

Street Cleansing Framework & Action Plan

2016 to 2025

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1. INTRODUCTION

The way streets and other public spaces are cleaned has an impact on every household within the London Borough of Barnet, the success of businesses operating in the locality and the attraction for visitors to the area. The quality of the local environment, in particular the standard of street care and the maintenance of green spaces, is one of the main barometers used by the public to judge how well an area is being managed and its suitability as a place in which to live, work or visit.

Research has also shown that there is a strong correlation between the standards of cleanliness in the local environment and the overall satisfaction with local services, the fear of crime and the perception of the Council itself. Barnet Council recognises that maintaining high quality public places is an important issue and a major concern for local residents. Accordingly this is reflected as a key priority in the Council's Corporate Plan.

This framework plan sets out the policy and direction, the key drivers and the overall approach for the delivery of street cleansing services, that will lead to a high quality environment being achieved in streets and public places throughout the Borough. The associated improvement plan will identify the short, medium and longer term actions that will deliver the strategy, these being prioritised accordingly.

London Borough of Barnet Council is a principal litter authority with a statutory duty under the provisions of the Environmental Protection Act 1990 to ensure that relevant land in its area is, so far as is practicable, kept clear of litter and refuse. In broad terms relevant land is defined as all '*open land to which the public are entitled or permitted to have access with or without payment*'. This includes cleaning responsibilities for adopted highways, but not private land.

The 'Code of Practice on Litter and Refuse' published by the Department for Environment Food and Rural Affairs gives guidance to responsible bodies such as Barnet Council on how these duties should be discharged. In determining what standard of cleanliness can be achieved the Council is required to have regard to the character and use of the land, as well as the control measures and cleaning regime that is practical in the circumstances. The Council is expected to set and implement cleaning regimes so that it can meet these standards and provide adequate resources to restore the area to an acceptable level if they fall below that standard.

The street cleansing framework plan is a key factor by which the different activities contributing toward achieving a high quality local environment can be aligned and effectively co-ordinated, ensuring a more joined up approach between the Borough Council, as the principal litter authority, and other responsible bodies such as the highway authority, local businesses and the public generally. It is clear that better integration of engagement, education, enforcement and street cleaning operations will be of fundamental importance in achieving high quality public spaces that are readily accessible and enjoyed by local communities, at an affordable cost.

The plan is expected to drive performance, thereby increasing customer satisfaction levels and enhancing the attraction and appeal of the area as a place in which to live, work and visit, as well as enhancing the reputation of the Council and its partners who contribute in a significant way to achieving a high quality local environment. Priority is given to solutions that are environmentally responsible and financially sustainable in the

longer-term, reflecting increasing concerns about the possible impact of future climate change and uncertainty regarding the continued availability of adequate resources to provide core public services.

In terms of functional activities, street cleansing involves sweeping and other cleaning operations such as pavement washing, litter collection, removal of graffiti and fly-posting, responding to fly-tipping, removal of animal faeces, dead animals and weed removal/control.

To help prevent litter in the first place and discourage antisocial behaviour, various pieces of legislation assist in enabling the local authorities to deal quickly and effectively with those who litter, fly-tip or otherwise deface or damage the local environment.

The most commonly used assessment of the condition of our streets and other public spaces is the standard of '*local environmental quality*' that is experienced in an area, which relates to the general appearance, as well as the management and maintenance standards which are evident.

The three main indicators measuring the performance and effectiveness of street cleansing services are:

- Regular inspections to measure street and environmental cleanliness in terms of the level of litter, detritus, graffiti and fly-posting present [formerly NI195]
- Monitoring the incidence and response to incidents of fly-tipping [formerly NI196]
- The Local Environmental Quality Survey of England

The quality of the local environment, and in particular standards of street cleansing are increasingly becoming the barometer the public uses to judge how well an area is being managed and attractiveness in which to live, work or visit. In order to enable the Council to achieve its objectives the services need to deliver high quality, efficient and sustainable services to ensure the future cleanliness and prosperity of the area. This has to be achieved against an increasing pressure on public finances and a need to reduce the net cost of delivery. Therefore the way that the services are delivered has to be continuously challenged to ensure that efficiencies are achieved where possible without having an adverse impact on standards.

In response to increasing demands and changing expectations this framework plan for street cleansing services in Barnet will set out the direction and priorities for the development and delivery of the future street cleansing services in the Borough, taking into account the policy context, prevailing circumstances, relevant legislation and current government guidance. The improvement plan identifies possible short, medium and longer term actions that will deliver a clean environment to live and work, within the limitations of the resources available.

The framework plan will consider a comprehensive review of the current performance and value for money of street cleansing services in the Borough and takes into account:

- The current situation, circumstances and market conditions.
- The key environmental, political, economic, social and technological influences on local environmental quality.

- The impact and influence of current legislation and policy.
- The standard of local environmental quality that currently exists in the Borough and how this compares to other areas and national benchmarks.
- Current strengths and successful operating practices and the key areas where scope for improvement has been identified and prioritised.
- Public attitudes and behaviour towards local environmental quality.
- The resources, capacity and capability that exist to deliver the service and standards required.

The development of the plan will also be informed by research, bench mark comparisons and best practice advice and guidance available from organisations including:

- Department for Environment Food and Rural Affairs [DEFRA]
- Department for Communities and Local Government
- Keep Britain Tidy [also formerly known as Encams]
- Association for Public Service Excellence, in particular the performance networks for street cleaning services and neighbourhood management Commission for Architecture and the Built Environment [CABE]
- Local Government Association

Research suggests that successfully improving the environmental quality of the street scene is most likely to be achieved by well-designed and effectively implemented cleaning operations and methodologies, supported by targeted enforcement actions, working in conjunction with a programme of public education campaigns, all strategically planned and implemented in an integrated manner.

a) The key drivers that will influence the planning and delivery of street cleansing services are considered to be:

- Residents, visitors and business users will only make full use of their public places if they are well cleaned and maintained, fit for purpose and with a convenient layout
- Given limited resources, it is not sustainable for the Council to continue collecting ever greater quantities of litter and to undertake increasingly intensive cleaning regimes. A more balanced approach is needed to discourage anti-social behaviour and prevent litter at source. Discouraging misuse and 'environmental crime' will ease the cleaning burden significantly

In light of population and household growth, cleaning capability and capacity needs to be more flexible and cleaning regimes adapted to accommodate changing demands. With limited resources available, operational effectiveness needs to be improved in response to higher expectations from residents and in order to meet the obligations set out in the Code of Practice on Litter and Refuse

In the broader environmental context, working practices will need to be more sustainable and less demanding upon increasingly scarce natural resources.

b) The borough cleansing framework plan, therefore, advocates an approach focused on three complementary core components:

- Promoting good quality service, making public spaces attractive, welcoming, ensuring that the 'fabric' of the street is properly maintained and in particular reinstatements after street works are completed in a timely and consistent manner.
- Implementing a clear policy and approach for the protection of the environment with a prominent presence on the street and in other public places for targeted enforcement of litter controls and other environmental regulations, allied to a proactive education programme designed to discourage littering and other anti-social behaviour in the first place
- Operating simple, mobile, effective and reliable cleaning regimes that are sufficiently resourced to achieve the performance standards expected, whilst retaining flexibility to respond to unplanned demands, together with plentiful, appropriately sited and easy to use bins, emptied on a regular basis

The essence of the plan, therefore, will be concerned with 'prevention rather than cure' – finding ways of preventing litter from being dropped in the first place rather than spending more and more time and resources cleaning it up – with local communities effectively engaged, fostering a sense of care and respect for the local environment and pride in the place in which they live and work.

