



## ORDINARY MEETING OF COUNCIL 19 FEBRUARY 2020

### CLEAN STREETS SERVICE REVIEW - 6 MONTH PROGRESS UPDATE

**EXECUTIVE MEMBER:** LACHLAN JOHNSON, ACTING GENERAL MANAGER,  
INFRASTRUCTURE AND AMENITY

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MANAGER

#### 1. PURPOSE

- 1.1 To provide a progress update on the implementation of the Clean Streets Service Review into the provision of public amenity cleansing services, endorsed by Council in July 2019.

#### 2. EXECUTIVE SUMMARY

- 2.1 Council's *Don't Waste It! Waste Management Strategy 2018-28* specified at Outcome 3 – Priority Action 2 that:

*We will review our street and beach cleaning services to ensure all additional investment is put to best use, and service standards meet community expectations. This includes how we collect and manage data relating to litter, and how this data can be shared and used to improve our services.*

- 2.2 In response to this an independent service review was conducted into the following services:

- Beach Cleaning
- Street Sweeping
- Cleaning of Shopping Centres and Shopping Strips
- Litter Bins and Littering
- Cleaning after Public Events
- After Hours Call Outs
- General Waste Requests
- Dumped and Hard Rubbish Collection
- Bio-waste Clean-up (syringes, dog faeces, human faeces, dead animals)
- Summer Management (beach cleaning and litter management)

Upon completion, the review was presented to Council on 17 July 2019 where the findings and recommendations were formally endorsed. This included a requirement for Officers to report back to Council the progress on the implementation of the actions arising from the service review.

- 2.3 This report updates Council with the progress made on the review's three-year implementation plan in the six-months since endorsement.

- 2.4 Progress so far has been significant and includes:

- Implementing a four-week street cleaning cycle through prioritisation of programmed cleaning schedules over reactive interventions, resulting in a 35% increase in the number of streets cleaned each month.
- Formation of a cross departmental litter prevention taskforce.



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- Improved communications with field-based staff improving staff awareness and engagement.
  - Installation and adoption of live vehicle GPS and telematics systems to optimise service delivery.
  - Deployment of a 'Rapid Response Crew' service to assist with responding to amenity issues and reactive service requests, freeing up other crews to deliver programmed cleansing schedules.
  - Significant uplift in the management of Occupational Health and Safety across the services.
- 2.5 Several actions planned for implementation in year two have been brought forward to better align with other current opportunities including:
- 2.5.1 The rebranding and minor upgrades to the South Melbourne Operations Centre (Depot).
  - 2.5.2 Procurement of alternate fuelled fleet (electric and hybrid vehicles), subject to a detailed feasibility assessment.
  - 2.5.3 Implementation of smart bin and smart sensor technology to provide data to guide this element of service delivery.
- 2.6 Significant progress has been made in the first six-months following the detailed service review. Improvements have been seen across service reliability, improved staff engagement and positive anecdotal feedback from community stakeholders. A detailed list of year one actions can be found in attachment one.
- 2.7 The progress made over the last six-months lay the ground work for future improvements.
- 2.8 The next 6-12 months will be transformative for the services provided by Council's Street and Beach Services team. There will be two key focuses; one directly focused on implementing the service review and another on integrating more broadly with other key projects, including:
- Continued staff and supervisor training and upskilling;
  - Redesigning reporting structures to increase support and supervision;
  - Further implementation of mobile technology;
  - Upgraded rostering/payroll systems; and
  - Further refinement of the summer management and leaf-fall season service modifications.
- 2.9 Alongside these improvements, the team will be involved in other broader Council initiatives, including:
- The roll-out of the initial phase of the Customer Experience (CX) Program which will provide a new platform for finance, procurement and asset management data collection and reporting; and



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- Progress the trial to recycle street sweeper waste in line with the recently reviewed *Don't Waste It! Waste Management Strategy 2018-28* endorsed by Council in December 2019.

### 3. RECOMMENDATION

That Council:

- 3.1 Notes the following progress has been made in the first six-months of implementing the actions arising from the Clean Streets Service Review endorsed by Council in July 2019, including:
  - 3.1.1 The implementation of a consistent four-week cleaning cycle resulting in a 35% increase in the number of streets across the City that are cleaned per month.
  - 3.1.2 The formation of a litter prevention taskforce to coordinate Council's different services involved in litter prevention.
  - 3.1.3 The implementation of improvements to communications with field-based staff.
  - 3.1.4 The implementation and adoption of GPS, telematics and mobile technology solutions to the operation vehicle fleet.
  - 3.1.5 The deployment of the Rapid Response Crew service.
  - 3.1.6 The continued focus on uplifting Council's Occupational Health and Safety compliance.
- 3.2 Notes the following actions have been brought forward from year two of the service review implementation plan to further improve service outcomes and tie in with opportunities for operational efficiency
  - 3.2.1 South Melbourne Operations Centre rebranding and minor upgrades
  - 3.2.2 Procurement of alternate fuel fleet (hybrid or electric vehicle), subject to feasibility assessment.
  - 3.2.3 Implementation of smart bin and smart sensor technology
- 3.3 Endorses Officers to continue the implementation of the actions arising from the Clean Streets Service Review.

