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CLEAN STREETS SERVICE REVIEW PROGRESS UPDATE & PRESSURE WASHING SERVICE

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1. PURPOSE

- 1.1 To provide an update on the implementation of the *Clean Streets Service Review* into the provision of public amenity cleansing services, endorsed by Council in July 2019; and
- 1.2 To present options to increase service provision for the cleansing of activity centres through pressure washing and seek Council endorsement of the recommended approach for consideration as part of the 2021/22 Council Plan & Budget.

2. EXECUTIVE SUMMARY

- 2.1 Council's *Don't Waste It! Waste Management Strategy 2018-28* specified at Outcome 3 – Priority Action Two 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 covering 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), and summer management (beach cleaning and litter management).
- 2.3 Upon completion, the review was presented to Council in July 2019 where the findings and recommendations were formally endorsed (Refer to Attachment 1). This included a requirement for officers to report back to Council on the process on the implementation of the actions arising from the service review.
- 2.4 In February 2020, an update on the implementation of the actions was provided that covered the first six-months of the review's three-year implementation (Refer to Attachment 2). This report further updates Council with the progress made over the 12-months after the last report, providing an overview 18-months since endorsement.



- 2.5 Significant progress was made in the first six-months following the detailed service review. Improvements were seen across service reliability, improved staff engagement and positive feedback from community stakeholders.
- 2.6 Over the last twelve-months additional improvements and enhancements have been able to be delivered but progress has been slightly constrained due to the diversion of resources and changed priorities arising from the 2020 pandemic. Achievements have included:
- Continued improvements to OHS and workplace safety;
 - Digitisation of services and applications for the management of works, staff and incident response;
 - Changes to reporting structures to provide better support and supervision for field-based staff;
 - Commencement of the roll-out of the Mobile Resource Management System (MRMS or ‘Ops System’) across cleansing services;
 - Embedding of the rapid response crew service;
 - Continuation of the litter prevention program including public trials to deter large scale illegal dumping of material; and
 - Further refinements to the leaf season program including the introduction of intermediate intervention levels in addition to the new cleaning program.
- 2.7 As a result, improvements to service reliability, staff engagement and adoption of new technology by field staff have been observed.
- 2.8 The next 12-months will be transformative for Council’s cleansing operations. There will be two key focuses; one directly focused on implementing the review and another on integrating more broadly with other key projects such as the mobile resource management system and phase two implementation of the Council wide Customer Experience program. These changes will be highly visible to the public helping to improve service provision, responsiveness, the quality of services and their efficiency.
- 2.9 The COVID-19 pandemic has a major impact on the residents, property owners, business and organisations across the City. This included Council which faced major operational and financial challenges, forcing review of service standards and delivery across the organisation.
- 2.10 One of the services reviewed was that of pressure washing. This nightly service delivered primarily in commercial shopping streets, from 2am – 10.30am, was designed to deliver reactive and programmed pressure washing to maintain amenity of both Council assets and specific hotspots. In mid-2020 Council resolved to cease this service in response to concerns about its effectiveness, value for money and operational functionality.
- 2.11 The series of lockdowns and associated reduced community activity at the height of the pandemic initially limited the amenity impacts from the removal of the nightly pressure washing service. However, as the local economy started to recover, and the community began to return to some normalcy and rediscover their neighbourhood, shopping strips became busy. This coincided with an increase in people sleeping rough at activity centres. As a result of these and other issues, Council began to receive increasing councillor and community requests and complaints around the amenity and cleanliness of Acland and Fitzroy Streets.