Influencing behaviour change is an important tool in the council reducing the demand for particular services and allowing the council to be able to provide better value for money services. This improvement plan outlines the following on behaviour change;

'Reducing demand, increasing independence – With less money and rising demand, both the council and the borough's residents will need to behave differently. The council will need to focus on enabling residents and businesses to help themselves and each other. This will be achieved through a variety of means:

- *Intervening where needed in a targeted way, with the aim of reducing reliance on public services state.*
- *Investing in preventative services, such as better targeting of early years support to prevent young people from entering social care services.*
- *Enabling residents to take greater personal and civic responsibility, through the development of a new relationship with residents based around greater transparency, engagement and involvement in local services.'*
- *Where appropriate initiating target education and enforcement regimes to litter and fly-tipping hotspots.*

c) In terms of improvement planning, the plan proposes that priority be given to:

- Increasing the effectiveness of cleaning and litter collection in retail and commercial areas [particularly early morning cleansing of Town Centre and Shop front areas].
- Flexible and team work approach to maintain transport hub and other residential areas.
- Increasing the effectiveness of litter collection along main roads and other highways

[particularly landscaped areas].

- Trying to discourage littering in the first place through more proactive education and engagement with local communities and targeted enforcement activities.
- During cleaning operations giving special attention to discarded smokers materials, confectionary packaging and discarded drink bottles and cans.
- Undertaking more targeted routine sweeping to remove detritus, in particular around traffic islands and central reservations and in some housing areas.
- Maintaining routine street washing in high intensity use areas and adjacent to take away food premises.
- Improving the co-ordination and consistency of weed control activities.
- Improving litter control on private land and in relation to takeaway food premises.
- Establishing arrangements with utility companies and private property owners to deal more quickly and effectively with graffiti and defacement.
- Encouraging Transport for London, operating as the highway authority with responsibility for licensing street works, to ensure timely and consistent surface reinstatement after street works.

d) Commissioning Intentions 2015 - 2020:

- Maintenance of a clean and well cared for local environment, and public spaces, that enhance local areas and support economic wellbeing.
- Relevant and targeted enforcement that promotes prevention of forms of anti-social behaviour.
- Build stronger local communities by promoting volunteering and other forms of community engagement.
- Develop an alternative delivery model contributing to £5.9m per annum savings by 2019/20 whilst improving performance and overall quality.

It is essential to deliver the majority of the improvement plan for street cleansing services from reducing resources, subject to resources being mobile, refocused or reallocated into priority areas. However, in order to address the underlying concern about the widening gap between the resources available and increasing demand, the Council's medium to long term financial strategy and budget for the future will allow for targeted investment in street cleansing services, required to fundamentally provide for sustainable cleaning capability and capacity. The Council's Alternative Delivery Model for street cleansing services will critically analyse the current regime with a view to making it more efficient and affective for future demands.

e) The impact of the successful delivery of the borough cleansing framework plan will be:

- Streets and public places are clean and pleasant places to be
- Bins are clean and not overflowing
- Less litter is discarded to collect
- Road channels and traffic islands are clear of 'detritus'
- There is no fly posting, graffiti or dog fouling evident
- There are few signs of anti-social behaviour
- There is more community involvement in keeping places clean and tidy

- Green spaces are well maintained and extensively used
- Positive feedback is received from local people, with high levels of satisfaction
- Increase recycling rates and minimise the tonnage collected

f) In terms of outcomes, effective street cleansing services will make a noticeable difference to the London Borough of Barnet and its local communities by:

- Making Barnet a more attractive place in which to live, work and visit
- Enhancing Barnet's reputation as a clean and green place with a high quality public realm
- Increasing the appreciation, care and respect for the built and natural environment
- Engendering a greater sense of pride of place and community ownership of local issues
- Reducing the incidence of anti-social and nuisance behaviour, 'misuse' of the environment and the fear of crime
- Engendering a commitment for economic growth in town centres

2. DEFINING LOCAL ENVIRONMENTAL QUALITY

The most commonly used assessment of the condition of our streets and other public spaces is the standard of '*local environmental quality*' that is experienced in an area, which relates to the general appearance, as well as the management and maintenance standards which are evident.

This standard has been established as a measure over the past 15 years by the Department for Environment, Food and Rural Affairs [Defra] in association with Keep Britain Tidy, an environmental charity dedicated to achieving 'cleaner greener places' in Britain and the main advocate of anti-litter campaigns in England.

Local environmental quality is generally defined as '*the physical condition of the local environment to which the public has access or which they can see, whether publically or privately owned – relating to the general appearance, as well as the management and maintenance standards which are evident*'.

The components that determine local environmental quality are extremely broad and usually expressed in terms of positive environmental qualities and are often referred to as the '*cleaner, greener, safer*' agenda. This encompasses very tangible elements such as cleanliness, environmental pollution and personal security, together with less tangible concerns, such as visual quality and fear of crime. Many of these qualities are considered to be interdependent.

It is acknowledged that some environmental qualities, such as 'clean and tidy' and 'safe and secure', are regarded as more fundamental than others – for example 'being distinctive' or 'inclusive' – although research identifies that such 'lower order' concerns are not considered un-important, just lower priority. It is evident that the more satisfied communities are with their local environment, the more they focus on, and are critical of, the lower order concerns. Research explicitly links the relationship between the use and enjoyment of the local environment and its physical condition.

Research also suggests that focus should increasingly be given to achieving 'cleaner,

greener, safer *and stronger* places; the ‘stronger’ element reflecting the increasingly widespread view that if a strong sense of community exists then other local environmental factors will naturally improve and individual responsibility will increase, reflecting greater respect for the place and pride in the area.

In terms of functional activities, the care and maintenance of streets and other public places involves sweeping and other cleaning operations such as pavement washing, litter collection, removal of graffiti, fly-posting and abandoned shopping trolleys. It also includes responding to fly-tipping, abandoned and nuisance vehicles, removal of animal faeces, weed control and other grounds maintenance activities, as well as the maintenance and replacement of street furniture, street name plates and similar amenities.

Positive Local Environmental Qualities			
Qualities	Description	Elements Dimensions	
Clean and tidy	<i>Well cared for</i>	Litter, fly tipping, graffiti, dog fouling, needles, chewing gum, rubbish, road excavations, fly posting, abandoned cars, detritus and grime, general maintenance / conditions	Cleaner/Greener
Green	<i>Green and natural</i>	Verges, trees, planting, flowers, grass, greenness, open space, biodiversity, sustainable materials	
Unpolluted	<i>Healthy and comfortable</i>	Air quality, traffic noise, late night noise, noise pollution, recycling facilities, bad smells, water/soil pollution, light pollution, energy efficiency	
Secure	<i>Crime free and low fear of crime</i>	Fear of crime, visible policing, anti-social behaviour, street fights, street crime, intimidating groups, surveillance	Safer
Safe	<i>Protected environment</i>	Traffic speeds, traffic calming, street lighting, parking infringements, pedestrian and child safety, barriers and lights	
Accessible	<i>Easy to get to and move around</i>	Easy to walk around, signage and information, car parking, servicing, public transport facilities, barrier free pavements, traffic congestion, potholes/trip hazards, crossings, cycle provision, disabled access	
Socially inclusive and fulfilling	<i>Welcoming and cohesive</i>	Play facilities, public toilets, benches and shelters, facilities for teenagers, mixed use, sense of belonging, user interaction, community spirit, involvement, free, open and connected	Stronger
Economically vital and viable	<i>Well used and thriving</i>	Diversity of uses, retail variety, availability of key services, levels of occupancy/animation, dereliction, events and activities	
Physically attractive	<i>Visually pleasing</i>	Architectural quality, heritage, building maintenance, public art, coordinated signage/street furniture, amenity lighting, paving design, water features, seasonal / floral decorations	

3. AIM OF THE STREET CLEANSING FRAMEWORK

This framework plan sets out how the Street Cleansing Service intends to develop and deliver an efficient and high quality cleansing service which is responsive to local needs and supports the Corporate Plans.

