

SALISBURY
CITY COUNCIL



Clean Streets Strategy

April 2018

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SALISBURY CITY COUNCIL

CLEAN STREETS STRATEGY 2018

SUMMARY

The City Council's Strategic Plan states improving public spaces is key if we are to maintain Salisbury as a fantastic place to live, work and visit.

Salisbury should be a beautiful and well looked after city. Today, with a growing population and more and more disposable goods, keeping the city looking good is getting more challenging.

There is no doubt that dirty streets - littering, graffiti, dog fouling, fly-posting etc - impact upon people and, where it is a problem, it can depress property prices, increase the fear of crime and impact on economic development. The City Council aims to improve the upkeep of public spaces across Salisbury. As a result, the City Council will invest over 1.25 Million per year in the coming years to keep the city and parks/open spaces looking good.

The Council wants to improve cleaning standards in the city centre in the first instance and then improve standards elsewhere. The principles of our new street scheme strategy is to:

- Invest in resources to improve overall standards
- Organise the service as efficiently and effectively as possible
- Target staff resources at the times of highest demand
- Mechanise where possible to improve productivity and standards
- Change public behaviours to reduce demand particularly in hotspot areas
- Engage and empower communities
- Measure and publish information about our performance

Salisbury City Council will continue to work hard to maintain high quality public spaces in the city but we cannot do it alone. Our businesses, local organisations, communities and individuals all have a part to play and it is only by working together that we will achieve the changes and improvements that everyone wants to see.

THE STATE OF OUR STREETS

Since the transfer of Services from Wiltshire Council to Salisbury City Council (1 April 2017) the City Council has been responsible for the provision of a street cleaning service for the city.

This includes - street sweeping, pavement cleaning, litter picking, graffiti, fly-posting and fly-tipping removal, and the servicing of litter and dog bins. The exception to this is the privately managed Maltings Shopping Centre, which provides street cleansing services specifically for that development, and other areas of privately owned land.

The City Council has resolved to improve the overall standards. The following areas have been identified as requiring attention:

LITTER

Litter is the key focus of the city council's street cleaning resource. Seven of our staff spend their working day litter-picking and emptying bins and collecting the bags of rubbish. Particular litter hotspots are city centre streets and Milford/Catherine Streets.

The most prevalent type of litter found is packaging from food and drink consumed on-the-go and cigarette-related litter. The types of food and drink-related litter include snack packs, fast food-related litter, alcoholic and non-alcoholic drinks-related litter, confectionery packaging and discarded food and drink. Smoking related litter is the most frequently found type of litter with levels of smokers' materials high across all land uses and particularly in areas of high footfall, such as retail areas.

Litter varies considerably across different land uses. Generally, the less footfall in an area, the less litter is found there. Standards in main retail and commercial areas, recreation areas and paved areas tend to be higher, as they are usually cleaned more intensively than other land uses but there is a particular issue with popular public spaces in the city centre, such as the Guildhall Square and Market Place, the city streets surrounding and some of our parks.

LITTER BINS

Litter bins need to be emptied regularly in order to maintain the look and feel of clean streets. Where bins are more than half full or dirty, sites are twice as likely to be rated as unacceptable compared to sites with less full and clean bins¹.

TRADE WASTE

There are many waste collection companies, including Wiltshire Council, that operate within Salisbury; it is a competitive market. Issues around trade waste mainly stem from trade waste collections not being synchronised with the

¹ Local Environmental Quality Survey of England (LEQSE) 2014/15
<http://howcleanisengland.keepbritaintidy.org/report-2015.pdf>

presentation of waste by the business (e.g. put out at the day's end for an early morning collection) and the inadequate containerisation of waste when typically the waste is presented in bags rather than a lidded container. Waste left overnight is prone to interference from birds, foxes and people, leading to the spillage of contents that can then become strewn over a wide area.

Other issues around trade waste include fly-tipping in particular city centre hot-spots by some unscrupulous persons deliberately ignoring their legal duties in order to save on collection and disposal costs. Sometimes the trade waste containers themselves can detract from the street scene, particularly where they are permanently stored on the pavement outside premises that have built upon rear yards without proper regard to waste storage.

The Council is seeking to use powers under S.47 of the Environmental Protection Act 1990 to deal with poorly presented waste at problem businesses; this will allow this Council, or Wiltshire Council, to specify the time, place and containerisation used for waste presentation.

The Council hopes to specify the requirements for the correct presentation of waste by notification to specific premises, or to all businesses within a designated area (e.g. the city centre). Investigation measures can include the inspection of incorrectly presented waste to identify the perpetrator and the use of CCTV (within the constraints of the Regulation of Investigatory Powers Act). This work will be conducted in liaison with Wiltshire Council.

DOMESTIC WASTE

Domestic waste can also cause problems in certain streets where the residential accommodation has inadequate storage space, and/or there is a rapid change-over of occupants, e.g. privately rented flats above shops. This black bag waste is prone to interference from animals, etc. and the contents can become spilled on the pavement and road. This necessitates an early morning clearance and clean-up which may inadvertently legitimise the process and reinforce this poor behaviour.

Some unscrupulous persons take advantage of this situation and 'disguise' trade waste amongst the domestic black bags, adding to the problem.

STAINING

The city centre contains many restaurants, take-a -ways and licenced premises that impact significantly on the state of the streets due to staining from alcohol, coffee, oil, grease etc.

Paving and other surfaces are comprised of many different materials, levels and ages and powered cleaning operations are limited in their effectiveness as a result.