- 2.12 Whilst Council maintained and optimised existing services at activity centres, such as nightly street sweeping, litter picking, rapid response crew patrols, reactive bio-hazard pressure washing, etc. there remains a pressing need to examine what else can be done to ensure these spaces are clean, attractive and welcoming.
- 2.13 In response to these issues, Council resolved on 2 December 2020, to commit an additional \$165,000 until end- June 2021, to provide pressure washing across major shopping precincts in our City (Acland, Fitzroy, Clarendon, Bay, Carlisle Streets and Ormond Road). This additional funding has enabled a specialist contractor to be engaged to undertake a wash down of these sites since December 2020.
- 2.14 These wash downs have seen a significant improvement in the cleanliness of shopping strips, particularly of public assets, bins, seats and bike hoops. However, the pressure washing has sometimes been ineffective at addressing pavement stains that are often present, between wash downs, particularly in Acland and Fitzroy Streets.
- 2.15 Council resolved in December 2020 that a report be provided back to *outline the options required to continue pressure washing services permanently including any additional budget requirements*. This report addresses this matter and presents options to improve the cleansing service in addition to the current program as follows:
- The establishment of a second dedicated rapid response crew (two officers) to undertake daily sweeps of activity centres from 7am to spot clean stains and areas as required. The team would be equipped with a dedicated vehicle with a large volume pressure washing unit.
 - The trial of a specialised walk-behind pavement 'scrubbing' cleansing unit that will enable activity centres to be cleaned throughout the day once businesses commence operating and foot traffic increases. This work would be undertaken by the new rapid response crew following pressure wash downs being completed.
 - Following the expiry of the current pressure washing contract in late 2021, endorses the procurement of specialised pressure washing services to undertake either an once or twice-yearly deep cleans of Acland Street and Fitzroy Street (existing service level); and/or
 - The addition of a newly contracted night time service that delivers hygienic wash downs and programmed high-pressure cleansing of street furniture (seats, benches, bike hoops, litter bins, etc.) of Acland Street (three-times per week), Fitzroy Street (twice-weekly), weekly wash downs of Clarendon, Bay and Carlisle Streets, fortnightly wash down of Ormond Road.
 - Continue the existing rapid response crew who undertake patrols with Local Laws officers each day and are equipped with a small volume pressure washing unit to attend to reactive issues, concentrating along Fitzroy, Acland, Carlisle Streets and immediate surrounds.
 - Continue the existing mechanical street sweeping, litter picking, commercial cardboard collection and litter bin emptying programme.



3. RECOMMENDATION

That Council:

- 3.1 Notes the update to the implementation of the actions arising from the Clean Street Service Review 2019.
- 3.2 Endorses the consideration of option 4a) for the pressure washing of activity centres, subject to the 2021/22 Council Plan & Budget process, at an additional rates impact of \$400,000PA. Including the provision of:
 - 3.2.1 The procurement of a specialised contractor to undertake hygienic night-time programmed pressure washing of dedicated high streets (Acland, Fitzroy, Carlisle, Clarendon, Bay Streets and Ormond Rd) and street furniture across the City
 - 3.2.2 An allocation of one deep pressure wash to Acland and Fitzroy Street programmed in November.
 - 3.2.3 The establishment of a new year-round dedicated rapid response crew (two officers) to undertake daily sweeps of activity centres from 7am to spot clean stains and areas as required
 - 3.2.4 The trial of a specialised walk-behind pavement 'scrubbing' cleansing unit that will enable activity centres to be cleaned throughout the day once business commence operating and foot traffic increases.

4. KEY POINTS/ISSUES

Clean Streets Service Review

- 4.1 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.
- 4.2 In response to this an independent service review was conducted covering 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), and summer management (beach cleaning and litter management).
- 4.3 Upon completion, the review was presented to Council on July 17, 2019 where the findings and recommendations were formally endorsed.
- 4.4 The Clean Streets Service Review (2019) identified the following key findings:
 - The Port Phillip local government area contains a unique and often complicated environment in which to deliver street and beach cleaning services.
 - The current service levels are generally of a high standard, compare favourably to the cleansing services provided by other comparable local



government authorities and are generally well regarded by residents, Councillors and traders.

- 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 enough to achieve increased reliability in the majority of cases and meet community expectations, provided these are correctly applied.
- Certain areas/issues such as the annual leaf fall, maintaining shopping precinct amenity, laneway cleaning and the afterhours service require additional/reallocation of resources to either currently meet, or be lifted to meet, community expectations.
- 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 both the community and staff.

4.5 In response to the key findings the review laid out a three-year implementation plan with a focus on service efficiency and reliability improvements, upskilling and engagement of staff, and technology integration.