This plan has been developed following a review of the service that was undertaken in 2014 and the adoption of the recommendations from the report.

4. OUR PRIORITIES:

The Council's priorities for the Street Cleansing Service are:

- *“Maintain the green and pleasant nature of the borough by reducing the amount of litter and detritus to the lowest level in London”*
- *“Use encouragement, behaviour change and, where necessary, enforcement to persuade litterers to not drop litter in the Borough, including chewing gum and dog fouling”*
- *“High quality services maintained whilst reducing unit costs to the lowest amongst Barnet's statistical neighbours”*

5. STATUTORY DUTIES

The Council has a statutory duty under the Environmental Protection Act 1990 to keep relevant highways for which it is responsible, clean and clear of litter and refuse. In discharging this duty the council follows the guidelines identified in the Code of Practice on Litter and Refuse which sets out rectification times where cleanliness has fallen below the acceptable level.

The Council also has a statutory duty to keep land clean for which it has a direct responsibility to maintain (e.g. council car parks and open spaces). The standards of cleansing and rectification times for such areas are similar to those of the relevant public highways in the vicinity.

The Council does not have a responsibility to clean private land, land belonging to educational establishments, canal towpaths or land forming part of the railway network, although it may have powers to require land owners to clear litter and fly-tipping.

6. AIMS OF THE SERVICE

The aims for the Street Cleansing Service are:

- To keep Barnet clean and free from litter, refuse and detritus, either directly or through effective enforcement procedures
- To fulfil our statutory responsibilities in respect of street cleansing, the removal of graffiti, fly tipping and dog fouling
- To maximise efficiencies through best use of assets and technology and coordinated community and partnership working
- To promote the use of and generate income for the service for private works

7. ABOUT STREET CLEANING - WHERE WE ARE AND WHAT WE DO?

The quality of the local environment, and in particular the standards of street cleansing, are a key indicator to the public of how well the area is being managed and its attraction as a place to live, work or visit.

We are committed to providing a high quality and efficient service which is supported by effective enforcement activity and high profile education/awareness campaigns that will ensure the future cleanliness and prosperity of the area.

g) Specific areas of 'core' work undertaken by the street cleansing service are:

- Cleaning the streets by means of mechanical suction sweeping, manual sweeping, litter picking, gum removal, and street washing.
- Supply, emptying and maintenance of street litter bins.
- Syringe and sharps removal.
- Removing incidents of fly tipping (including hazardous waste).
- Removal of graffiti and fly posting.
- Removal of dead animals from publically maintainable land.
- Gritting of car parks and priority footways within Barnet.
- Preliminary enforcement action for dog fouling, littering and fly tipping offences to assist the Community Safety and Enforcement Team.
- Management and monitoring of contracts for Gully Cleansing and Highway Weed
- Spraying of Weed killer
- Promotion of spring clean and litter pick events across Barnet
- Rechargeable works to clear private and domestic premises where clearance notices have been served by the Environmental Health Team.

The Street Cleansing service is carried out in-house by the Council's own workforce and has a net operating cost of around £3.57 million.

Work is predominantly planned in advance and work schedules, based on the area of work and minimum frequency required have been put in place to ensure that we comply with statutory and local requirements.

We also have to react to one off emergencies and therefore need to have the flexibility to respond as required and therefore each area team has a member of staff who is available for 'rapid response'.

The section currently has 98 front line operatives, 4 supervisors and 1 manager. We operate in 4 geographical teams which covers the Borough.

8. SERVICE STANDARDS

For routine cleansing the council schedules cleansing operations in accordance with the government's code of practice on litter and refuse. For non-routine maintenance the following response times are adopted:

1. *Where urgent public health action is required (e.g. removal of syringes) we will respond immediately.*
2. *Where significant public health action is required (e.g. removal of dog fouling) we will respond within 24hrs.*
3. *For all other requests for cleaning and complaints, we will respond within 3 working days.*

9. CURRENT PERFORMANCE

There is no longer a national indicator for street cleansing performance following the closure of the Audit Commission. The grading structure of the monitoring criteria used to calculate the previous national indicators NI195 and NI196 continues to be used by the Council, but the areas inspected have been altered to be more representative of local issues.

Where locations across the Borough have consistently received high levels of complaints or requests for cleansing over a three month period, they are included in the list of top 10 Hot Spots. These areas have an initial inspection based on four criteria; sweeping, litter, dog fouling and fly-tipping and are given a baseline grading. Through increased rural areas cleansing, publicity and regular monitoring the service aims to achieve the Code of practices' High Standard of cleanliness classification (A or B+), for each of the individual Hot spots at the end of a three month improvement programme. The current targets for achieving the A or B+ classification for the categories of Litter, detritus and dog fouling are highlighted in the table below along with recent performance.

Description	2013/14 Baseline	2014/15 Results	2015/16 Target	2019/20 Target
% unacceptable levels of litter	8%	2.67%	3%	3%
% unacceptable levels of detritus	24.5%	9.17%	14%	10%
% unacceptable graffiti	5%	1.5%	5%	TBC
% unacceptable fly-posting	2%	1.5%	2%	TBC

10. WHERE THE SERVICE WANTS TO BE AND HOW WE WILL GET THERE?

“Maintenance of a clean and well cared for local environment, and public spaces, that enhance local areas and support economic wellbeing”

The quality of the local environment, and in particular standards of street cleansing are increasingly becoming the barometer the public use to judge how well an area is being managed and its attractiveness in which to live, work or visit.

In order to enable the Council's to achieve the objective of “Provision of high quality public amenities, clean streets and environmental health” the service needs to deliver a high quality, efficient and sustainable service to ensure the future cleanliness and prosperity of the area.

This has to be achieved against an increasing pressure on public finances and a need to reduce the net cost of delivery. Therefore the way in which the service is delivered has to be continuously challenged to ensure that efficiencies are achieved where possible

without having an adverse impact on standards. This is no easy task but implementation of this strategy should enable this to be achieved.

The Council is seeking to build on the best practice principles to further improve the cleanliness of the area through an improvement programme. The following key areas have been identified for achievable development as part of the strategy.

11. OPERATING EFFICIENCY

h) Work schedules and annual work programme

- Each street/highway will be categorised based on its type, density of use, length and difficulty of cleansing. A more flexible and mobile method of working will be adopted to ensure that they meet the required standards and anticipated needs.
- Town Centres will be prioritised for daily cleansing, depending on frequency of use and footfall, to be undertaken and completed before 08:00 with ongoing provision throughout the day until 20:00.
- Service Level Agreements will be agreed with stakeholders for who we provide services.
- Seasonal work schedules will be introduced to ensure that problem areas are addressed at the appropriate time, i.e. leafing season and weed control.
- Working schedules and monitoring inspections will be documented to ensure that an integrated plan for both planned and reactionary work is produced and held in a single place.

The continuation of the programme to rationalise litter bins with the removal of specific dog waste bins and replace them with dual purpose litter and dog bins will ensure we continue to make the most effective use of the existing teams resources.

The transformation process will consider the fleet renewal programme to continually review the opportunity for bespoke tailoring of the equipment necessary to provide the service across the Borough more efficiently.

