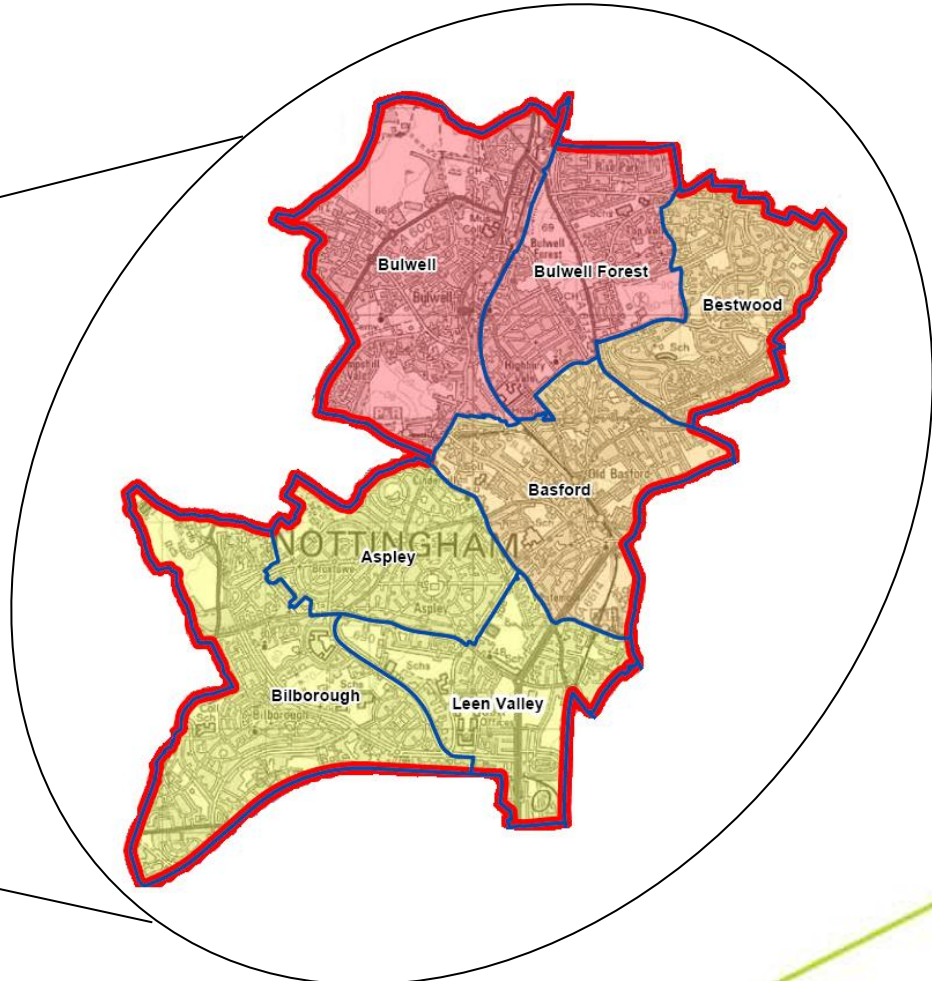
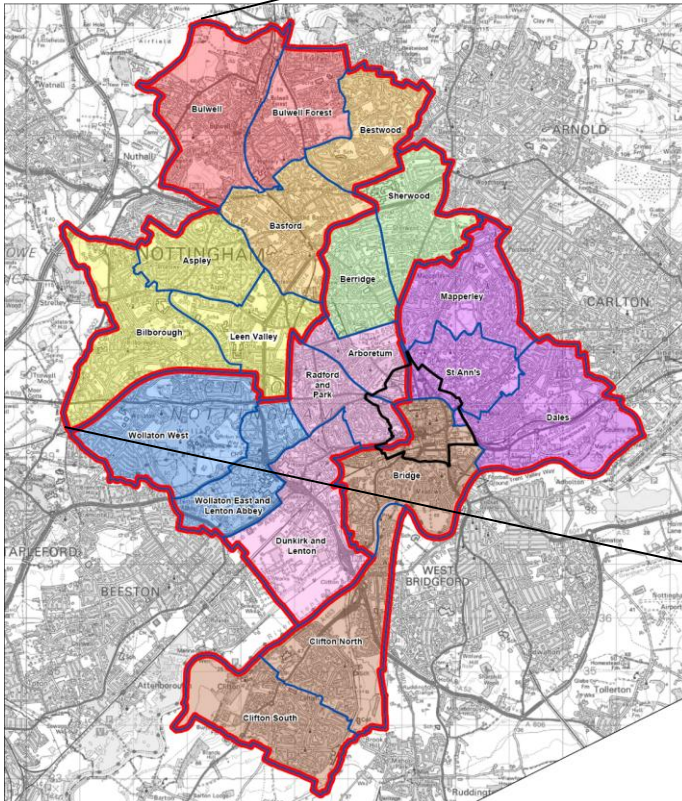
**Neighbourhood  
Delivery**