Chewing gum is a particular problem affecting the look and feel of the street environment. Solid gum in the form of discarded, chewed chewing gum that has not been squashed into the pavement and could be picked up from the surface on which it has been found includes gum stuck to litter bins, posts or other street furniture, as

well as the ground. Chewing gum is classed as staining after it has stuck and been trodden into a paved surface and has lost its three dimensional structure. It is in this latter form that chewing gum is often regarded by many as a problem. Defra has for many years highlighted it as the major source of staining on pavements². Chewing gum does not break down over time and as the deposits gradually accumulate it becomes an eyesore and requires specialised equipment to remove. Subsequent removal is time consuming and either leaves marks remaining or removes the surface of the paving, and neither options are desirable.

DOG FOULING

Dog fouling is offensive and a proven risk to public health. It is an issue of regular concern for the public but it is also a declining problem in the city itself as compliance with bagging and disposing of dog faeces continues to rise.

There are significant differences in dog fouling across different land uses. It is common for highways, social housing and recreation areas, particularly those alongside water, to have the highest levels of dog fouling, with retail areas the lowest, probably reflecting where dogs tend to be walked. The highest incidences of dog fouling tends to be during the winter months when activities are less visible.

FLYPOSTING

Flyposting is defined as "the display of advertising material on buildings, structures and street furniture without the consent of the owner" and it is illegal under the Town and Country Planning Act 1990 and the Clean Neighbourhoods and Environment Act 2005. Legally, fly-posting is divided into three broad types, each with particular characteristics and routes for control. Fly posting continues to appear throughout the city, but predominately on high traffic routes.

The City Council will seek to use enforcement powers available to it to reduce the incidence of fly posting when appropriate.

GRAFFITI

Graffiti is the illegal placing of words or pictures that are drawn, painted, written or carved on walls and other surfaces. Graffiti is most often randomly placed on any available surface, in the form of a "tag" or stylised signature, to indicate territory or prowess on the part of the individual or group. If left it will often lead to more graffiti because the volume of an individual tag is seen as important. It can take time to remove, especially if there are a number of property owners involved, and gives an impression of deterioration in the area.

LEAF AND BLOSSOM FALL

Leaf and blossom fall are events that occur every autumn and spring respectively, although the actual timing of both events will differ each year. In addition, the weather is highly influential in determining our capacity to effectively collect and

² Local Environmental Quality Survey of England. ENCAMS, 2002
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remove leaves and blossom. Leaves and blossom are not defined as litter until they start to break down, however, they can become a slip hazard and can block surface drains. Leaf drop in particular can occur over a very short period, putting pressure on the service to deal with high volumes, or it can be prolonged requiring multiple visits to sites keep them clear and safe.

WEED GROWTH

Weed growth on pavements is influenced by the surface material and footfall. Weed growth is most commonly seen in areas with damaged surfaces, or paving slabs. The cracks and joints provide locations for weeds to germinate, and although footfall will prevent growth, at the edges of the paths and around street furniture weeds will take hold. Failure to eradicate weeds results in an unkempt appearance, litter and detritus entrapment, establishment of a seed bank, and the potential for establishment of woody weeds, which have a capacity to damage the infrastructure and integrity of the pavement. A comprehensive integrated weed control regime is necessary to maintain control.

DETRITUS

Detritus consists of mud, soil, grit, dust, gravel, small stones and old leaf or blossom fall that has broken down and fragmented, so it is no longer recognisable as such. Plastic and glass can also form detritus when they break down to very fine particles. If not swept away regularly, detritus can encourage weeds to grow, damaging road and paving surfaces, trapping litter and leading to a rapid deterioration of the environmental standards of an area.

General litter picking does not address the issue of detritus build up as it often needs to be dug out or mechanically swept. It is best done area by area as this has the best impact in terms of improved look and feel of an area.

FLYTIPPING

Fly tipping is the illegal deposit of waste on land contrary to Section 33(1) (a) of the Environmental Protection Act 1990. The types of waste fly tipped range from 'black bag' waste to large deposits of materials such as industrial waste, tyres, construction material and liquid waste. Fly tipping is a significant blight on local environments; a source of pollution; a potential danger to public health and hazard to wildlife. It also undermines legitimate waste businesses where unscrupulous operators undercut those operating within the law. In Salisbury, the main type of fly-tipped waste is black bag and large household items.

Local councils and the Environment Agency (EA) both have a responsibility in respect of illegally deposited waste. Local councils deal with most cases of fly tipping on public land, whilst the EA investigates and enforces against the larger, more serious and organised illegal waste crimes.

There is a balance to be struck between rapid clearance and seeking evidence of the perpetrator for enforcement action: rapid clearance without evidence gathering may inadvertently reinforce the bad behaviour of fly-tipping.

HYPODERMIC NEEDLE WASTE

It is unfortunately the case that concentrations of discarded used and unused hypodermic syringes are found in the public arena such as parks, car-parks and public toilets. Drug users injecting themselves find difficulty in disposing of their needles safely, and may use only some of the needles obtained by them at needle-exchange facilities, discarding the remainder. Discarded hypodermic needles represent a public health risk and an unsavoury demonstration of anti-social/criminal behaviour that many members of the public find worrying; understandably, residents are very concerned when such activity is found near homes or in parks and places frequented by them.

LINKS TO CRIME AND DEPRIVATION

Areas of high deprivation tends to have a lower standard of local environmental quality³. This is particularly the case for litter in general and specifically cigarette butts and dog fouling.

Increasing litter levels also shows a pronounced correlation with increasing crime risk and the overall presence of crime is far greater on streets where litter, graffiti and fly-posting are present compared to those without these issues.