### 4. KEY POINTS/ISSUES

- 4.1 The Clean Streets Service Review was undertaken throughout the first-half of 2019 into the cleansing services provided by Council. The final report and recommendations were considered and endorsed by Council on 17 July 2019. The service review identified the following:
  - The Port Phillip LGA contains a unique and often complicated environment in which to deliver street and beach cleaning services.
  - The current service levels provided by the Street and Beach Service team are of a high standard, compare favourably to other councils' cleansing services and are generally well regarded by residents, Councillors and traders.



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- Consistency, however, is lacking and reliability in the delivery of these services must be improved to meet community and customer expectations as well deal with the evolving local environment.
  - The current resources (plant and staff) are sufficient to achieve increased reliability in the majority of cases and meet community expectations, provided these are correctly applied.
  - Certain areas/issues, leaf fall, shopping precinct amenity, laneway cleaning and afterhours service require additional/reallocation of resources to improve.
  - Specific technology-based solutions are also required to bring the service in line with best practice and have the potential to greatly improve outcomes for staff.
- 4.2 In response to the key findings the service review outlined a three-year implementation plan of actions aimed to improve service efficiency and reliability, through redesigned cleansing programs, upskilling of staff, the continued roll-out of technology and other changes to structure and processes.
- 4.3 PROGRESS  
Progress on this implementation plan so far has been significant and includes:
- Implementing a four-week street cleaning cycle through prioritisation of programmed cleaning schedules over reactive interventions, resulting in a 35% increase in the number of streets cleaned each month.
  - Formation of a cross departmental litter prevention taskforce.
  - Improved communications with field-based staff improving staff awareness and engagement.
  - Installation and adoption of live vehicle GPS and telematics systems to optimise service delivery.
  - Deployment of a 'Rapid Response Crew' service to assist with responding to amenity issues and reactive service requests, freeing up other crews to deliver programmed cleansing schedules.
  - Significant uplift in the management of Occupational Health and Safety across the service.
- 4.4 Several actions planned for implementation in year two have been brought forward to better align with other current opportunities including:
- The rebranding and minor upgrades to the South Melbourne Operations Centre (Depot).
  - Procurement of alternate fuelled fleet (Electric and hybrid vehicles)
  - Implementation of smart bin and smart sensor technology to provide data to guide this element of service delivery.
- 4.5 Significant progress has been made in addressing the issues identified in the service review. Whilst additional work is required to meet community expectations, the progress to date sets a strong foundation upon which further improvements can be made.



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### 4.6 BENEFITS/ DELIVERABLES

With significant steps being made in progressing the implementation plan several benefits and deliverables have already begun to emerge. Specific examples include:

- 4.6.1 Four-Week Street Cleaning Cycle – The design and delivery of a set, four-week street cleaning cycle has aimed to provide increased reliability of, and consistency in, service for residents, traders and visitors. Commencing in September 2019 with a new, more robust data capture process, the new service model has resulted in a 91% monthly completion rate for all streets within the municipality. This is a vast improvement from the previous approach which resulted in an average completion rate of 55% per month. This equates to an additional 175 streets being cleaned across the municipality each month. A further encouraging aspect is that this data period included many incidents that traditionally impact service levels including the Christmas and New Year's period, a reduced operational vehicle fleet being available due to servicing and OHS related upgrades and trying work conditions (heat and poor air quality). This is being achieved with no increase in plant or staff resources, but through a reprioritisation of delivering the programmed cleansing schedule instead of a haphazard approach being interrupted with reactive tasks
- 4.6.2 Litter Prevention Taskforce – The taskforce is a group of internal Council departments coming together to ensure Council's different services are coordinated when dealing with the variety of issues that relate to litter and cleansing. This data sharing platform allows for initiatives like, shared communications and messaging to traders and event providers, coordination between reactive cleansing and proactive local laws patrols and enforcement activity. This addresses an issue identified in the service review that some of Council's efforts to reduce litter across the municipality were uncoordinated and that there were opportunities to deliver better outcomes for the community in a more effective way through shared resourcing and collaboration between different teams and departments of Council.
- 4.6.3 Improved Communications – The service review identified the challenges of maintaining staff connection with the rest of the service given the 24-hour nature. Improving communication channels with field-based staff was identified a key improvement need in the service review. A program of daily check-ins, in-field touch-points with supervisors, weekly toolbox meetings and monthly information sessions have been implemented. This has greatly contributed to improvements in the awareness, connectedness and engagement levels of staff. This has allowed for more open and informed communication and has laid a strong foundation for the structural/reporting changes to follow.
- 4.6.4 GPS / Live Operational Data – The service review identified that Council's operations were not contemporary, with a particular gap being vehicle and fleet data. Council has implemented a program to install GPS and telemetric data units in the operational fleet. This live data provides a strong basis upon which services can be optimised and efficiencies identified and achieved. In addition to this information being captured for analysis, the live data is now