**Neighbourhood Action Teams (NATs)**

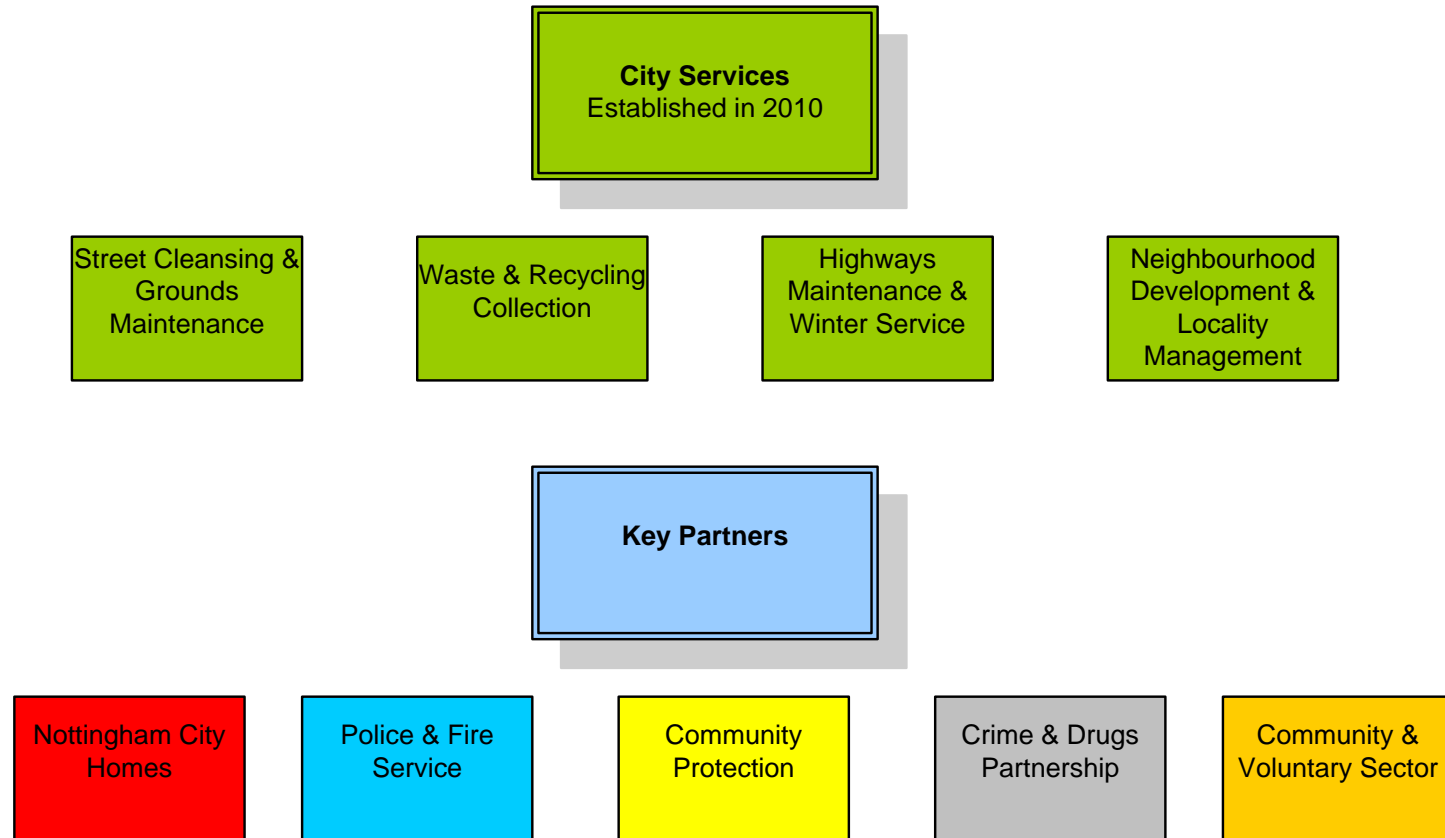




# Locality Report September 2014 North



# Keeping Nottingham & Her Neighbourhoods Clean Requires Integrated