

**Report to:**  
**CABINET**

## **Investment in Clean Streets - Proposal**

**Portfolio Holder:**  
Cllr S Fielding (Leader) – Cabinet Member for Economy and Enterprise

**Officer Contact:** Assistant Chief Executive, People and Place

**Report Author:** Carol Brown - Director Environmental Management  
**Ext. ext. 4452**

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### **Reason for Decision**

This report is to identify the additional resource requested in street cleaning and enforcement.

### **Recommendation:-**

Members are recommended to agree the provision of the additional resource as outlined in the report

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**1 Background**

1.1 Research shows that people do not always behave “rationally” in that they do not weigh up the information about costs, benefits and penalties before deciding how to act. Recent insight work shows that people’s behaviour is strongly influenced by a range of factors in their immediate environment and unconscious thought.

1.2 Oldham’s long term strategy to tackle fly tipping and littering recognises these points and the approach is designed around clear messaging and informing followed by intervention and enforcement. This supports the responsible majority and provides a sound foundation for successful enforcement action against consistent perpetrators.

1.3 The Council’s Cooperative Vision, where everyone does their bit includes a wider understanding of the local drivers behind behaviours and a series of projects have been undertaken over the last twelve months to actively engage with communities.

A range of interventions have been trialed in “hotspot” areas where litter and dumping are clearly evident. Working with communities and local leaders has provided a sound baseline to enable behavior change.

1.4 However, each of the hotspot areas are densely populated where there are a mix of social issues including a prevalence of poorly managed rental properties with transient populations leading to a lack of ownership and pride in an area. It is therefore recognized that in addition to the longer term aspiration of improving behavior there is a need to manage the cleanliness in these areas to a standard which supports and encourages behaviour in a positive way.

1.5 Improving the local environment to best effect is supported by a wider approach to place management practiced through programmes to improve a location. A successful approach to cooperative place management will include a mix of private, public and/or voluntary organisations. Despite the wide variety of place management initiatives the underlying common factor is usually a desire to improve the local environment and its effectiveness for its users, whether they are residents, business owners or investors. Education to encourage wholesale change over time underpinned where necessary by enforcement which holds those parties to account where there is a complete disregard for the consequences of poor habits which lowers the potential for an area.

1.6 Work on a small pilot area has been undertaken to establish a higher level of maintenance to engender pride in an area. This work includes cleaning of rear alleyways and adjacent open land, grounds maintenance and street sweeping. This work demonstrated that the additional investment in time spent reduced the frequency of cleaning needed by increasing the time before which the cleanliness of an area started to decline. It was not possible to replicate this approach as it is initially resource intensive and work undertaken to this level was found to be at the expense of other areas.

**2 Current Position**

2.1 Working at a neighbourhood level it is clearly evident that there are different characteristics and behaviours within local communities which impact on the appearance of an area and the associated costs to the Council in maintaining a reasonable standard of Environmental Cleanliness. There is a need for a holistic approach to tackle the poor behaviours within an area which lead to an increased

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amount of litter and dumping in the streets. Therefore recognising that in a number of highly populated areas there is a need to support local communities by maintaining a good level of cleanliness and enforcement taken against those responsible for littering and dumping wherever sufficient evidence can be found an investment to enable this work is outlined in this report.

- 2.2 A place management approach to improve those areas clearly identified as requiring a differential approach to protect from decline requires investment. It is proposed that based upon the approach trialed as outlined in para 1.6 .
- 2.3 The areas identified through recent work as requiring such intervention are predominantly within the Oldham East and West areas of the borough, but more specifically:-
- Glodwick
  - Clarksfield
  - Werneth
  - Coppice
  - Coldhurst
  - Clarkwell
  - Westwood
  - Hathershaw
- 2.4 Additional investment is proposed to enable the delivery of improved outcomes in terms of area and street cleaning. The resource will be deployed to work alongside the behavior change work which is ongoing in local communities and in which local Members play a large part through local leadership.

### **3 Options/Alternatives**

- 3.1 To agree the proposal and associated costs as identified
- 3.2 To indicate a preferred option with reduced investment.

### **4 Preferred Option**

- 4.1 This proposal has been developed as requested and the resource identified to deliver is estimated as follows:
1. To increase the number of Dandy cart operators from 18 to 21 taking on the responsibility in the high density areas and giving a high level of visibility to the local community
  2. The proposed dandy cart resource be supported by an additional mobile team (2 FTE) to ensure that any waste collected will be removed in a timely and efficient manner. This team will provide additional resource and enable dedicated teams to work to East and West Oldham.
  3. To reduce the duplication of visits the alignment of a mobile team with enforcement has proved very successful in reducing the time taken to clear reported general dumping. It is proposed to enhance the enforcement resource by increasing the number of enforcement officers by 3.
- 4.2 It is considered important that the opportunity is taken to add to the current 7 day working pattern thereby increasing the numbers of staff available and working during weekends and bank holidays.
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- 4.3 We will therefore rebalance the workforce to allow for 7 day working with the introduction of additional staff whilst restructuring to align existing employees to the same working pattern.
- 4.4 The overall proposal will increase the level of staff working on area/street cleansing service by 24.
- 4.5 The cooperative model seeking to deliver long term behavior change supports the proposal and the learning/principles will be integrated into the future model.