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prominently displayed within the South Melbourne Operations Centre. This approach helps to improve safety for field-based staff, efficient allocation of tasks and contributes towards building and maintaining a culture of accountability and customer service.

- 4.6.5 Rapid Response Crew – As part of the 2019/20 Council Budget, Council allocated additional funding of \$176,000 towards the establishment of a rapid response crew including the procurement of a specialised vehicle, training for staff and an additional two-man crew. The new crew's implementation is in response to the issues identified in the service review about the impact that reactive work has on the delivery of scheduled cleansing programs. The rapid response crew has been very successful in freeing up other crews to consistently implement scheduled cleansing programs, additionally the crew work with Council's local laws officers to respond to amenity issues in activity centres, such as along Fitzroy Street, Acland Street and the foreshore through daily patrols. The rapid response crew are currently collecting approximately 50m<sup>3</sup> every week.
- 4.6.6 South Melbourne Operations Centre (Depot) Rebranding & Minor Upgrades – Council provides its cleansing services from the Operations Centre in South Melbourne. This facility also accommodates Council's infrastructure maintenance contractor. The service review identified the opportunity to implement minor changes to this workplace to help drive cultural change and to better meet the standards of a contemporary professional work environment. Whilst a small change, the use of the term 'Operations Centre' instead of the anachronistic term 'Depot' is intended to convey to staff and others the complexity, importance and professionalism of the services provided by the people based at this site. Additionally, minor physical changes, installation of electronic noticeboards to improve communications with field-based staff, etc. have had a tangible effect on the culture of the staff based at the facility adding to a sense of professionalism and change in service delivery.

### 4.7 BARRIERS / LEARNINGS

As is to be expected in a transformation project there have been several barriers identified and resultant learnings, including:

- 4.7.1 The service review identified that data capture and resource management were both critical areas to be improved because they are vital to not only measuring the effectiveness of improvements, but also for managing new processes. The quality of the data upon which these improvements are currently being measured is very poor. The effectiveness of a lot these improvements is being measured anecdotally. This is not sustainable and continued efforts to improve the capture of data in the field is vital. The recent investments in GPS and telematics technology, and the upcoming changes to timesheeting/rostering, vehicle allocation, the first phase of the CX program will all help to make improvements in this fundamental area.
- 4.7.2 Maintain the momentum of implementing the actions arising from the service review is currently dependent upon key staff. To ensure the sustainability of



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the improvements, it is critical that they be imbedded into the standard service delivery processes across the Street & Beach Services team.

### 4.8 NEXT STEPS

The next 6-12 months will be transformative for the services provided by the Street & Beach Services team. There will be two key focuses; one directly focused on implementing the review and another integrating more broadly with other key Council projects, including:

#### 4.8.1 Complete the remaining actions in the year-one actions:

- Continue to invest in staff to ensure they have the appropriate skills, knowledge and training to provide services to the community in an efficient, effective and safe manner.
- Implementation of revised reporting structures across the team. This will establish clear responsibilities for certain cleaning functions.
- Implement a program of upskilling and training supervisors of the field-based crews to appropriately equip them for the revised reporting structures.
- Further roll-outs of mobile technology – Including providing field-based staff access to core Council corporate systems for incident and near miss reporting, self-service human resources applications, etc. This will also provide a better platform for easier communication between field-based staff and the Operations Centre.
- Implement a contemporary rostering, and time and attendance system replacing the antiquated paper-based system. This will make rostering more equitable, enable better data capture and help address areas of absenteeism.
- Continue to refine the successful summer management program and leaf-fall program.
- Implement a program to significantly lift the consistency and quality of the activity centre evening, pressure cleaning service.
- Continue the program to review and update the team's OHS processes including the standard operating procedures, pre-start checks, etc.
- Implement a program of targeted plant and equipment upgrades, including, where aligned to Council strategic outcomes and financially prudent to do so, vehicles including electric and hybrid alternatives.