Working



# 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





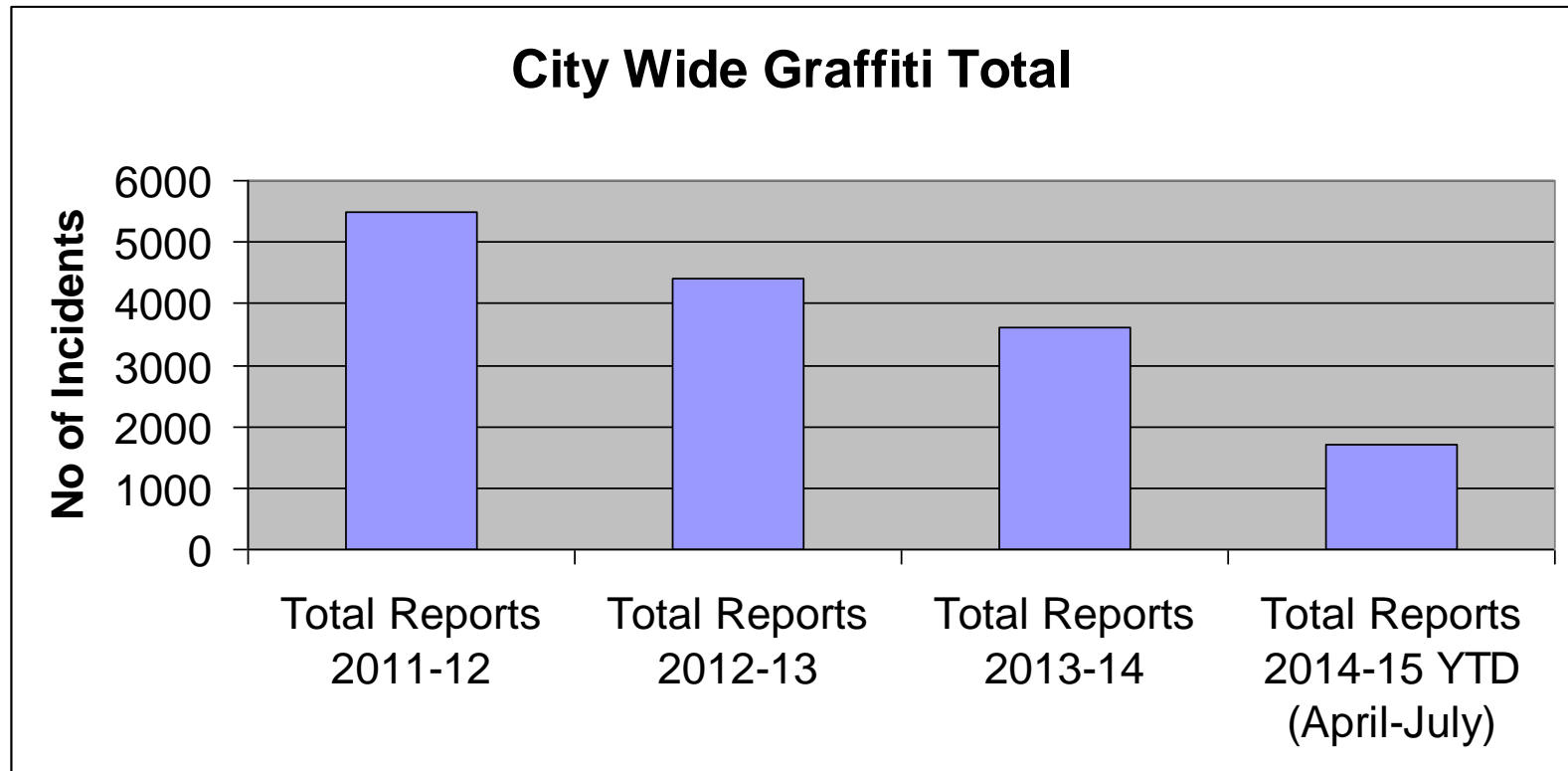
# Neighbourhood Challenges

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

