

Shaping the Council 2015-16 and beyond: Savings Business Case

Business Case Title	Reduce frequencies of street cleansing and partially mitigate impact through implementing area based working		
Revision No:		Date:	01 July 2014
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Lead HOS			
Critical friend/Exec Bd			
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Section 1: Summary

Savings Proposal

Major reduction to the current levels of Street Cleansing across the Borough.

Strategic rationale

Through reducing the levels of Street Cleansing across the Borough the number of staff and vehicles deployed in this service can be reduced leading to savings for the Council. The scope of reductions to achieve savings proposed for this area is detailed below.

Area of activity	Current outputs/frequencies	Proposed outputs/frequencies
<ul style="list-style-type: none"> • Primary and Secondary shopping areas • Train stations • Major routes • Schools 	Daily, including a evening and weekend service	Weekly No weekend or evening service
<ul style="list-style-type: none"> • Secondary Areas 	2 week cycle	Monthly
<ul style="list-style-type: none"> • Urban roads and pavements litter picked and mechanically swept 	2 week cycle	Every 2 months
<ul style="list-style-type: none"> • Rural Roads 	Monthly	As and when (possibly 6-monthly)

Approximate Cost Savings

£172k 2014/15 - £516 2015/16 Total £688k

Timescales

Activity	Timescale
Pilot area based working; reduce the frequency of street cleansing. Reduce the large mechanical sweeper from two to one vehicle.	Dec 2014

Introduce area based working and further reduce the frequency of street cleansing and litter bin emptying, stop evening and weekend working.

Dec 2015

Risks /Consequences

The scale of reduction in operational capacity will mean that the general standard of street cleanliness across the Borough will noticeably decline. The increased levels of litter, detritus and dog fouling may undermine residents' pride in and ownership of public areas leading to a further increase in levels of litter and graffiti.

Regardless of cleansing frequencies, the overall volume of street waste produced in the Borough is unlikely to reduce materially without a significant change in public attitude. The input required to remove this on reduced frequencies will therefore increase whilst the overall tonnages collected remain broadly static. There will be no reduction in disposal costs.

Mitigation

Moving to a delivery model incorporating areas-based teams and increasing the amount of cleansing carried out on a reactive (rather than scheduled) basis should provide a degree of mitigation of the impact, but a reduction in front-line capacity of 70% will inevitably result in a significant deterioration in the visual cleanliness of the borough.

Section 2: Finance, savings and costs

Financial summary

General Fund budget 2014-15

	Staff £000s	Premises / Transport £000s	Supplies/ Services £000s	Direct Payments £000s	Third Party Payments £000s	Total Expenditure Gross £000s	Income £000s	Net Expenditure £000s
2014/15	1,015.5	962.1	63.1	351.4	0	2,392.2	-145.2	2,246.0

Staff Related savings

Current number of posts (FTE and headcount)	47 fte and 47 headcount	
Number of posts to be deleted (FTE and headcount)	32 fte and 32 headcount	
Amount of salary saving (inc on-costs)	14/15	£151.2K
	15/16	£604.8K

Non- Staff Related savings

Premises and buildings (inc utilities)		
Transport	14 vehicles to be reduced including caged tippers, an HGV sweeper, small sweepers and a truck	
	14 / 15	£ 21.0K
	15 / 16	£ 83.9K
Supplies and services		
Other (please specify)		

Third Party Related savings/income

Commissioning/contracts	
Charges to the HRA/DSG/PHG <i>(NB can be negative)</i>	
Increase fees & charges	
Grants/additional funding streams	
Other (please specify)	

Benefits – non financial

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Costs & Resources to deliver the savings

Direct costs	
Redundancy costs	Not quantified
Accommodation costs	
Procurement and/or Legal costs	
Other HR costs	
Other (please specify)	Losses on vehicle and plant disposals – Not quantified

Section 3: Impact/Consequences of proposal – not covered in financial section

Impact on Corporate Priorities/objectives/ performance targets/standards

Priority 1. Create a great place for learning and opportunity	
Priority 2. Encourage and promote job creation and economic prosperity	A reduction of street cleansing levels by 70% may render the Borough a less attractive site for investment and business growth.
Priority 3. Build pride, responsibility and respect to create safer communities	
Priority 4. Improve health and well-being	
Priority 5. Protect and promote our clean and green environment	Standards of street cleanliness across the Borough will be significantly reduced.
Well-run organisation - financial & governance; staff; customers	

Impacts on partners

The reduced levels of street cleanliness will mean that current information on the classification of litter provided to Keep Britain Tidy, drug paraphernalia to the police etc will no longer be provided.