Best practice principles of team working will be applied providing support vehicles enabling the manual sweepers to remove collected and bagged litter immediately whilst they are cleaning town centres. This removal of bags from high footfall areas will increase satisfaction levels and prevent rogue bags being left. The inclusion of compact mechanical sweepers has been designed to provide greater efficiency so that the re-allocation of resource to key areas will provide the greatest benefit to the highest number of residents.

The new methods of team working together with selected “early morning town centre cleansing schedules will be designed to work in conjunction with mechanical sweeping – when the task is completed the team will move on to other areas within the locality. These arrangements will be reviewed quarterly to address deficiencies any concerns raised by members.

The need to provide a service seven days a week has traditionally meant that enhanced overtime rates are paid for weekend teams. Single status, retirement or operatives

leaving will provide the service with the opportunity to look at how work is scheduled and various options to be considered that involve shift and weekend work as part of a standard working week for new employees.

12. MOBILE WORKING

The Council will adopt options for mobile working using hand held devices or in cab technology. Street Cleansing will actively look at processes to enable the work instructions and schedules to be issued and completed electronically. This will reduce the time and cost of producing and updating paper based schedules and also enable management to quickly identify slippages or plan any further action required.

It should also enable that where members of the public report an issue, either via the on-line reporting system or to the contact centre, the responsive job card will be raised and issued electronically to the appropriate operative for prompt action to be taken and 'real time' recording when the job has been completed. This will enable feedback to be provided to the customer, improving customer service and creating a "Positive Relationship with communities".

i) It will enable us to:

- Improved, and potentially more accurate, reporting of service standards
- The provision of data for analysis in order to identify issues and continue to improve the service.

13. CROSS FUNCTIONAL WORKING

The planned work programme will be reviewed alongside other 'neighbourhood' based planned work (e.g. grounds or road maintenance) to determine whether any synergies and/or efficiencies can be achieved.

14. ENGAGEMENT

By investigating and developing partnerships with community groups, the Council aims to maximise the efficiencies of tapping into this valuable resource and thereby reducing the cost of the service to the taxpayer.

"Build stronger local communities by promoting volunteering and other forms of community engagement"

Developing further links with other Local Authorities, Police, The Environment Agency, Local Residents, Business and Community Organisations will ensure better co-operation and joined up solutions to problems.

j) In particular the Council wishes to:

- Develop working approach for local residents to conduct works to help improve the cleanliness of their neighbourhood.

- Supply litter picking equipment and support community groups to support those who wish to organise clean ups in their area.
- Work in partnership to mutually benefit the Borough by addressing issues of weed removal, gully cleaning, designing out fly tipping hotspots and snow clearance on town centre pavements
- Closer working arrangements with the Council's Enforcement Team, through Neat and Tidy Events and Community Pay Back schemes. Events will be publicised through the local media and on the Council's websites to raise awareness of litter and cleansing issues.
- Liaison with Community Groups to identify any gaps or duplication in service provision and to explore opportunities for cost savings.

Civic amenity site accessibility for the public may well lead to a reduction in fly tipping. Work with Members to identify 'Hot Spots' will be a positive initiative that will enabled officers to provide targeted cleansing and take co-ordinated action to improve the areas.

15. EDUCATION

Through the provision and advertising of an on-line reporting system (possibly via a mobile 'App') the public will be able to report concerns to the council 24/7 so that action can be taken or complaints investigated. The Customer Contact Centre handles all Street Cleansing telephone contacts which has freed up officer time resulting in more time being spent on educational, monitoring and enforcement activities.

k) The Councils will be committed to providing an on-going and appropriately targeted education programme to raise awareness of litter and other waste related issues through:

- Publicising of the aims of the service and how the public can help to improve standards
- Closer working arrangements with other council departments to improve public perception, especially regarding dog fouling where the problem is not recorded as being as bad as the public perceives it to be
- Work done by the Community teams in the form of high profile education/awareness campaigns and the resulting publicity from such events.

We will also raise the profile of the service by having a highly visible, strongly branded cleansing operation. All street sweeping vehicles will be appropriately signed and will advertise the contact details for reporting problems to the Council as well as making enquiries about private work.

16. ENFORCEMENT

The quality of the environment and people's perceptions of the area ultimately costs the taxpayer. These costs can be affected if dog fouling, littering, fly-tipping and other environmental crimes are effectively reduced by education, engagement or enforcement. Developing closer links with the Enforcement officers will maximise the potential to enforce the relevant legislation. Primarily this will act as a deterrent and should not be considered as a generator of income.

The Council's waste enforcement policy and procedure documents, which is embedded within an overarching Council wide enforcement strategy, will ensure that officers have all the tools and powers required to deliver the outcomes of the street cleaning framework plan.

The provision of basic training will allow the Street Cleaning operatives to provide good quality evidence that the dedicated enforcement officers can use to investigate enviro crime, issue fixed penalty notices or prepare prosecutions. The increased enforcement activity and proactive approach will have a positive effect on reducing the amount of rubbish dropped, incidents of fly tipping or graffiti and, in the longer term, good enforcement should reduce the amount of cleansing required as a result of bad behaviour.

17. PRIVATE WORK

A scale of Fees and Charges will be developed for the provision of private work for businesses or individuals on request. This work will have to be balanced with the core planned and responsive work but could generate an income stream if it is managed correctly and a quality service is provided for the price.

18. SERVICE STANDARDS

To monitor the effectiveness of the strategy the following Performance Measures and targets will be used to review performance on a monthly basis:

POLICY AND BEST PRACTICE GUIDANCE

19. POLICY AND BEST PRACTICE REFERENCE POINTS

There are four key policy and best practice reference points for street care services:

1. **'Achieving improvements in street cleansing and related services'** – published by DEFRA in 2013 is concerned mainly with improving the efficiency and effectiveness of street cleansing activities and successfully targeting resources, in particular focussing on:
 - Measuring and monitoring service performance
 - Using quality assurance and accreditation to improve standards
 - Developing effective financial planning and asset management
 - Developing a comprehensive and 'owned' strategy and service delivery plan
 - Ensuring effective leadership and management of street care services
 - Attaining a well-trained and motivated workforce, with efficient and effective working practices
 - Overcoming impediments and barriers to service delivery
 - Ensuring service delivery is 'joined up' and responsive to local need and adapted to changes and seasonal variations
 - Successfully engaging with local communities
 - Discouraging 'environmental crimes' and associated anti-social behaviour through proactive education and targeted enforcement. (www.gov.uk)
2. **'Paving the way: how we achieve clean, safe, attractive street' and 'Paved with gold: the real value of good street design'** – published by the Commission for Architecture and the Built Environment in 2002 and 2007 respectively. The former relates to the overall design of streets and the implications of design on management and maintenance. It focuses on the needs of the people who use public spaces, seeking to address the challenge to coordinate the action and activities of the wide range of institutions and bodies that have influence and control over streets. The latter defines 'what makes a high quality street' and seeks to assess the value and benefit of well-designed and maintained streets and public spaces in economic and asset value terms and from a public benefit perspective. (www.webarchive.nationalarchive.gov.uk)
3. **'This is our home – a manifesto for a cleaner England'** – developed by Keep Britain Tidy and published in March 2010, identifies the key challenges to those engaged in delivering '*cleaner, greener, safer and stronger places*'. These are inspirational and decisive leadership, working together towards a shared vision and clear goals and building personal responsibility. (www.loveparks.org)
4. **'The code of Practice on Litter and Refuse'** – published by DEFRA in 2006, this code is issued by the Secretary of State under section 89 of the Environmental Protection Act 1990 and gives guidance to responsible bodies on how the duties prescribed in the Act should be discharged. (www.gov.uk)

20. CONTEXT

The scope and magnitude of the work involved in caring for the boroughs streets and public spaces is significant and the current economic and social circumstances are particularly challenging. A wide range of political, economic, environmental, social and technological factors will influence and shape future service delivery.