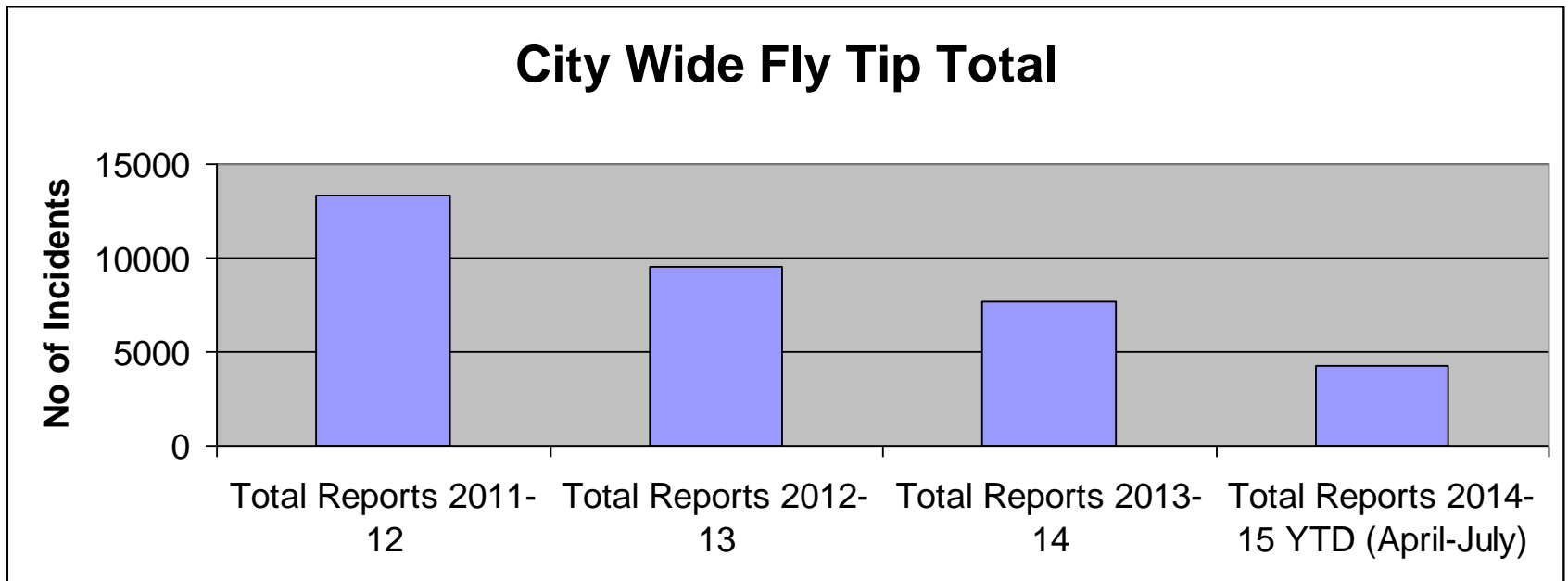




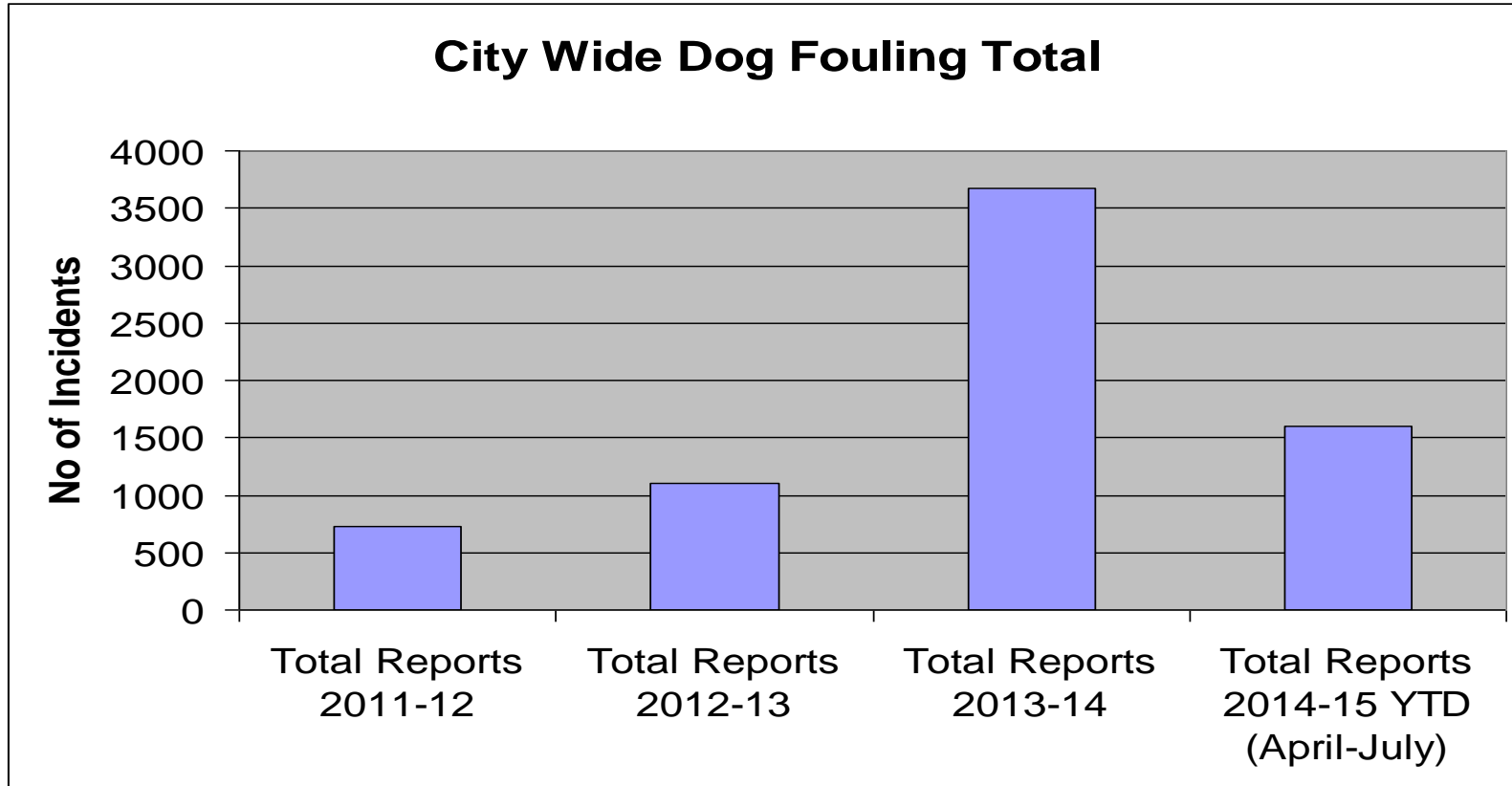
# Our Performance Journey



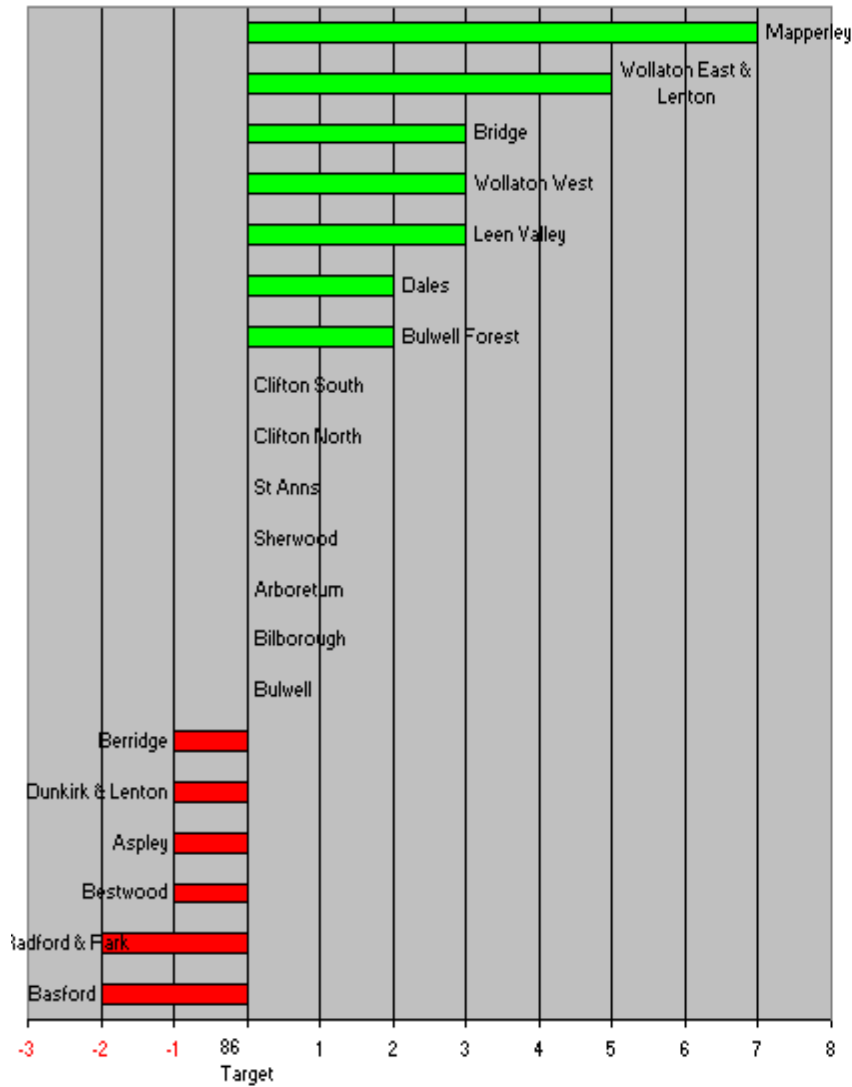