There would be an impact on the cleanliness of area surrounding Lakeside retail park. The reduced levels of street cleanliness may render Thurrock a less attractive prospect for partners to engage with Thurrock in the future.

Impacts on customers / community and equality/diversity implications

The reduced levels of street cleanliness may render Thurrock a less attractive prospect for investment and business. There may be an unintended consequence in terms of reduced visits to retail areas and a less vibrant housing market.

As these services are for all residences each day of the week, all will be affected equally.

Has an EqlA been undertaken?

YES / NO

Date:

Other impacts/implications

Increased levels of litter across the borough could cause a 'broken window' affect, residents may be less encouraged to dispose of litter correctly if the appearance of the borough is poor. This may create the levels of litter even further. Increased levels of disposed food waste could increase the risk of vermin. Litter may blow around and collect in shrub bed areas, trees and alleyways etc.

Section 4: Risks and Mitigation

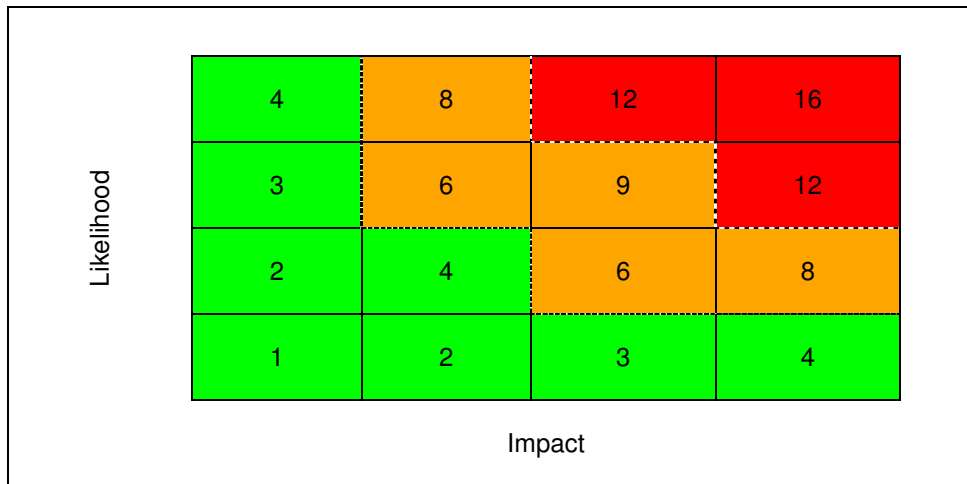
Delivery risks

Risk Description	Likelihood	Impact	Rating	Management or Mitigating Action
Timescale – it may not be possible to reduce operational capacity to the required level by December 2014.	2	2	4	Increased level of support from HR

Service risks

Risk Description	Likelihood	Impact	Rating	Management or Mitigating Action
The reduced frequencies of cleansing will result in increased levels of litter and detritus to be removed with each visit.	4	3-4	14	The Borough will look dirty with increase levels of complaints. Managers will be faced with conflicting demands. Area based working will enable managers to more closely allocate work to areas that need attention.
Increases in detritus, litter, and resultant vermin numbers may give rise to public health risks.	3	3-4	11	

For information on the ratings criteria guide, please see <\\Thurdata01\data\THURROCK\EXCHANGE\ROM>



Section 5: Assumptions, Dependencies & Exclusions

Timeframes Assumptions/ Dependencies/Exclusions	Assumption that employee and vehicle numbers can be reduced to the planned level by December 2014.
Benefits Assumptions/ Dependencies/Exclusions	The cost of redundancies and losses on asset (vehicles & plant) disposals is not reflected in the savings figure.
Costs Assumptions/ Dependencies/Exclusions	
Other/ General Assumptions/ Dependencies/Exclusions	

Section 6: Stakeholder Engagement Requirements

		Approximate timelines
Staff/Unions NB. Services should not be undertaken consultation with staff in isolation – all such activity should be co-ordinated through Jackie Hinchliffe	<input type="checkbox"/>	Discussions on area based working to start in September 2014, with staff consultation from November 2014.
Portfolio Holders/Members NB. Services should not be undertaken consultation with staff in isolation – all such activity should be co-ordinated through Directors Board	<input type="checkbox"/>	October 2014
Partners NB. Services should not be undertaken consultation with partners in isolation – all such activity should be co-ordinated through Directors Board	<input type="checkbox"/>	October 2014
Residents/Public NB. Services should not be undertaken consultation	<input type="checkbox"/>	

with staff in isolation – all such activity should be co-ordinated through Directors Board		
Other – please specify	<input type="checkbox"/>	

Section 7: Any other comments to support savings proposals