Planned housing development and consequent population growth will significantly increase demand for core universal public services such as recycling and waste collection, street cleansing and grounds maintenance. An aging, perhaps less able population is likely to increase demand for easier or 'facilitated' access to services and public spaces.

The volatile economic climate is likely to continue to have a direct impact on the resources available, but opinion surveys suggest that expectations are unlikely to diminish in respect to maintaining and even improving fundamental 'front-line' services such as street cleansing, waste collection and grounds maintenance.



Funding constraints and the continued demand for cost savings a part of the recovery process from economic recession could have an adverse impact on the capacity to deliver street care services of a reasonable or acceptable quality.

Increased energy and utility costs for fuel, gas, oil electricity and water are predicted, which will compound cost pressures.

Legislation and further changes on government policy may be anticipated in respect of environmental management, the reduction of carbon emissions and mitigation of the impact of climate change. This is likely to offer both opportunities and constraints. Environmental issues are likely to remain highly topical, with more challenging target being set and increasingly severe consequences, including implication likely to be imposed for not meeting these.

The further development of information and communication technologies and their wider implication to services across the Council is anticipated. This will help streamline back-office functions and processes, improving efficiency and cost effectiveness.

Other technology advances – for example greater sophistication of cleaning equipment and access to route modelling software – will also help improve service planning and operational efficiency.

It has been estimated that over 2.3 million pieces of litter are dropped in England every day and that over 30 million tonnes of litter are collected from streets in England every

year. This trend appears to be increasing disproportionately, allegedly fuelled by factors such as an increased consumption of takeaway food and declining social responsibility.

The costs of street cleaning alone for Barnet is £3.57 million per year which equates to £9,780 per day and excludes costs associated with cleaning and maintain the borough's parks and the disposing of the collected litter.

The increase in littering is of significant concern. Smoking related materials have been identified as the most prevalent item of litter on streets in England (after chewing gum), whilst confectionary wrappers, small bits of paper and pieces of fruit are the most commonly dropped items of litter.

As well as the social problem, litter presents a serious environmental concern. Some types of litter can take a considerable time to degrade and the environmental impact can be significant. Plastic bottles can last indefinitely; aluminium drink cans last between 80 and 100 years. Plastic bags and film can last between 10 and 20 years. Cigarette butts take approximately 12 years to biodegrade and up to 150 years before they are absorbed back into the environment.



Even materials such as orange peel, banana skins and apple cores can last up to two years in the environment.

Roadside litter is also an increasing problem and tends to be particularly prominent, having an adverse impact on perceptions of the area. In addition it presents a real challenge, in terms of the safety of those involved in cleaning and the disproportionately high level of resources required to clean such areas.

In terms of public opinion the appearance of their local area is one of the public's biggest concerns in surveys on attitudes and behaviours towards the quality of their environment carried out by Keep Britain Tidy. Of these environmental concerns, litter and dog fouling were considered the highest priorities to improve (in terms of being most problematic and most important), with graffiti and fly-posting being the lowest priorities.

Research confirms that a strong relationship exists between the appearance of an area and how safe people feel in an area. Surveys indicated that people are generally more satisfied with an area as a place to live if it is clean. However, 42% of people admit to having dropped litter at some point, with 48% unaware that a fixed penalty up to £80 could be issued for dropping litter.

21. LEGISLATION

The main legislation that seeks to regulate local environmental quality and activities associated with the care and maintenance of streets and public places is the

Environmental Protection Act 1990 and the Clean Neighbourhoods and Environment Act 2005.

Barnet Borough Council is a principle litter authority with a statutory duty under the provisions of the Environmental Protection Act 1990 to ensure that 'relevant land in its area is, so far as is practicable, kept clear of litter and refuse'. In broad terms relevant land is defined as all open land to which the public are entitled or permitted to have access without payment. This includes cleaning responsibilities for adopted highways, but not private land.

Other important provisions and powers in respect of environmental control and enforcement are included also in a wide variety of other legislation and associated regulations, in particular:

- Environmental Protection Act 1990
- Control of Pollution (Amendment) Act 1989
- London Local Authorities Acts 1990, 1994, 2004 and 2007
- Controlled Waste Regulations 1992
- Clean Neighbourhoods and Environment Act 2005
- Police and Criminal Evidence Act 1984
- Criminal Procedure and Investigations Act 1996
- Regulation of Investigatory Powers Act 2000
- Anti-Social Behaviour, Crime and Policing Act 2014
- Site Waste Management Plans Regulations 2008
- Highways Act 1980
- Refuse Disposal Amenity Act 1978 and 1987
- Dogs (Fouling of Land) Act 1996
- Town and Country Planning Act 1990
- Public Health Act 1936

In addition the Keep Britain Tidy (KBT) group operate an extensive 'knowledge bank' providing detailed information on relevant legislation, including case law, and giving practical advice on the application of the law in particular circumstances.

Of particular note is the Anti-Social Behaviour, Crime and Policing Act 2014 which came into operational effect from 20th October 2014.

The principle for the new measures is that there will be fewer but streamlined and encompassing tools and powers to respond quickly and effectively to local crime and ASB problems. The change also focuses on the needs and protection of victims, as well as empowers local communities to play a more significant role in tackling ASB.

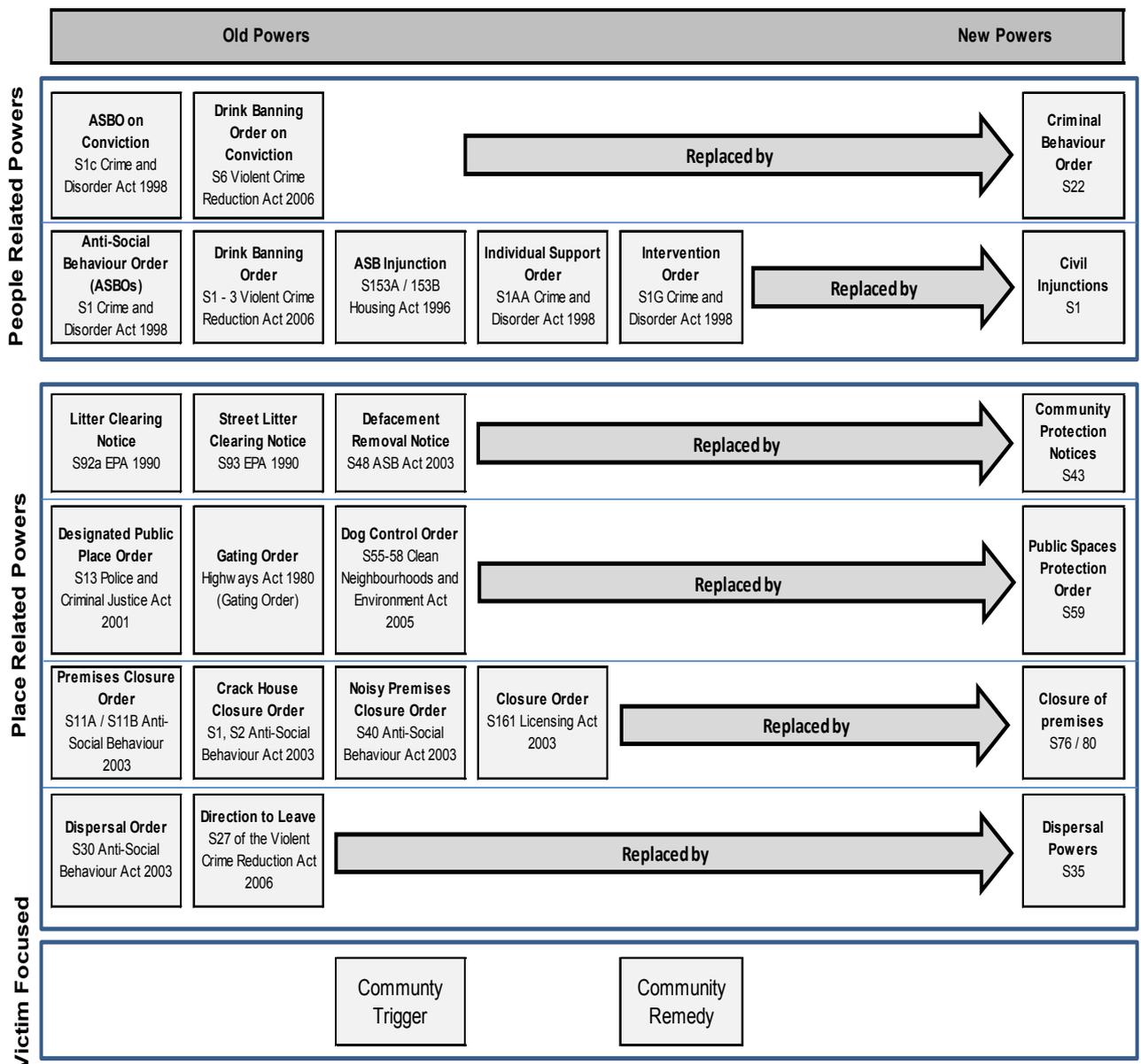
The Act replaces the nineteen powers Local Authorities and relevant partners had at their disposal to deal with crime and ASB with six new ones.