4.6 The following updates were provided at the six-month progress report on implementation presented to Council in February 2020:

- Implementation of the four-week street cleaning cycle resulting in a 35% increase in streets cleaned each month
- Formation of a litter prevention taskforce which aimed to coordinate activities across the cleansing, enforcement and other areas of Council to reduce illegal dumping across the City.
- Installation and adoption of GPS technology across the operational fleet of trucks, street sweepers, beach tractors, garbage compactors and light commercial equipment.
- Establishment of the rapid response cleaning service to help address amenity concerns at shopping precincts across the municipality.
- Significant works on improving Occupational Health and Safety (OHS) across the operational teams including new standard operating procedures, new equipment, monitoring and reporting.
- Minor upgrades the South Melbourne Operations Centre to support improved service provision and communications with field-based staff.

4.7 Implementation has progressed significantly in the 12-months since the last update despite unplanned external and internal factors with potential to impact transformation works. These factors have included:

- **Recycling Victoria** - The release of the State Government's new waste management policy, 'Recycling Victoria' in early 2020 changed the landscape in the waste sector and in particular for many major contracts



impacting the review. This includes the kerbside waste collection, hard waste and dumped rubbish and landfill and organics processing contracts. The impacts of this major policy change have had consequential flow-on impacts on how these contracts operate and the options available to Council to adjust and improve these services. This has had a particular impact on improving Council's response to hard waste bookings and reports of dumped rubbish – both of which are key issues that have impacts on amenity across the City and in particular in activity centres.

- **The COVID-19 Pandemic** – The pandemic has had wide reaching impacts across all areas of society. In this particular circumstance, the pandemic has also impacted the service transformation of Council's cleansing services.
 - A significant increase in the demands on Council's cleansing services to assist with the social and local economic recovery from major impacts of COVID-19 on people, businesses and places;
 - Impacted staff absenteeism, such as vulnerable leave, personal leave increased as a result of the pandemic and therefore overall team resourcing; and
 - The pandemic impacted the review of the installation of solar compaction/smart bin trials and the trial of recycling street sweeper waste.

4.8 While these factors have impacted the implementation of the actions arising out of the review, positive progress and improved service delivery outcomes are still being achieved. This is exemplified by the completion rates of programmed street sweeping with 11,330 street segments being cleared from an annual scheduled program of 12,312. This is a yearly work completion rate of 92.02%, up from approximately 58% prior to service review implementation (an increase of 34%).

4.9 Attachment 3 outlines the significant progress made in the last 12-months. This reflects the halfway mark of the implementation and provides a strong foundation for the next 18-months.

Next Steps

4.10 The final 18-months of the three-year implementation plan will be transformative for the services provided by Council as the benefits of the structural, cultural and technological changes combine. Council will shift away from reactive cleansing and move towards predictive modelling and data driven service planning.

4.11 Some key actions to be completed over the next 12-months include:

- Investigate and assess, via data driven decisions the laneway cleaning service (Action 25 of the implementation plan) and develop and implement a programmed maintenance model.
- Investigate and pursue an upgrade to an electronic rostering and payroll solution to improve staff and service outcomes.



- Continue to migrate Council's cleansing tasks to the OneCouncil solution via work order and customer request integration into programmed and reactive work.
- Review Council's laneway cleaning program and current resourcing requirements
- Development of data driven standard work procedures (SWP) to standardised work methods and increase service resilience.
- Continue OHS improvement including improved reporting via mobile technology, integrating the development of SWPs.