#### 4.8.2 Continue to work closely on enterprise wide key projects and ensure the Street & Beach Services team, both contribute to, and realise the benefits of:

- The initial roll-out of the CX transformation program which will include the replacement of Council's asset management, finance and procurement systems.
- Progress the recycling of street sweeper waste as per the revised Don't Waste it! Strategy.



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### 5. CONSULTATION AND STAKEHOLDERS

- 5.1 The service review used a range of approaches to understand the community's experience of the cleansing services provided by Council. This included using data from previous engagements with the community ranging from community satisfaction surveys to data collected from workshops with traders, as well as collecting more data based on questions not answered from previous consultations or research. This provided a strong baseline sentiment upon which improvements can be measured.
- 5.2 As the service improvements are implemented, there will be opportunities to engage with stakeholders to determine their effectiveness. At this early stage, and given the current limitations in data collection, stakeholders have not been engaged. Over the coming twelve months, opportunities to gather data on stakeholders' perceptions of the services provided will be explored.

### 6. LEGAL AND RISK IMPLICATIONS

- 6.1 The cleansing services that are provided by Council are critical to ensure the health and safety of the community. Many of these services reduce risks to the community's health and safety. Whilst efficiencies are being identified and realised a careful approach is being taken to ensure that Council maintains its level of service to the community.
- 6.2 Many of the services provided in cleaning the City are high risk. A key area of focus in identifying and implementing improves to how those services are provided is ensuring that staff and members of the public are safe. A number of the improvements have focused primarily on improving safety, including updating standard operating procedures, improving training for staff, improving hazard, incident and near-miss reporting procedures.

### 7. FINANCIAL IMPACT

- 7.1 As part of the endorsed 2019-20 Council budget, Council allocated additional funding to implement a number of the key initiatives in the service review, these included:
- Autumn Leaf Fall - \$180,000
  - Additional Litter Picking Resources - \$ 81,000
  - Rapid Response Crew - \$176,000
  - Technology Allowance - \$ 32,000
- 7.2 Of these the Rapid Response Crew and Technology Allowance have been implemented so far with additional leaf fall services to commence in late March/April 2020 and the additional litter picking resources to be brought online in the coming months.
- 7.3 A further financial impact arising from the review of the *Don't Waste It! Waste Management Strategy 2018-28* is that of recycling street sweeper waste. Additional funding of \$149,500 will be sought for the in 2020-21 budget, this is subject to the budget process and Council decision in late June 2020.

### 8. ENVIRONMENTAL IMPACT

- 8.1 A key outcome from effective city cleansing services is the reduction of litter and other materials finding its way into the bay and other waterways through the storm water





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system. A programmed and consistent street sweeping service will improve this effectiveness.

- 8.2 Recycling of street sweeper waste in 2020-21 will reduce greenhouse gas generation from landfill.
- 8.3 Subject to an assessment of viability, the progressive replacement and upgrade of Council's large fleet of diesel operational vehicles to hybrid-fuels and electric drivetrains will reduce carbon emissions created in providing services to the community. Additionally, increased utilisation of the existing fleet may provide opportunities to optimise the fleet size and composition. These two initiatives have the potential to create significant environmental benefits.

### 9. COMMUNITY IMPACT

- 9.1 The services included in this review are high profile. After household waste collection, these services are the services most likely seen and expected by the majority of the community. Waste and cleansing services generate the majority of requests for service and complaints from the community. Improvements arising from the review will have a positive impact on the community or sections of it.
- 9.2 Clean and well-presented public spaces increase the health and wellbeing of the community.
- 9.3 Well-presented public spaces in and around retail/shopping areas provide the base from which retailers can use their expertise and capital to develop and maintain successful businesses.

### 10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 10.1 This report aligns with Strategic Direction 3 – We have smart solutions for a sustainable future in the Council Plan 2017-27. Specifically, 3.5 A sustained reduction in waste.
- 10.2 This report also aligns with Council's *Don't Waste It! Waste Management Strategy 2018-28*.

### 11. IMPLEMENTATION STRATEGY

#### 11.1 TIMELINE

- 11.1.1 An updated implementation plan, including timing, for year one has been included in appendix 1.

#### 11.2 COMMUNICATION

- 11.2.1 An evolving change management plan which includes a communication plan for staff is being utilised to assist with the implementation of recommendations.
- 11.2.2 Implementation of technology recommendations will improve the ability for Council to provide live information about cleansing and waste management services to the community.

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11.2.3 All external Council communication channels will be updated to ensure service level standards and processes are readily accessible to the community.

**12. OFFICER DIRECT OR INDIRECT INTEREST**

12.1 No officers involved in the preparation of this report have any direct or indirect interest in the matter.

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**ATTACHMENTS** 1. 6-month progress highlights of the Clean Streets Service Review

Attachment 2