The Act also includes two measures which focus on giving victims a say. Victims of crime have an opportunity to have a say on out of court punishment of perpetrators for low level crimes and anti-social behaviour. They can also request for a case review to take place if it meets the local threshold set and the partners deem the threshold has been met.

The new powers can be used and enforced by a range of key partners within the borough / local authority area this includes various services areas within the local authority, the Police and Registered Social Landlords (RSLs). Full eligibility on who can use which power is highlight within each of the individual 'Power' fact sheets.

The Powers can be broken down into three elements, People related issues, Place related issues and being victim focused.

The table below provides a summary of the Anti-Social Behaviour, Crime and Policing Act 2014 Powers:



22. VISION AND KEY DRIVERS

The Council's Vision for its Street Cleansing Service is:

"To deliver a service that provides a clean environment, efficiently for Barnet. By appropriate cleansing, improve the quality of life for residents and a positive experience for visitors".

"Maintain the green and pleasant nature of the borough by reducing the amount of litter and detritus to the lowest level in London".

"Use encouragement, behaviour change and, where necessary, enforcement to persuade litterers to not drop litter in the Borough, including chewing gum and dog fouling".

“High quality services maintained whilst reducing unit costs to the lowest amongst Barnet’s statistical neighbours”.

A key priority of this vision is to maintain high quality public places throughout the borough; providing a clean, safe and attractive environment and reducing the incidence of anti-social behaviour such as littering and graffiti in our public spaces.

The way streets and other public spaces are cared for has an impact on every household within the Borough of Barnet, the success of businesses operating in the locality and the attraction of visitors to the area. The quality of the local environment, in particular the standards of street care and the maintenance of green spaces, is one of the main barometers used by the public to judge how well the area is being managed and its suitability as a place in which to live, work or visit.

Research has also shown that there is a strong correlation between the standards of cleanliness in the local environment and the overall satisfaction with local services, the fear of crime and the perception of the Council itself. Barnet Borough Council recognises that maintaining high quality public places is an important issue and a major concern for local residents.

Despite the severe financial constraints that currently exist; opinion surveys suggest that the public would not wish to see any reduction in the standards of core universal front-line services such as street cleansing. The expectation, therefore, is that more can be done for less, which may not prove possible, but is certainly a significant challenge in Barnet.

Research commissioned by DEFRA and Keep Britain Tidy suggests that successfully improving the environmental quality of the street scene is most likely to be achieved by well-designed and effectively implemented cleaning operations and methodologies, supported by targeted enforcement action, working in conjunction with a programme of public education campaigns, all strategically planned and implemented in an integrated manner. It is anticipated that the Alternative Delivery Model will achieve this outcome.

The key drivers that will influence the planning and delivery of street care services are considered to be:

- Residents, visitors and business users will only make full use of their public places if they are well designed and maintained, fit for purpose and with a convenient layout.
- Given limited resources, it is not possible for the Council to continue collecting ever greater quantities of litter and to undertake increasingly intensive cleaning regimes. A more balanced approach is needed to discourage anti-social behaviour and prevent litter at source. Discouraging misuse and ‘environmental crime’ it is anticipated will ease the cleaning burden significantly.
- In light of population and household growth, cleaning capability and capacity needs to be increased and cleaning regimes adapted to accommodate changing

demands. With limited resources available, operational effectiveness needs to be improved in response to higher expectations from residents and in order to meet the obligations set out in the Code of Practice on Litter and Refuse.

- In the broader environmental context, working practices will need to be more sustainable and less demanding upon increasingly scarce resources.

The Street Cleansing Framework therefore advocates an approach focussed on three complementary core components:

- (i) Promoting **good quality design and use of material** sympathetic to the surroundings, making public spaces attractive, welcoming, easy to maintain and fit for purpose, ensuring the 'fabric' of the street is properly maintained and in particular reinstatements after street works are completed in a timely and consistent manner.
- (ii) Implementing **clear policy and approach for the protection of the environment** with a prominent presence on the street and in other public places for targeted enforcement of litter controls and other environmental regulations, allied to a proactive education programme designed to discourage littering and other anti-social behaviour in the first place.
- (iii) Operating **simple, effective and reliable cleaning regimes** that are sufficiently resourced to achieve the performance standards expected, whilst retaining flexibility to respond to unplanned demands, together with plentiful, appropriately sited and easy to use bins, emptied on a regular basis.

The essence of this plan therefore is concerned with 'prevention rather than cure' – finding ways of preventing litter from being dropped in the first place rather than spending more and more time and resources cleaning it up – with local communities effectively engaged, fostering a sense of care and respect for the local environment and pride in the place in which they live and work.

This involves changing the behaviours of those who are dropping litter or undertaking other anti-social activities, particularly those persistent offenders. The role of education is vital in this respect, making the public aware that littering and other misuse of the environment is wrong, continually bringing the problem to the attention of local communities and encouraging schools and local businesses to actively play their part in changing attitudes and behaviours.

Where necessary and in a targeted way, it will be crucial to use enforcement powers to reinforce the message that littering and other anti-social behaviour are serious offences and that perpetrators can expect to be caught and penalties applied accordingly.

23. ENFORCEMENT

Enforcement is a fundamental part of improving the local environment and will be used alongside a programme of education. A coordinated approach between the Council and

other regulatory bodies, including the Police will be implemented and will be overseen by the Council's overarching Enforcement Strategy, and the Street Scene enforcement policy and procedures .

24. STANDARDS

Barnet Council is a principle litter authority with a statutory duty under the provisions of the Environmental Protection Act 1990 to ensure that relevant land in its area is, so far as is practicable, kept clear of litter and refuse. Relevant land is defined in detail in the Act, but in broad terms is '*open land to which the public are entitled or permitted to have access with or without payment*'.