Unwanted street scene use, such as rough sleeping, begging and drug and alcohol abuse, causes cleansing and management issues which detract from the efficiency and effectiveness of the overall service.

Key Clean Streets issues

- Most of the Council's street cleaning resources are used to clear litter and empty litter bins
- Litter is worst in the City Centre
- Poorly presented trade waste is unsightly
- Detritus and graffiti can lead to a rapid deterioration in the look of an area
- Poorly presented and fly-tipped bagged trade and domestic waste is particularly problematic, which can lead to strewn contents overnight
- Hypodermic needle waste presents a particular problem in some specific areas
- Very little of the waste collected from litter bins is currently recycled

³ <http://www.wrap.org.uk/content/recycle-go-england>

⁴ The Local Environmental Quality Survey of England 2013/14
<http://howcleanisengland.keepbritaintidy.org/report.pdf>

STAKEHOLDERS

The number of people and organisations with an interest in the condition and overall appearance of Salisbury's streets are many and varied. They include residents, workers, students, school children, visitors and retailers etc.

Tourist attractions and other businesses, schools and colleges as well as specific organisations such as the Salisbury BID all have a vested interest regarding clean and well maintained streets.

Community Associations and Residents Groups are also important bodies with an interest in improving their local environment, organising litter picks and entering award schemes such as Green Flag.

DEMAND

Demand for clean streets is highly subjective and not all neighbourhoods require the same amount of cleaning resource. Some areas receive a disproportionately high amount of cleaning but standards still may remain relatively poor, yet others get very little cleaning while the standards are relatively high. The psychology of clean streets maintains that people will tend to keep a nice environment tidy but care less about more degraded environments.

Areas with a high percentage of take-away or fast food shops, often associated with the night-time economy, are target areas for our reactive teams. Examples are Milford Street, New Canal and Catherine Street, which are also the link streets between the city centre and the high volume car parks.

The majority of our reactive work is around littering, dog fouling, graffiti and other one-off issues, such as burst waste bags or spillage.

COMPLAINTS

Customer complaints about poor standards of street cleanliness are not particularly numerous in Salisbury. Complaints arise when people's perception of the cleanliness of the area drops below a particular but undefined level. A single event or series of events, such as graffiti or ripped household bin bags results in a complaint that is a useful trigger point but may be unrepresentative. Leaf fall can be problematic when combined with wet weather as streets become slippery very quickly. Where the environment degrades, complaints arise particularly if street sweepers are less visible, in times of staff sickness for example.

Key Stakeholder issues

- City Centre streets should take priority over other areas
- Acceptable levels of cleanliness are subjective and influenced by the quality of the local area's overall environment

RESOURCES

STAFF

21 (full time equivalent) people are employed via a contractor (currently idverde) to undertake street cleaning and some grass cutting operations across the city. This contract is valued at around £700k per annum.

The frequency with which a street is cleaned depends on its use: Salisbury City Centre has a high footfall and a continual presence is maintained with cleaning throughout the day. Medium intensity areas around the immediate periphery of the city centre, local shopping centres, and known hot spots are cleaned daily. Low intensity areas are primarily residential areas on the outer areas of the city, and industrial and retail estates are cleaned as and when required.

Mechanical sweeping frequencies reflect the same approach – With a concentration of activities in the city centre with a gradual reduction in frequencies towards the outer areas of the city.

Of the 21 persons employed 15 are normally directed to street cleaning. 5 operate hand barrows, 2 drive vans to pick up the black bags from the walking staff and also the rubbish from litter bins across the city, 6 staff operate specialist mechanised street cleaning equipment, and 2 provide a responsive roving service - the remaining 6 are deployed to cut grass.

The barrow operatives operate primarily in the city centre/ring road, they are equipped with litter picks, brooms and hand tools. For those with larger areas but lower demand drive a van and utilise hand tools. These driving staff also collect the bag drops from the walking staff.

The council operates a small fleet of specialist vehicles/equipment in order to clean the city streets:

1. Scarab Minor M25–road sweeping machine
2. Johnstone CX20 Road/Pavement sweeper
3. Mathieu Pavement scrubber
4. Green Machine pavement scrubber
5. Glutton self-propelled vacuum machine.
6. Steam cleaning machine for pavement deep cleaning and graffiti removal.

Note – an additional large mechanical sweeper is hired during the autumn leaf fall period.

Additionally our contractor employs 2 operatives (plus a van) in a roving capacity. They work primarily on a reactive basis – they are part-mechanised with leaf/litter blowers and part manual with shovels and brooms. When not responding to requests they are scheduled on a variety of tasks across the city.

From a grounds maintenance perspective our contractor employs two teams of three to cut grass across the city. They are responsible for areas of social housing, roundabouts, footpaths etc.

Additionally Salisbury City Council directly employs (at a cost of £550k per annum) 12 full time grounds staff - they are responsible for the maintenance of the parks, open spaces, sports pitches, Crematorium, cemeteries, closed church yards, allotments, areas of social housing, play areas etc. During the growing season 8 operatives are dedicated to grass cutting with 3 responsible for flower bed/borders, city floral displays, sports pitch line marking and arboriculture work across the city. One operative is dedicated to the emptying of litter bins in our parks and open spaces.

An additional resource is deployed on behalf of Salisbury's BID to do specific cleaning activities in the BID area - this service is reactive in nature.

Volunteers assist the service from time to time with clean ups, community litter picks and "Friends of" Groups.