## 5 Consultation

- 5.1 Consultation with the Portfolio holder has been undertaken to inform the proposal.

## 6 Financial Implications

The preferred option will be a permanent call on the councils MTFS.

### Revenue

- 6.1 The estimated annual costs for the proposed model are shown below. This requires the engagement of 21 FTE staff for street cleansing and 3 FTE staff for enforcement duties. Together with additional vehicle running costs, the additional resources to finance the initiative will be £600,402 in a full year.

<b><u>Summary Street Cleaning</u></b>	
Additional staffing (including 10% shift) 21 FTE	£ 478,482
<b>Total Street cleaning requirement</b>	<b>478,482</b>
<b><u>Summary Enforcement</u></b>	
Staffing including (10% shift) 3 FTE	101,610
additional non pay (2 vehicles running costs)	20,310
<b>Total Enforcement</b>	<b>121,920</b>
<b>TOTAL ADDITIONAL FUNDING REQUIREMENT</b> (permanent per annum)	<b>600,402</b>

- 6.2 The cost in 2018/19 will be for a part year assuming a start date of 1<sup>st</sup> October and funding will be from existing resources for new initiatives and reserves. From 2019/20 full year costs of £600k will be incurred, funded by existing budgets and reserves and from 2020/21 onwards from existing budgets only.

**Table 2 – Cost for 2018/19, 2019/20 and future years**

	2018-19	2019-20	2020-21 and future years
	£'000	£'000	£'000
<b>Spend</b>	300	600	600
<b>Financed by:</b>			
Budget for new initiatives	180	420	600
Reserves for new initiatives	120	180	
<b>Total Financing</b>	300	600	600

**Capital**

- 6.3 Additional vehicles will be required to support the planned delivery mentioned in paragraph 4. This capital resources required can be financed from funds yet to be allocated within the approved capital programme so the revenue cost of capital financing of £13k per annum is already incorporated within the revenue budget.

**Table 3- Capital implications of purchasing**

Vehicle Type	Quantity	Purchase costs £'000s	Purchase costs + interest £'000s	Useful Economic Life	Annual Repayment £'000s
Crew cab tippers	2	78.890	93.100	7	13.300

Two crew cab tippers will be bought at an overall purchase price of £78,890. This will be repaid over a 7 year period at a cost of £13,300 per annum including principal and interest. The total cost of the 2 tippers will be £93,100 over the 7 year useful life. It is assumed that the vehicles above will be replaced in line with the annual fleet replacement policy. (Sadrul Alam, Finance Manager)

**7 Legal Services Comments**

- 7.1 Subject to the proposal being financially viable and HR comments, recruitment should be undertaken in line with the Council's policy and procedures. Consideration should also be given to whether the new employees will be employed on fixed term contracts if the proposal is for a 12 month period only or whether a permanent contract of employment will be offered. (Radhika Aggarwal, Principal Employment Solicitor)

**8. Co-operative Agenda**

- 8.1 The issue of area and street cleaning is closely aligned to the Council's Love Where You Live approach to engaging with communities. The proposals will continue to build upon the Council doing their bit whilst expecting communities to do their bit and providing a better environment for all as a result.

**9 Human Resources Comments**

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- 9.1 Positions within the service already exist with an appropriate grade. All additional posts will be progressed to recruitment in accordance with the Council's policies and procedures.
- 9.2 Any structural changes including a review of working arrangements will be subject to meaningful consultation with the Trade Unions and staff and then implemented in accordance with existing procedural requirements. (Stewart Hindley, People Services Business Partner)
- 10 **Risk Assessments**
- 10.1 None required at this stage
- 11 **IT Implications**
- 11.1 None
- 12 **Property Implications**
- 12.1 None
- 13 **Procurement Implications**
- 13.1 N/A
- 14 **Environmental and Health & Safety Implications**
- 14.1 This work is designed to support a holistic approach to improving the local environment.
- 15 **Equality, community cohesion and crime implications**
- 15.1 There is clear evidence to an improved environment supporting community cohesion and we will work with partners to ensure the best results for the investment proposed.
- 16 **Equality Impact Assessment Completed?**
- 16.1 N/A
- 17 **Key Decision**
- 17.1 Yes
- 18 **Key Decision Reference**
- 18.1 NEI-03-10
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