The Code of Practice on Litter and Refuse published by DEFRA gives guidance to 'duty bodies' such as Barnet Council on how these obligations should be discharged.

The Code is intended to encourage duty bodies to maintain their land within acceptable cleanliness standards, covering all aspects of littering, including fly-tipping, the build-up of detritus and defacement such as graffiti and fly-posting. The Code, therefore, effectively sets the standards of performance that are expected to be achieved.

The Code of Practice in simple terms identifies three basic components:

1. Different categories (Zones) of land – of high, medium and low intensity use;
2. Four grades of cleanliness i.e. Grade A – no litter and refuse, Grade B – predominantly free of litter and refuse, Grade C – widespread distribution of litter and refuse with some accumulations, Grade D - heavily littered with significant accumulations of litter and refuse.
3. A target response time to restore an area of land to an acceptable standard if it falls below that standard.

l) litter and refuse in both relevant highway and hard surface setting



Grade A
No litter or refuse



Grade B
Predominately free of litter and refuse apart from some small items



Grade C
Widespread distribution of litter and/or refuse with minor accumulations



Grade D
Heavily affected by litter and/or refuse with significant accumulations

m) litter and refuse in a soft surface setting



Grade A
No litter or refuse



Grade B
Predominately free of litter and refuse apart from some small items



Grade C
Widespread distribution of litter and/or refuse with minor accumulations



Grade D
Heavily affected by litter and/or refuse with significant accumulations

In determining what standard should be achieved the Council is required to have regard to the character and use of the land, as well as the control measures and cleaning regime that is practical in the circumstances.

Similar standards are defined for detritus. Detritus includes dust, mud, soil grit, gravel, stones, rotted vegetation, twigs and alike. Separate standards are included for graffiti and fly-posting.



In accordance with Code of Practice the Council is expected to set and implement cleaning regimes and schedules so that it can meet these standards and provide adequate resources to restore the area to an acceptable level when they fall below the standard. The inevitability of areas falling below Grade B standards is recognised in the Code; hence response times are stipulated to restore to a Grade A standard.

The key performance indicators measuring the success and effectiveness of street care services are:

- Regular inspections to measure street and environmental cleanliness in terms of the levels of litter, detritus, graffiti and fly-posting present (formerly NI 195)
- Monitoring the incidence and response to incidents present (formerly NI 196)
- The Local Environmental Quality Survey of England.

The former NI 195 is intended to monitor and evaluate the cleanliness of the local environment as a member of the public would see it. The indicator measures the presence and extent of litter, detritus, and graffiti and fly-posting that is present on relevant land and highways by recording, as a percentage, the number of samples taken that fall below an acceptable level. This indicates the success or otherwise of the cleaning regimes that are in place. The target is to reduce the percentage of samples that are unacceptable on a year-on-year basis. Each category – litter, detritus, graffiti and fly-posting – is reported as a separate indicator.

The former NI 196 measures fly-tipping in terms of the incidents of illegally dumped waste with a view towards ensuring that these are reduced through prevention, detection and enforcement. The indicator calculates the relationship between total incidents and the action taken to resolve them – higher performance is indicated by a year-on-year decrease in the number of incidents and increases in enforcement action.

The survey of local environmental quality gives a broader picture of how ‘clean and tidy’ a place is and provides trends and benchmarks against which standards in one area can be compared with another.

This survey has been undertaken nationally on an annual basis since 2001 (by Keep Britain Tidy commissioned by DEFRA). The survey measures the incidence of litter and

debris (by type) and aspects such as weed growth, surface staining, the presence of graffiti, fly-posting or other defacement in an area – some 32 environmental qualities in total. These are ranked as good, satisfactory, unsatisfactory or poor against 12 standard land use classifications. The results are usually represented in a matrix table and are then translated into an overall cleansing index to give an overall impression of how clean and tidy a place is. The cleansing index is assessed nationally and regionally, but not locally.

25. RESOURCES

The importance of adequately resourcing street cleaning operations and associated education and enforcement activities is fairly evident. If appropriate cleaning standards are not maintained, this trend is almost immediately reflected in adverse public opinion and detrimental perception of the area.

The resources currently available in Barnet to undertake street cleaning activities in the Barnet area would appear to be adequate to meet the standards of the Code of Practice on Litter and Refuses. However resources available for education and enforcement are limited and will need to be bolstered to meet the aspirations set out in this Street Cleansing Framework document.

Notwithstanding consideration will need to be given to the significant planned increase in population and household growth planned for the Borough in the near future, which will inevitably lead to an increase demand for street cleansing.



The current economic climate of increasingly stringent financial constraints, the prospect of securing significant additional investment that will drive improvements in street scene is a challenge. The focus for more immediate service improvements, therefore, will need to be on working smarter and more effectively, exploiting possible ‘invest to save’ opportunities, expanding measures to try to eliminate litter at source and working more collaboratively to achieve more uniformed standards and address common issues. Identifying the key priorities for improvement, particularly those with low potential cost, but high impact will be crucial.

26. MONITOR AND REVIEW

The ‘manifesto for a cleaner England’ produced by Keep Britain Tidy highlights the importance that people place upon their local environmental quality indicating that *‘We know that people care deeply about the way their local environment looks, and it’s is easy to understand why. Local environmental quality affects us all as soon as we step out of our doors – from litter on the streets and graffiti on children’s play equipment, through to having safe access to parks and the freedom to walk and play’*

The appearance of the local environment is considered vitally important to achieving a good quality of life, underpinning society as a whole and shown to have a direct impact

on improving health and well-being, as well as discouraging crime and anti-social behaviour.

This Street Cleansing Framework Document is geared towards improving the quality of the environment in Barnet, by improving litter standards, removing the blight of graffiti and fly-posting, fly-tipping and abandoned vehicles, improving feelings of safety and security and engendering a sense of care and respect for the place in which people choose to live, work and visit. The impact of the successful delivery of the plan will be:

- Streets and public places are clean and pleasant places to be
- Bins are clean and not overflowing
- Less litter is discarded to collect
- Road channels and traffic islands are clear of 'detritus'
- There is no fly-posting, graffiti or dog fouling evident
- There are few signs of anti-social behaviour
- There is more community involvement in keeping places clean and tidy
- Green spaces are well maintained and extensively used
- Positive feedback is received from local people, with high levels of satisfaction.

In terms of outcomes, effective street care services will make a noticeable difference to the Borough of Barnet and its local communities by:

- Making Barnet a more attractive place in which to live, work and visit
- Enhancing Barnet's reputation as a clean and green place with high quality public realm
- Increasing the appreciation, care and respect for the built and natural environment
- Engendering a greater sense of pride of place and community ownership of local issues
- Reducing the incidence of anti-social and nuisance behaviour, 'misuse' of the environment and the fear of crime.

The standards of cleanliness achieved on the streets and public places throughout the Borough will be monitored through regular inspections, providing meaningful trends in order to gauge whether the target for the year-on-year improvement has been successfully achieved. Public perception will continue to be assessed through opinion and satisfaction surveys.

The framework plan sets out key drivers, direction and policies for street care services. It will bring greater focus to the planning and delivery of street care activities, ensuring that design, education, enforcement and cleaning operations are effectively integrated in order to help realise these overall ambitions.