Pressure Washing Services – Background

- 4.12 *The Clean Streets Service Review 2019 identified that at the time, early-2019, and the nightly pressure cleaning as a service which did not meet community needs despite significant investment.* During the first six-months of the review, work was conducted to improve service outcomes and improve oversight, safety and performance of this service. Many safety and performance issues persisted, and the services was not operating effectively.
- 4.13 The review noted that Council funded an additional pressure cleaning crew in 2017 to enable a seven-day per week pressure cleaning services to improve presentation in the major shopping areas. The feedback from traders and individual Councillors is that outcomes had not improved sufficiently to justify the cost. This service is testing other approaches and technology and looking at opportunities to redesign this work to achieve improved outcomes. This intervention is still required but how it is achieved and delivered is likely to change.
- 4.14 Subsequently, the decision was made by Council to cease the service in July 2020, removing pressure washing from the night-time cleaning service. Alternative methods, primarily Council's rapid response team were used when they could undertake spot cleans, and address emergency bio-hazard pressure washing requests only.
- 4.15 Where resources were available within the team, generally on Thursday or Friday, pressure cleaning was undertaken to remove spot stains, concentrating on Acland and Fitzroy Street, reacting to resident, and trader and Councillor requests for service.
- 4.16 With the lifting of COVID-19 restrictions and the commencement of the local economic recovery of shopping precincts across the City, several factors arose which have had an impact on the local amenity and an increase customer requests often relating to issues that could potentially be addressed through an effective pressure washing service. These factors included:
- The impacts of resumed night-time visitation which has led at times to the increase in littering, biohazards and general spillages and stains.
 - Increased numbers of people sleeping rough in activity centres which presents operational concerns as well as increasing some of the by-products listed above.



- The return and increase in community, visitor and trader attendance in these areas with associated expectations regarding amenity and service levels and a resulting increase in customer complaints related to public realm cleaning.
- 4.17 To respond to these issues, as well as support the local economic recovery, Council committed to an additional \$165,000 (until June 2021), to provide further hygienic cleansing of major shopping precincts, in particular, Acland, Fitzroy, Clarendon, Bay, Carlisle Streets and Ormond Road. This cleaning programme is undertaken by a specialised contractor who washes down these streets including street furniture. These wash downs occur between 2am and 4am at the following frequencies:
- Acland Street - Three times per week
 - Fitzroy, Clarendon and Bay Streets - Once per week
 - Ormond Road - Once per fortnight
- 4.18 In addition, the reactive deep spot cleans are undertaken in areas identified by officers during patrols and can't be safely addressed during daylight hours due to the prevalence of people, outdoor dining, etc. – These often occur outside the 7/11 in Fitzroy Street, outside KFC in Acland Street and in the plaza in Acland Street.
- 4.19 This additional service has yielded positive results and has reduced the amount of complaints received.
- 4.20 Separately, Council has for three years, maintained a twice yearly deep clean, generally April and November, of Acland Street and Fitzroy Street. This involves a deep clean of footpaths, bins, bike hoops, public seats and other outdoor furniture. This work often takes up to two-weeks to complete and is very different from the nightly wash downs. The two deep cleans were programmed specifically before the Christmas trade (November) and after the summer period (April), to help support traders, improve the appearance of the street and generally deep clean pavers. The last deep clean was undertaken in November 2020 and lasted for up to three weeks. Officers have reported though, that whilst the deep cleans help rectify the stains, a spill can occur soon after the completion of a deep clean resulting in the pavement looking unclean across some areas.
- 4.21 Council also conducts the following services related to asset and shopping precinct cleaning:
- Rapid response litter and local laws interventions including patrols from 7.30am - Seven-days per week
 - Mechanical street sweeping and litter picking – Seven-nights per week
 - Litter picking – Seven-days per week
 - Litter bin collection – Seven-days per week (twice per day over summer)
 - Kerbside commercial cardboard collection - once per week
- 4.22 The 2019 service review found that streets at activity centres across the City are generally free of litter but sometimes external factors limit the quality of the cleansing outcomes. Some common challenges include:



- Inclement weather (rain or wind) can prevent a good quality, consistent cleansing outcome from being achieved;
 - Extended crowds, particularly during the late even hours when mechanical sweeping and litter picking occur, can prevent these from being effective; and
 - Large numbers of people sleeping rough can inadvertently prevent access to areas for overnight cleansing (pressure washing, mechanical sweeping, etc.).
- 4.23 A problematic area is pavement stains. These are often the issue of complaints and requests for services. This is particularly prevalent in Acland Street and Fitzroy Street but also in other activity centres.
- 4.24 Council's mechanical sweepers that attend to activity centres overnight cannot remove stains. They use a small amount of water, primarily for dust suppression and to assist with the vacuum mechanism of the unit. This is not enough to 'scrub' the pavement and lift stains off the pavement.
- 4.25 The current pressure washing service (2-4am) can and do remove stains. However, a marked difference between the current pressure washing service that is provided by the specialised contractor and that which was historically provided by Council staff is the cleansing and resource techniques that they employ. The contractor will attend the site with up to half a dozen staff, multiple pressure washing units and a supervisor. This enables an area to be safely and quickly cleaned (within an hour) to a high standard. This contrasts to the approach taken historically wherein two Council staff would attend a specific area often work for multiple hours just in a pair. Supervisors would visit the site throughout the shift but not be prevalent throughout it as they would also be supervising other night-time cleansing operations such as street sweeping and litter picking across the City.
- 4.26 The other issue is a seemingly obvious but practical one which is that a stain can easily be created immediately following a broader area wash down, particularly for instance in the morning when people are walking dogs etc. This often occurs and can have the unfortunate impact of negating the perceived benefits of the broader wash down.
- 4.27 In constructing a sustainable and effective response that manages these issues the following needs to be considered:
- The safety of the community and staff was a significant concern for the historic services.
 - A reactive pressure washing model appears to be the best solution to address specific concerns of stakeholders. Scheduled programs for pressure cleaning suffer where spill and stains are put down randomly after cleaning and quickly negate the positive effect of cleaning programs.
 - Pressure washing services can address the cleanliness and general amenity of footpath, road and street infrastructure assets only, they cannot address the litter, and dumped rubbish and socio-economic issues currently affecting several of Council's shopping precincts.



- A physical and visual presence of cleaning services is of high value to the community and traders

Recommendation

- 4.28 A full assessment of the options available to address these issues has been undertaken. This has examined cleansing techniques, available plant and equipment, options to redirect existing resources and specialised contractor capability. The review has carefully considered the learnings from the historic nightly pressure washing service and the experience since December-2020 with the increased service provision.
- 4.29 This assessment recommends the following as the best value option for an operationally suitable service that delivers improved pressure washing outcomes for the community, traders and stakeholders in the short and mid-term. The following is provided for Council to consider the following options;
- The establishment of a second dedicated rapid response crew (two officers) to undertake daily sweeps of activity centres from 7am to spot clean stains and areas as required. The team would be equipped with a dedicated vehicle with a large volume pressure washing unit.
 - The trial of a specialised walk-behind pavement 'scrubbing' cleansing unit that will enable activity centres to be cleaned throughout the day once business commence operating and foot traffic increases. This work would be undertaken by the new rapid response crew following pressure wash downs being completed.
 - Following the expiry of the current pressure washing contract in late 2021, Council undertake the procurement of specialised pressure washing services to undertake night time pressure wash downs of Acland Street (three-times per week), Fitzroy Street (twice-weekly), weekly wash downs of Clarendon, Bay and Carlisle Streets, fortnightly wash down of Ormond Road, and programmed high-pressure cleansing of street furniture (seats, benches, public litter bins, etc.) across the municipality
 - Continuation of one deep clean of Fitzroy Street and Acland Street, November in preparation for Christmas trade.
 - Continue the existing rapid response crew who undertake patrols with local Laws officers each day and are equipped with a small volume pressure washing unit to attend to reactive issues, concentrating along Fitzroy, Acland, Carlisle Streets and immediate surrounds.
 - Continue the existing mechanical street sweeping, litter picking, commercial cardboard collection and litter bin emptying programme.
- 4.30 Alongside the recommended approach, it is recommended that Council choose to cease one yearly deep detailed pressure cleans of Acland Street and Fitzroy Street. Ceasing this current service will help to fund the regular pressure washing. The main risk of doing so is that this current service is the most effective at removing stubborn stains but may on balance be appropriate given budget considerations and the benefits of more regular wash downs.