SERVICE COSTS

Resources

- Salisbury spends approximately £1.25 million per year cleaning streets, litter picking, emptying litter bins, grass cutting and floral displays.
- 40% of the staff are engaged in mechanised cleaning activity.
- Additional resource has been directed for cleaning the city centre at weekends when the city is busiest

TIMETABLE

It is proposed to deliver the Clean Street Strategy for Salisbury in the following two main phases:

1. **January 2017 – JULY 2018** - To identify all areas requiring improvement and then develop a comprehensive **Action Plan** to deliver these improvements. This work is almost complete and the latest draft of the action plan is appended to this document. Note work has commenced regarding the implementation of some of the identified actions.
2. **August 2018 – July 2020** -To implement all of the identified improvements as per the action plan.

AREAS FOR IMPROVEMENT

- 1. A future Salisbury** - City centres such as Salisbury, are the focus of cultural leisure and business activities and create a vital part of the overall city centre experience for residents and visitors alike.

The city centre environment is constantly evolving and has seen many changes in recent years with major developments such as the Market Square and Guild Hall square refurbishment. These changes, particularly the partial pedestrianisation of Queen and High Street, have helped to create a better environment for city centre activities and reduced the impact of traffic. More changes are planned including the complete redevelopment of the Malting's.

The Salisbury Clean Street Strategy has to support and deliver against the overall aspirations to help realise the vision for the city.

The vision would identify what Salisbury's aspirations are for a city – are we to become a Transition City, a Green City, and Sustainable City? The type of city we aspire to be needs then to be woven into the street scene strategy.

Action

Action 1	Ensure the Clean Street Strategy supports and underpins the Salisbury future aims and neighbourhood planning process.
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- 2. Street Scene Standards/Materials** - Public streets and spaces are used by everyone. In the larger city centres such as Salisbury, these areas are the focus of cultural activities and create a vital part of the overall city centre experience for visitors.

The appearance of the city centre is affected by a wide range of factors including the quality of paving materials and street furniture, the design of public spaces and the maintenance of the area. In addition the actions of utility companies and other agencies also impact on the quality of the town centre street scene and therefore must be regulated.

Creating a high quality environment needs to be an ongoing working partnership between all these parties, where everyone is aware of their own roles and responsibilities.

Action 2	Produce a standards/materials manual setting out a clear set of standards including the use of matching materials and street
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	<p>furniture. Matching paving materials to be kept in stock along with key elements of street furniture.</p> <p>The document is intended to be used as a basis and reference point for all agencies involved in the city centre street scene works. It should not to be overly prescriptive, as it needs to be able to respond to both new materials and technologies as they become available. Note need to record utility companies' activities to ensure timely reinstatement takes place to match existing.</p>
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3. Public Consultation – Whilst there is anecdotal information regarding a general dissatisfaction with the level of city cleanliness currently being achieved there is a distinct lack of *hard* information as to current levels of satisfaction. Any plan to improve city cleanliness must have an element of public consultation to be credible.

<p>Action 3</p>	<p>Conduct public consultation exercise to ascertain public view (both positive and negative) to ensure that a public dimension is included in the overall action plan.</p>
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4. Safety Inspections - of the city centre need to be undertaken on a regular basis with identified works prioritised on a risk based approach. This service should be coordinated by SCC and supported by the Parish Steward scheme and the BID Rangers. The introduction of a comprehensive inspection regime means that identified repairs are carried out quickly thus reducing risk and ensuring the public spaces are maintained a high standard.

<p>Action 4</p>	<p>Formulate and introduce comprehensive safety inspection regime.</p>
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5. Performance Monitoring – Currently there is no method in place to measure the standards of cleanliness being achieving in the city. Such standards need to be agreed and then measured against in order to plan for improvements and to gauge the effectiveness regarding the introduction of new working practices and procedures.

<p>Action 5</p>	<p>Performance needs to be judged in a systematic and objective way by inspecting and grading squares, streets or parts of streets throughout the year. The squares and streets will <i>pass</i> if they achieve a grade A or B as set out in the code of practice for street cleaning. Note see also 11.1</p>
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6. Bench Marking – following the novation of the contract from Wiltshire Council to Salisbury City Council service delivery will be split approximately 50/50 between an in house directly employed team and an external contracted service via Id Verde. During the remainder of the novated contract benchmarking of the in house service needs to be undertaken to establish current levels of performance and efficiency.

Action 6	Undertake benchmarking exercise with the Association of Public Service Excellence (APSE)
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7. Linking SCC and Id Verde - SCC and id Verde teams both carry out grass cutting, litter removal and litter bin emptying, very often in locations adjacent to each other. Both SCC and id Verde have variable demand for staffing. SCC there is higher demand in the summer months, whereas in street cleaning the autumn and early winter months are busy due to leaf fall. These areas give opportunities to improve working efficiencies. The novation of the grounds contract will present opportunities to coordinate and compliment these areas of work by working closer together in many areas of operation.

Action 7	Explore all opportunities to improve efficiencies and services by SCC and id Verdi working very closely together
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8. Support for the Night Time Economy. SCC has no duty to maintain street cleaning standards outside of the statutory duty hours of 8am to 6pm, however the night time economy is an important part of the Salisbury experience. Salisbury currently has Purple Flag status so from a street cleaning and waste management perspective SCC needs to be involved to ensure that Salisbury is a clean and welcoming place for visitors in the evening and the night time.

Action 8	Salisbury City Council needs to become a key and active member of the Purple Flag team/initiative.
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9. Training for all Street Cleaning Staff. Well trained and motivated staff are vital if we are to be successful in turning the city out in a clean and tidy manner. It is vital that the staff carry out their tasks efficiently, safely and at

the required standard and understand the importance of their role and how they can proactively be the positive face for Salisbury City Council.