# Our Performance Journey



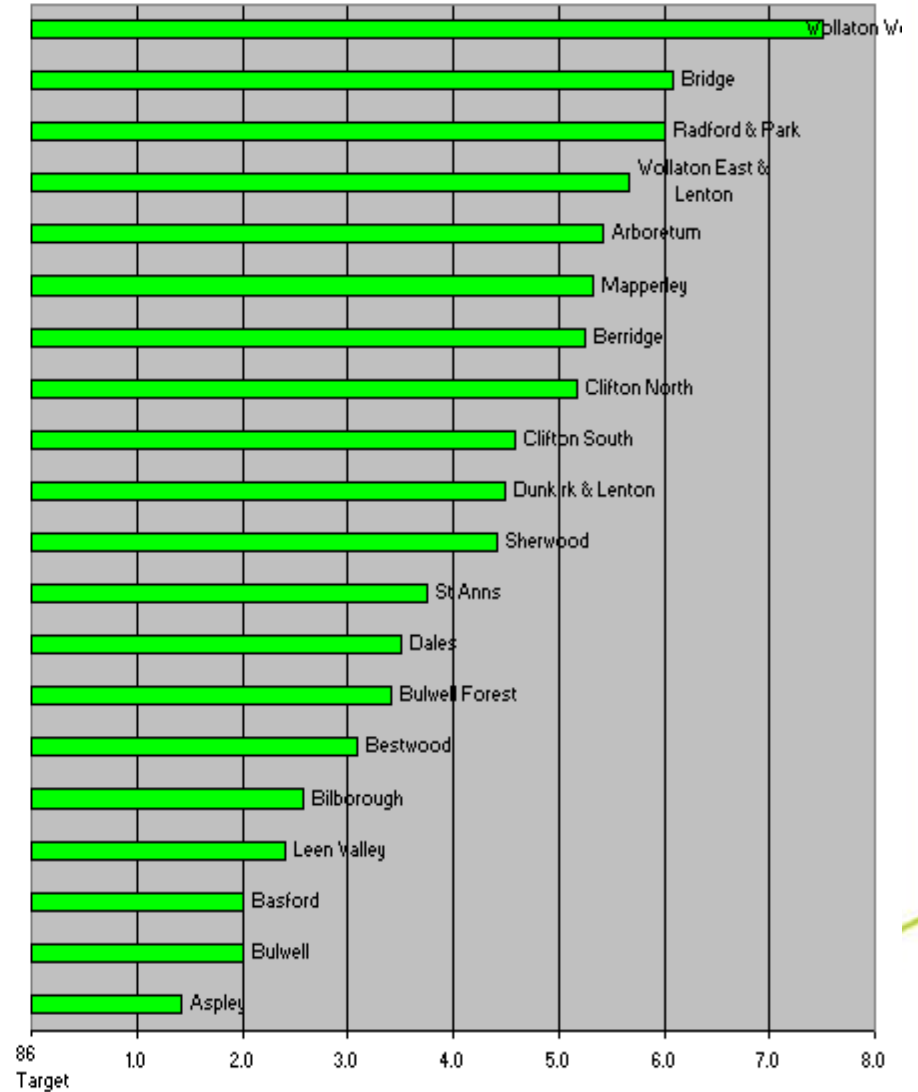
# Our Performance Journey



Cleansing Index Relative Performance by Ward - Sep 2014



Cleansing Index Relative Performance by Ward - Average of Last 12 Months (Oct2013-Sep 2014)



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



# ***APSE Performance Networks***

“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