ACTION PLAN

Short Term Objectives					
Target	Output	Action	Outcome	Priority	SMART Objective
Implement overarching Enforcement Strategy with its task specific policies and procedures.	Have a consistent approach to talking enviro-crime and knowledge across all the departments of the Council. Potential increase in FPN's/PCN's.	Embed waste enforcement policies and procedures into overarching waste enforcement strategy.	A reduction in the amount of littering.	A	Adopt and implement Enforcement Strategy. Adopt the powers in the ASB, Crime and Policing Act 2014, with the intention of using the powers to enforce enviro-crime.
Revision of street cleansing regime.	To tackle hot-spot areas and amend sweeping frequency to meet the need of individual areas.	Design and implement an Alternative Delivery Model to meet the needs of the Council.	A cleaner borough with more consistent standards and levels of performance and higher levels of satisfaction.	A	Revised street sweeping methodologies and routes and plan new street sweeping regime (ADM)
Fly-tipping campaign	To make the public aware that this is a serious and expensive offence, thereby reducing the incidence of fly-tipping	Treat all cases of fly-tipping as a crime to raise the profile of the offence and encourage the public to check the waste carrier's licence of any waste carrier.	A reduction in the amount of fly-tips recorded by Barnet Council.	A	Plan and launch a fly-tipping campaign in partnership with the Police, EA, DVLA & ROSPA and other agencies who have an interest in crimes related to illegal activities.
Dog Fouling Campaign	To encourage dog owners to clean up after their dogs and to dispose of the waste correctly	Launch a high profile targeted campaign to park areas and those affected by dog fouling	A reduction in the number of dog fouling offences	A	Work on a cross departmental basis to launch a targeted dog fouling campaign in each of the primary park and open spaces areas in 2016.
Chewing Gum Campaign	To encourage the public to dispose of chewing gum responsibly	Launch a high profile campaign in the retail areas and transport hubs involving outdoor media.	A reduction in the amount of chewing gum related litter	A	Plan and launch targeted, high profile, behaviour changing campaigns by January 2016 – with a programme of planned campaigns throughout the year
Cigarette Litter Campaign	To encourage responsible disposal of cigarette related litter	Launch a high profile campaign in the retail areas and transport hubs involving, outdoor media	A reduction in the amount of cigarette related litter	A	Plan and launch targeted, high profile, behaviour changing campaigns by January 2016 – with a programme of planned campaigns throughout the year

Medium Term Objectives

Defacement Campaign	To reduce the amount of defacement in public places through graffiti and fly-posting	Launch a high profile campaign in targeted areas affected by defacement	A reduction in the defacement of public spaces and an improved feeling of safety within the community	B	Plan and launch a high profile defacement campaign in partnership with Community Safety the Police and any other interested agency.
Food on the Go campaign	To encourage the public to dispose of 'food on the go' related litter responsibly	Launch two high profile campaigns – daytime & night-time economy. Launches will include high profile outdoor media and other support mechanisms.	A reduction in the amount of fast food litter both during the day and at night.	B	Plan and launch targeted campaigns in each of the primary retail centres over a 12 month period.
Improve partnership working with the Police and other agencies.	To have an improved, more coordinated working relationship with the Police and other agencies. Encourage them to enforce enviro-crime thereby increasing the number of officers enforcing for litter.	Through close working and cooperation with the Police and other agencies., including	Greater care and respected for the environment, more responsible behaviour.	B	Work in partnership with the Police and other agencies to enforce enviro-crime.
Implement 'time band' restrictions for the storage and collection of commercial waste from the highway in the boroughs retail areas.	Reduction in the number of commercial waste containers stored on the public highway. Reduction in the amount of fly-tipped refuse on the highway.	Adopt and implement powers under the London local Authority Acts 2007.	Improved cleanliness of retail areas. Greater awareness from business owner of their Duty of Care towards their waste.	B	Work in partnership with local businesses to adopt 'time band' restrictions and improve the amenity of the retail areas.

Target	Output	Action	Outcome	Priority	SMART Objective
Introduce a Voluntary Code of Practice on 'food on the go' retailers.	To encourage all food outlets to sign up to the Voluntary Code of Practice on 'food on the go'.	Speak to each business to discuss environmental responsibility and to agree an action plan. Encourage coordinated sweeping where there is more than one outlet in an area.	Cleaner streets 100m either-side of the food outlets and correctly contained waste.	B	Introduce the Voluntary Code of Practice on 'food on the go' retailers, by launching an initial seminar and visiting independently. Programme to commence 2016.
Provide guidance to the public on reporting environmental problems and how to determine waste carriers are legitimate.	Provide informative leaflets designed to inform the public how to report enviro-crime and how to check a waste carrier's licence.	Liaise with Customer Services to determine FAQ's and reported problems. Design and distribute an information leaflet.	Better informed customers and a potential reduction in fly-tipping.	B	Compile guidance for the public to educate on enviro-crime and correct reporting.
Robust system of customer complaints/comment handling.	All customer complaints logged and followed up within five working days or sooner where relevant.	Review procedures and back office systems. Training to ensure all staff conform to the policy standards.	Improved levels of customer satisfaction. More reliable service.	B	Seamless CRM system that links customer complaints with operations for early rectification.
Adopt an 'Eyes and Ears' programme.	'Eyes and Ears' programme established for Barnet whereby 'champions' within the community are encouraged to report any incidents of enviro-crime.	Research into 'Eyes and Ears' programmes already used by other local authorities and analyse their effectiveness.	Improved standards of cleanliness and presentation. Reduced anti-social behaviour.	B	Research into the usefulness of an 'Eyes and Ears' programme where 'champions' of the community are encouraged to report any sightings of enviro-crime.

Long Term Objectives

Set up a Tidy Business Standards scheme to encourage businesses to participate in environmental quality standards.	To encourage businesses to contain their waste correctly, reduce, reuse and recycle where possible.	Send information out to each business and visit as many as possible to encourage them to join the scheme.	Improved community ownership and responsibility – local environmental improvements.	C	Investigate and introduce the tidy business standards scheme to businesses in Barnet with the aim of encouraging them to become aware of correct waste containment and recycling.
Set up at least one community group a year to undertake a Neighbourhood Environmental Action Team (NEAT) project.	To encourage communities to take ownership over their local area and form actions plans to improve their area with support from the Council.	Determine where there are established community groups in Barnet and encourage them to adopt the scheme.	Improved community ownership and responsibility – local environmental improvements.	C	Compile a database of Barnet the community groups and investigate the interest of any groups to become a NEAT, with the intention of signing at least one group to the scheme per year.
Business Pack	Introduce a business pack informing them of all the restrictions affecting them embedded in the ASB, Crime and Policing Act 2014 and LLAA 2007.	Collate all the relevant information businesses should be aware of and distribute in the form of a pack.	Awareness amongst businesses regarding the correct presenting of waste and increased environmental responsibility.	C	Collate information that businesses should be made aware of in relation to waste presentation.
Carry out high profile 'blitz' cleaning initiatives in targeted areas.	Carry out between four & six additional deep cleanses in specific areas (e.g. back alleys)	Devise a work plan, to be included in the review of street cleansing.	A cleaner place to live and work with increased levels of public satisfaction.	C	Carry out an initiative of 'blitz' cleaning within Barnet and analyse its potential to be rolled out as a long-term initiative.
Design guide for street furniture.	Design a guide to ensure all future street furniture is appropriate and fit for purpose and does not cause obstruction to cleansing regimes.	Develop a guide to advice on the selection and location of street furniture so as to avoid causing an obstruction for street cleansing practices.	Matching street furniture and a tidier environment.	C	Street scene to have an active involvement in the development of a Design Guide to ensure street cleansing friendly surfaces and clutter reducing street furniture is adopted.
Review of vehicle fleet.	Reconfigure vehicle fleet ensuring that plant and equipment is fit for purpose, reliable and cost effective.	Research into suitable vehicles for the different services that are cost effective and practical.	Improved standards. Lower unit costs	C	Research into suitable vehicles to be embedded into the ADM project.