Action 9	Formulate and deliver a bespoke course for all Salisbury street cleaning staff to ensure that they carry out their tasks efficiently, safely and to the required standard
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10. On line reporting – This is an area that is rapidly developing. In particular, there is an increasing ability for residents to use the internet and smartphones to inform SCC about issues or access information about the services the council provides. Persons also need to be able to monitor issues raised through to completion.

Action 10.	Evaluate and then adopt an App to enable customers/residents to report issues on line and then track progress through to completion.
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11. Work Scheduling, Contract Management and KPI Monitoring. The novation of the street scene services will present challenges regarding the volume of works transferred to Salisbury City Council. These works must be managed, scheduled and subsequently monitored for satisfactory completion via the introduction of a comprehensive and robust management system.

Additionally field workers need to be able receive and complete work tasks on mobile devices.

Action 11.1	Investigate, evaluate and install a software system to enable effective scheduling and general management of all contracted tasks. This will enable effective monitoring of contract performance including achievement of agreed KPI's etc. Note see also item 5 performance monitoring.
Action 11.2	Identify a mobile application that will enable all field workers to receive and complete work on a mobile device.

12. Route and Schedule Planning - All of the Street Cleaning routes and schedules need to be checked from an efficiency perspective and changed/adjusted if required.

Initially this exercise can be performed on an excel spread sheet by identifying all of the current rounds and specific operations and then undertaking a modelling exercise to see where services and standards can be improved and efficiencies achieved.

The advantage of using this approach is that this allows a number of different working patterns, resource levels and schedules to be tested theoretically and then sense checked by experienced staff before making significant changes. This modelling exercise would include detailed routes for barrowmen the mechanical sweepers and mechanical cleansers.

Once these schedules are agreed e.g. sweeper, cleansers litter picking (both from a domestic and commercial perspective) etc. they must be made readily available to the public.

This exercise will also present the opportunity to identify and document all the specific tasks as undertaken as part of the street scene works which will be vital with regards to subsequent contract monitoring and management.

In the longer term it may be necessary to use specialist routing software to plan our rounds and operations. There are a number of specialist companies that could be appointed to carry out a full range of route optimisation tasks.

Action 12	Check and model all of the street cleaning routes and schedules from an efficiency perspective and change/adjust if/as required. Also identify and document all the specific tasks as undertaken as part of the street scene works so that subsequent contract monitoring and performance management can be undertaken.
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13. Waste Collection (Trade) – There are currently significant issues associated with waste (mainly trade generated) that is left out on the street for unacceptable periods of time. This results in extremely unpleasant piles of rubbish stacked up on corners and in certain streets. These rubbish piles are not only unsightly but unhygienic and a potentially a fire hazard.

Action 13.1	To formulate and implement a Trade waste collection policy across the city. Also to investigate an evening trade waste service in the city centre to reduce the amount of litter that is awaiting collection for extended periods of time
Action 13.2	Salisbury`s waste collection in general is not as coordinated as it could be, in essence it needs a complete review. This is a longer term objective and one that would need to be aligned with Wilshire Council regarding their plans for waste collection across the city.

14. Ring Road/City Street – Weeds/ Detritus. Weeds and detritus on the ring road have built up over the past few years due to the suspension of the weed control programme. Wiltshire Council and Highways England are responsible for the weed control but due to ongoing budget constraints it is unlikely that a comprehensive weed control regime will be introduced for the foreseeable future. The unkempt and untidy ring road undoubtedly presents the city in a very poor light and may/will deter visitors from entering the city. The solution is to introduce a comprehensive weed control regime – firstly to clear the backlog from the last couple of years followed by regular seasonal treatments to keep the weed/detritus under control.

Action 14	Produce specification and tender weed/detritus control. For both the ring road and city streets. Appoint contractor and action works.
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15. Roundabouts – Historically the roundabouts on the ring road were maintained to a very high standard. Presently, due to ongoing budget reductions only the most basic maintenance is now undertaken. As a consequence they are currently in a very poor state of repair and present an image of being unkempt and uncared for.

Action 15	Return roundabouts to a high level of maintenance. Also explore opportunities for sponsorship.
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16. Floral Displays – Floral displays in the city could be improved upon. Much more of an impact needs to be made in the heart of the city (Market and Guild Hall Squares) to green what is an urban environment and make an interesting display for residents and visitors of the city.

Action 16	Completely review and revamp the cities floral display
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17. Recycling

The recent litter bin replacement/refurbishment programme includes the trialling of two city centre – *on the go recycling bins*. This trial needs to be monitored re effectiveness with the view of substantially increasing the number of recycling bins. Note this initiative needs to be tied in with item 1 Salisbury Vision as to what type of city are we aiming to be.

Action 17	Monitor effectiveness of the <i>on the go</i> recycling trial
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18. New Equipment – Keep under review equipment available for the various operations that are needed to undertake the contract. Thus ensuring that the right and best tools for the job are being used.

One specific item of equipment that has been trialled is a **Glutton**. A glutton is a small hand-powered electric vacuum cleaner which will particularly effective in city centre areas. It works by sucking up litter, leaf fall, blossom and other detritus as well as cigarette ends. It will be particularly effective in the city centre as we have a number of areas (Butcher Row, Poultry Cross) which have and uneven surface where litter can become lodged between the setts.

From the first of April 2018 we have obtained two additional mechanised sweepers:

1. Scarab M25 Road Sweeper
2. Johnstone CX 20 Mini Road Sweeper

Action 18.1	Keep up to speed via trade magazines re the latest technological developments in the industry.
Action 18.2	Trial the Glutton - and obtain one if trial successful.