Additional Rapid Response Crew



- 4.31 The proposed new additional rapid response crew, comprised of two staff, will be dedicated to focussing on pressure washing. The service is proposed to be structured around high-volume complaint areas (such as Acland Street Plaza and Fitzroy Street). They will attend these sites, and others as required, on a regular basis, attend to spillages in the area and also undertake any ancillary work such as cleaning up bio-hazard and general litter.
- 4.32 It is proposed that the new team will initially utilise existing plant, a pressure washing truck and a separate flatbed tip truck, the latter of which will be capable of transporting a hired walk-behind scrubbing machine.
- 4.33 The walk-behind scrubbing machine will enable the pavement in activity centres to be cleaned during busy day light hours. The scrubbing machine is all water based, however there is option to use detergents. This will all be part of the trial, to compare using water based and/or combination of detergent usage, as the unit is likely to be much more effective at stain removal although not as effective as the current twice-yearly detailed deep pressure wash cleans.
- 4.34 Potential exists with the upcoming renewal of the flat-bed truck with a hybrid option for these capabilities to be combined into one vehicle via installation of a larger scale pressure washing system (500L) and plant for the loading/unloading and transport of a walk behind machine.
- 4.35 Both existing and upgrade planted and equipment will be fitted with Council's Mobile Resource Management System (MRMS). This will enable service provision data (such as visitation times, before and after photos, GPS data, etc.) to be used to not only tailor the service to meet community expectations but also respond to requests for service and provide requestors with confidence that their matter has been actioned. Officers are currently exploring opportunities to publish this data on Council's website in a similar manner to how street sweeping maps are currently published. The intent would be that this data is made available in near-real time.
- 4.36 It is proposed that the second crew will operate before the current rapid response team. This team would be dedicated to spot cleaning and pressure washing and will not team up with local laws officers for regular patrols. This will remain the function of the existing rapid response crew.
- 4.37 The proposed crew will operate from 7.00am – 2.30pm. This coincides with other scheduled services thus allowing from consistent supervision and support by existing Council staff.

Service Benefits

- 4.38 The proposed solution offers the following potential benefits:
- The procurement of specialised night-time cleaning service provided by a contractor will provide good cleansing outcomes, improved safety and reduced risks.
 - Establishment of the second rapid response team will result in increased overall rapid response agility with an improved bio-hazard and pressure washing response capacity.



- A programmatic area based reactive approach is better situated to address immediate stakeholder amenity requirements around stains and cleaning compared to a scheduled program of street wash downs.
- Increased community visualisation of services with daytime crews and new cleaning technology on display during retail opening hours
- Minimised risk to the public and staff due to daytime operation and appropriate plant along with full supervision and monitoring via existing day shift supervisors.
- Provides a flexible model capable of being customised as required.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 The service review used a range of approaches to understand what the community thought of Council's cleansing services and where improvements could occur. This included using data from previous conversations with the community ranging from community satisfaction surveys to data collected from workshops with traders about improvements they wanted in their shopping strips, as well as collecting more data based on questions not answered from previous consultations or research.
- 5.2 Council maintains a productive and open line of communication with many stakeholders (including government agencies, EPA, Parks Victoria, community and environment groups such as the beach patrol, traders associations and local residents). This communication will be vital to assess the success of the implemented actions and will allow for a direct qualitative assessment (to compliment for quantitative and data driven assessment) to be used in the review scheduled for the end of the implementation plan.

6. LEGAL AND RISK IMPLICATIONS

- 6.1 The proposed approach takes into account the learnings from the historic nightly pressure washing service. The previous service was ineffective and difficult to administer. Staff were often exposed to difficult interactions with members of the public which posed a risk to both themselves and others.
- 6.2 The proposal for the night-time hygienic pressure washing service to be provided by specialist contractors means that economies of scale that are available to such a service provider can be applied with increased numbers of staff, pieces of equipment and site supervision. This means that the tasks can be completed more quickly and effectively, lessening the potential risks for the public and staff.
- 6.3 The additional rapid response, under this proposal, would undertake works in daylight hours limiting potential safety risks. Additionally, once the activity centres become busy, they can revert to using the walk-behind scrubbing unit that is safe and effective.