19. Keep Salisbury Tidy Campaign (Love Salisbury)

Running parallel to the litter clearing activities SCC needs to run a Keep Salisbury Tidy Campaign – this would be a comprehensive and sustained campaign aimed at reducing the instances of littering in the first place. Could concentrate on a topic each month – say Cigarette Ends, Chewing Gum etc. and would use all forms of social media.

Action 19	Run a Keep Salisbury Tidy Campaign
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20. Enforcement Officer/s

Explore the opportunities/issues/costs of introducing litter enforcement officers to combat littering (or dog fouling etc.) via the issuing of fines. These could be delivered directly by council staff subject to appropriate training or

by another council or a private organisation. Enforcement must be proportional and used in conjunction with a range of other methods such as campaigns, advice etc. as per action point 19.

Action 20	Explore the opportunities/issues/costs of introducing enforcement officer/s to combat littering (or fly tipping/dog fouling etc.) within the city.
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21. Graffiti - As part of our aim to make Salisbury safe, clean and green, we must be committed to reducing and removing graffiti. Incidents of graffiti in the city have risen markedly in recent months resulting in hundreds of *tags* across the city. We need to decide what approach is to be taken when graffiti appears including timescale for removal.

Action 21	Formulate graffiti policy and subsequently implement.
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22. Fly tipping - As part of our aim to make Salisbury safe, clean and green, we must be committed to reducing and removing incidents of fly tipping. Incidents of fly tipping in the city have risen in recent months. We need to decide what approach is to be taken when fly tipping occurs including prosecution and timescale for removal.

Action 22	Formulate fly tipping policy and subsequently implement.
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23. Chewing Gum - There is a lot of chewing gum on Salisbury City streets and pavements. Whilst as a council we have no legal obligation to clear it up it does need to be removed for the benefit of residents, businesses and visitors by making the pavements more attractive.

Currently there is no plan regarding chewing gum removal. There have been some very limited attempts re removal but no coordinated or sustained approach to remove it.

Unfortunately chewing gum is difficult to remove requiring specialist equipment. Care also needs to be taken when cleaning to avoid pedestrians, and the creation of ice when the weather is cold. Both these factors limit the amount of time and the window of opportunity we have to remove chewing gum.

Action 23.1	Obtain quotations from specialist contractors to remove chewing gum from the city centre.
Action 23.2	Once removed introduce a regular programme of chewing gum removal.

24. Street Furniture – We have very little in the way of information relating to what we actually have/ are responsible for – e.g. number of benches, litter bin locations etc. We therefore need to formulate a comprehensive and accurate asset register.

Once we have established what we actually have we need to devise and implement a maintenance programme for the street furniture e.g. wash litter bins, rub down and stain benches, clean signs and bus stops etc. Need to agree actions and frequencies and then implement. Would work closely with item 25 Small Works

Action 24.1	Formulate a comprehensive and accurate street furniture asset register.
Action 24.2	Devise and implement a maintenance programme for street furniture

25. Small works – Utilisation of roving team to tackle “extra” tasks that would not usually be carried out as part of Regular Street cleaning. For example, washing down signs, bus shelters or tidying up a specific area. Also to target *grot spots* to bring them up to an acceptable standard. Note in limited cases utilisation of the BID Rangers.

Action 25	Formulate and regularly update a list small works for action by the roving team and in limited cases the BID Rangers
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26. Volunteering/Community Involvement - It would be advantageous for all concerned to build community links and promote involvement with the unemployed and disadvantaged adults of Salisbury. It would provide a mechanism for learning and development, increasing life chances whilst providing valuable community led services.

As a council we have fairly recently introduced a Park Champions scheme and currently have a *team* of some 25 parks volunteers undertaking various grounds type tasks. SCC are also working closely with the Richmond Fellowship - mainly in the Bemerton Heath Folly to improve footpaths and general access. There are also a number of *guerrilla* type gardening groups in and around Salisbury.

It may be possible for the delivery of certain street scene tasks via a *social enterprise* and/or volunteer type arrangement.

Action 26	Investigate the delivery of certain <i>street scene tasks</i> via a social enterprise and/or volunteer type arrangement.
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27. Salisbury City Council Branding/Corporate Image

Salisbury City Council will soon be responsible for the *Clean Streets* in Salisbury but from a branding perspective SCC`s corporate image is not being conveyed. All of the contractor`s operatives have uniforms which carry Wiltshire Council branding (name and logo) and all of the contractors vehicles are signed from the contractors (Id Verde) perspective only.

It is extremely important that SCC branding/corporate image is conveyed to all members of the public regarding this new area of responsibility. Specifically this requires all contractor operatives and vehicles to be branded so that all persons identify this service with Salisbury City Council.

Action 27	Work in conjunction with Id Verde to ensure that SCC branding and corporate image is conveyed to all members of the public regarding this new area of responsibility
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28 Street Furniture Licencing

Many of Salisbury`s shops, restaurants, and cafés have street furniture such as tables and chairs, planters, shop displays and other items outside their premises for the use of their customers.

Whilst SCC is keen to promote and develop a *café culture* to assist businesses re their promotion this activity must be done in a regulated manner. In simple terms this would mean that adequate space is available for the safe and free movement of all pavement/highway users but would also enable SCC to influence style.

This regulation would be achieved via the issuing of licenses for which Salisbury City Council would levy a charge.

Action 28	Introduce and manage Street Furniture Licensing.
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29. A Boards

If A Boards are not positioned sensibly they can present a hazard to disabled people particularly those with a visual impairment. Also if not regulated the sheer number, type and size can distract from the overall street scene. It must be noted that Salisbury City Council will need to obtain delegated powers from Wiltshire council in order to regulate A Boards on the city streets

Salisbury City Council recognises the value of these boards in advertising and generating trade for businesses but also recognises the need to introduce regulation. Salisbury City Council will take a balanced and inclusive approach to this regulation, initially by issuing voluntary guidelines followed by a policy statement so that clear instruction as to location, number, size and type of A Boards are in the public domain.

Note – whilst the majority of pavement advertising is in the form of A Boards sometimes other items such as bicycles are used for advertising purposes. The A Board policy will also cover these items and anything of a similar nature.

Action 29	Initially formulate and introduce voluntary guidelines to regulate A Boards followed by the introduction of an A Board policy.
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30. Shopping Trolley Removal

Abandoned shopping trolleys can affect communities in many ways. If left in an inappropriate place they can be a hazard to pedestrians, cyclists and road users, as well as attracting fly-tipping and anti-social behaviour.

In response to this problem Salisbury City Council intend to charge supermarkets and other retailers for the collection, storage and disposal of abandoned shopping trolleys, using powers available to us under the Environmental Protection Act 1990.

Once introduced, these powers would allow Salisbury City Council to seize shopping or luggage trolleys found by an authorised council officer on any land in the open air that appears to have been abandoned.

Action 30	Formulate in conjunction with retailers a council policy regarding the collection of abandoned shopping trolleys
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31. Scaffolding and Skip Licences

Scaffolding and Skip licences are issued by Wiltshire Council in their capacity as highways authority.

As part of the overall city street scene management Salisbury City Council needs to be informed regarding the issuing of both licences for scaffold erection and the siting of skips.

Action 31	Liaise with Wiltshire council in order to set up an agreed procedure that informs Salisbury City Council regarding the issuing of both scaffolding and skip licences.
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32. Busking and Street Entertainers

Salisbury welcomes busking and street entertainers, who for many years have been entertaining those who live, work and visit Salisbury, and are an important part of the city's vibrant and multicultural atmosphere.

Buskers and street entertainers share the streets and open spaces with everyone else who live, work, trades or who take time out in the city centre. Inevitably there is potential for conflict amongst all the different uses that people make of the city centre.

Salisbury City Council will introduce guidelines aimed to support a culture of consideration for others, compromise and cooperation between buskers, local businesses, council officers and members of the public.

Action 32	Introduction of guidelines to support a culture of consideration for others, compromise and cooperation between buskers, local businesses, council officers and members of the public.
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33. Street Trading

Salisbury City council recognises the importance of licensed street trading to the local economy and the character of the city. All such activities need to be regulated to ensure that the activities do not cause nuisance or annoyance to persons in the city.

Salisbury city council will introduce a scheme to regulate the location and number of street traders. The scheme also aims to prevent the obstruction of the streets of Salisbury by street trading activities. In doing so, it recognises the importance of licensed street trading and the contribution it makes to the character of the area whilst trying to ensure that the activities do not cause nuisance or annoyance to businesses/persons in the area.

Action 33	The introduction of a scheme to regulate the location and number of street traders.
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34. Goods displayed on the pavement

Certain traders, particularly grocers and florists, seek to put goods on display outside of their premises. This can enhance the vitality and vibrancy of the city, and is generally acceptable provided that:

- (a) The object/structure is placed directly outside, and only directly outside, the front of the premises in question,
- (b) The goods on display forms part of the business of the premises;
- (c) The object/structure does not obstruct the highway,
- (d) The pavement is left clean and tidy after each close of trading.

Action 34	The introduction of a scheme to regulate goods displayed on the pavement.
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ACTION PLAN

Action Number

Action Point

- 1 Ensure the **Street Scene Strategy** supports and underpins the Salisbury Vision/neighbourhood planning process.
- 2 Produce a **Standards/Materials Manual** Setting out clear standards including the use of matching materials and street furniture. Matching paving materials to be kept in stock along with key elements of street furniture.
- 3 Conduct **Public Consultation** exercise to ascertain public view (both positive and negative) to ensure that a public dimension is included to add legitimacy to the overall Action Plan
- 4 Formulate and introduce comprehensive **Safety Inspection Regime**.
- 5 Introduce a **Performance Monitoring** system to judge the cleanliness of our streets and squares. Need to initially agree the standards we are trying to achieve and then compare current performance against these standards. Will require hand held devices to record inspections. Note linked in with item 11 and item 12 – route and schedule planning.

Action Number	Action Point
6	Undertake Benchmarking Exercise of the in house team with the Association of Public Service Excellence (APSE) to establish current performance.
7	Explore all opportunities to Improve Efficiencies and services delivered by SCC and id Verdi grounds teams by working very closely together.
8	Salisbury City Council to become a key and active member of the Purple Flag team/initiative .
9	Formulate and deliver a Bespoke Course for all Salisbury street cleaning staff to ensure that they carry out their tasks efficiently, safely and to the required standard.
10	Evaluate and then adopt an App to enable customers/residents to report issues on line and then track progress through to completion.
11.1	Investigate, evaluate and install a software system to enable effective scheduling and general management of all contracted tasks. This will enable effective monitoring of contract performance including achievement of agreed KPI's etc. Note see also item 5 and 12 re performance contract management.
11.2	Identify a mobile application that will enable all field workers to receive and complete work on a mobile device. Note this may be possible as part of 10 or 11.1
12	Check and model all of the street cleaning routes and schedules from an efficiency perspective and change/adjust if/as required.