7. FINANCIAL IMPACT

- 7.1 The majority of the changes that the original service review recommended were cost neutral or create additional outcomes for the same cost.
- 7.2 The following items have been funded by Council for the 2020-21 financial year and have been successfully implemented:



- Twice yearly, contracted deep pressure washing cleans - \$100,000
- Temporary pressure washing on major high streets (December 2020 to June 2021) - \$165,000

7.3 Actions identified in the service review and services placed on hold or disestablished represent potential savings and/or avoided costs for 2020-2021 financial year are as follows:

- Recycling of street sweeper waste - \$149,500
- Disestablishment of pressure washing services - \$280,000

2021-2022 Financial Year

7.4 The following options are provided for Council to consider with specific detail per service outlined below;

- **Hygienic pressure washing of major activity centres (programmed cleansing) - \$300,000**

The existing contract for pressure washing services expires at the end of 2021. It is proposed that this existing contract be run to conclusion and a new contract for the recommended change scope be tendered. This would include the nightly pressure wash downs of Acland Street (three-times per week), Fitzroy Street (twice-weekly), weekly wash downs of Clarendon, Bay and Carlisle Streets and a fortnightly wash down of Ormond Road. The scope of the tender would also include the programmatic wash down of street furniture across the City.

- **Twice yearly deep cleans – Fitzroy and Acland Street - \$100,000**

This contracted programmed deep pressure wash, currently occurs, in Acland Street and Fitzroy Street, twice yearly, April/November and takes approximately two weeks to complete. This service also involves a deep clean of these two streets including street furniture in the area but not across the City.

- **Once yearly deep clean – Fitzroy and Acland Street - \$50,000**

As above but programmed once to coincide with the preparation of the Christmas trade.

- **Additional dedicated rapid response crew (seasonal) - \$70,000**

The establishment of the dedicated two-person rapid response crew over the period (November – April) is likely to cost \$70,000 and require two x full-time equivalent positions. The rental of trial of walk behind scrubbing unit would be absorbed within Council's existing fleet program.

- **Additional dedicated rapid response crew (year-round) - \$150,000**

The establishment of dedicated two-person repaid response crew on a permanent full time basis. This is likely to cost \$150,000 per annum.

As previously outlined, the intent would be for the new dedicated rapid response crew to make use of existing plant and equipment but an upgrade of this



equipment could improve productivity. If deemed appropriate, the costs to do so would be absorbed within Council’s existing fleet replacement program.

7.5 The financial implications of the options are summarised below:

Street Cleaning Services	Option 1		Option 2		Option 3		Option 4		Option 4a
1. Specialist contractor - Hygienic pressure wash downs of high priority trade locations	\$	300,000	\$	300,000	\$	300,000	\$	300,000	\$300,000
2. Specialist contractor - Deep pressure wash of Acland Street and Fitzroy Street (existing service – once or twice yearly)	\$	100,000	\$	50,000	\$		\$	50,000	\$50,000
3. Dedicated rapid response crew (year-round)	\$	150,000	\$	-	\$	150,000	\$	150,000	\$150,000
4. Dedicated rapid response crew (seasonal Nov-Apr)	\$	-	\$	70,000	\$	-	\$	70,000	-
TOTAL COST (Per Annum)	\$	550,000	\$	420,000	\$	450,000	\$	570,000	\$500,000
NET ADDITIONAL COST (Per Annum)	\$	450,000	\$	370,000	\$	350,000	\$	520,000	\$450,000

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 system. A programmed and consistent street sweeping service will improve this effectiveness. As services achieve more consistent programs there will be a reduction in truck and vehicle movements which will reduce carbon dioxide emissions.

9. COMMUNITY IMPACT

9.1 The services included in this review are high profile services. After household waste collection, these services are the services most likely seen and expected by the community. Waste and cleansing services generate the majority of requests for service and complaints from the community. All 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. These services contribute to clean and well-presented spaces. This service review identifies how these services could be improved.

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 Waste Management transformation.

11. IMPLEMENTATION STRATEGY

11.1 TIMELINE



- 11.1.1 An updated implementation plan, for pressure washing recommendations including timing is outlined above in section 7.
- 11.1.2 The implementation plan for the broader Clean Streets Service review remains unchanged for that listed in the original report (See Attachment 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 waste services in residents' streets.
- 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.

**TRIM FILE NO:
ATTACHMENTS**

92/01/72

- 1. Attachment 1 - Clean Street Service Review - Council July 2019**
- 2. Attachment 2 - Clean Street Service Review - Council Feb 2020pdf**
- 3. Attachment 3 - Implementation & Timeline on Beach & Street service review**
- 4. Attachment 4 - Cleaning Service Delivery**