Action Number	Action Point
	Also identify and document all the specific tasks as undertaken as part of the street scene works so that subsequent contract monitoring and performance management can be undertaken.
13.1	Salisbury`s waste collection in general is not as coordinated as it could be, in essence it needs a Complete Review . This is a longer term objective and one that would need to be aligned with Wilshire Council regarding their plans for waste collection across the city.
13.2	To investigate and subsequently trial an Evening Trade Waste service in the city centre to reduce the amount of litter that is awaiting collection for extended periods of time. Note this would be done in conjunction with review undertaken in 13.1.
14	Produce specification and Tender Weed/Detritus Control for both Ring Road and city streets Appoint contractor and action works
15	Return roundabouts to a high level of maintenance. Explore opportunities for sponsorship to offset increased costs
16	Comprehensively review and revamp the cities floral display
17	Monitor effectiveness of the on the go recycling trial with a view to expanding provision. Note 30K included in SCC budget 2017/18 for full scale recycling scheme.

Action Number	Action Point
18.1	Keep up to date via trade magazines of the latest technological developments in the industry
18.2	Trial the Glutton - and obtain one on short term lease if trial successful
19	Run a Keep Salisbury Tidy Campaign (Love Salisbury)
20	Explore the opportunities/issues/costs of introducing litter enforcement officers to enforce anti-littering in the city
21	Formulate graffiti policy and subsequently implement
22	Formulate fly tipping policy and subsequently implement.
23.1	Obtain quotations from specialist contractors to remove chewing gum from the city centre and then appoint contractor to remove
23.2	Once removed introduce a regular planned programme of chewing gum removal .
24.1	Devise a comprehensive and accurate street furniture asset register .
24.2	Devise and implement a maintenance programme for street furniture

Action Number	Action Point
25	Formulate and regularly update a list small works for action by the Parish Stewards and BID Rangers
26	Investigate the delivery of certain specific items of the street scene via a social enterprise type arrangement.
27	Work in conjunction with Id Verde to ensure that SCC branding and corporate image is conveyed to all members of the public regarding this new area of responsibility
28	Introduce and manage Street Furniture Licensing .
29	Initially formulate and introduce voluntary guidelines to regulate A Boards followed by the introduction of an A Board policy
30	Formulate in conjunction with retailers a council policy regarding the collection of abandoned shopping trollies .
31	Liaise with Wiltshire council in order to set up an agreed procedure that informs Salisbury City Council regarding the issuing of both scaffolding and skip licences .
32	Introduction of guidelines to support a culture of consideration for others, compromise and cooperation between buskers, local businesses , council officers and members of the public.

Action Number	Action Point
33	The introduction of a scheme to regulate the location and number of street traders
34	The introduction of a scheme to regulate goods displayed on the pavement.

PERFORMANCE MEASURES

It is essential that Salisbury`s streets and public spaces (the street scene) are attractive and vibrant. Residents, businesses and visitors experience of Salisbury should be positive and the city should be recognised as a great place to live, work, visit, shop and play.

The City Council`s Strategy Plan states improving public spaces is key if we are to maintain Salisbury as a fantastic place to live, work and visit. Salisbury should be a beautiful and well looked after city. Today, with a growing population and more and more disposable goods, keeping the city looking good is getting more challenging.

There is no doubt that dirty streets - littering, graffiti, dog fouling, fly-posting etc. - impact upon people in everyone and, where it is a problem, it can depress property prices, increase the fear of crime and impact on economic development. The City Council aims to improve the upkeep of public spaces across Salisbury.

Street Scene Service Standards

The City Council has produced a **Street Scene Service Standards** document that details the standards that the council has set and the methods by which assessment will be made.

Salisbury City Council will initially make assessment against the following five criteria:

1. Littering
2. Detritus
3. Graffiti
4. Fly Posting
5. Litter Bin Cleanliness.

Additionally service standards have been established in relation to the removal of sharps, dog fouling and the removal of dead animals.

Please see matrix on page 32 which details service standards and response times in relation to seven areas of street scene operation.

Item	Service Standards	Response Times Zone 1	Response Times Zones 2-6
Litter	To maintain a Grade A standard between 8.30am and 8pm seven days per week	1/2 a day This means by 6pm if reported before 1pm or by 1pm the next duty day if reported between 1pm and 6pm on the previous day	1 day This means by 6pm the following evening
Detritus	To maintain a Grade A standard seven days per week.	This means by 6pm if reported before 1pm or by 1pm the next duty day if reported between 1pm and 6pm on the previous day	1 day This means by 6pm the following evening
Graffiti	To maintain a Grade A standard seven days per week.	To be investigated by the end of the next working day and cleared within 1 working day following completion of any investigation	To be investigated by the end of the next working day and cleared within 2 working days following completion of any investigation
Fly Posting	To maintain a Grade A standard seven days per week.	To be investigated and removed within 1 working day	To be investigated and removed within 2 working days
Litter Bins	Emptying – to be scheduled to ensure that bins do not overflow. Cleaning of outside of bin to keep clean at all times.	Immediate response to overflowing bin. Bin to be cleaned within half a day of being identified as requiring cleaning	Immediate response to overflowing bin. Bin to be cleaned within one day of being identified as requiring cleaning
Sharps	To keep all areas clear of sharps and drug related litter.	To be removed within 2 hours	To be removed within 2 hours
Dog Fouling Dead Animal Removal	To remove all dog fouling. To remove dead animals as required	To be removed the same day	To be removed within 24 hours