

GRIMEBUSTERS ACTION PLAN

Report by: Environment Directorate

Consultation (internal) - formally: None
- informally: None

Consultation (external) – None

Deemed clearance: ES/PK

Authorised for submission by Pat Kent, Deputy Executive Director

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PURPOSE

To update the Committee on the Grimebusters action plan resulting from the Environment Scrutiny Committee review of the service which ended in April 2001.

For information

1. Relevant Corporate Themes

- People first: customer care and public involvement.
- A clean borough. A green borough.
- Value for money.

2. Executive Summary

The Environment Scrutiny Committee (ESC) made recommendations to Policy Committee regarding the existence and operation of the Grimebusters service following a review during 2000/2001. These recommendations were integrated into an action plan agreed by Policy Committee in June 2001.

3. Context

The Environment Scrutiny Committee (ESC) met three times to consider the Grimebusters service and make recommendations to Policy Committee regarding the future existence and operation of the Grimebusters. These meetings were held in October and November 2000, and February and April 2001.

4. Justification

Policy Committee agreed the recommendations made by the ESC on 11th June 2001. The action plan produced subsequent to this and agreed by Policy Committee on 25th June 2001 seek to implement these recommendations within the budget available to the service and to ensure the most efficient delivery of that service.

5. Legal powers and advice

The legal powers relevant to the Grimebusters services (graffiti and flyposting) are mainly those contained within the Environmental Protection Act 1990, the Highways Act 1980, and the Town and Country Planning Act 1990.

6. Financial implications

There are no direct financial implications resulting from the implementation of the action plan not already provided for within the Grimebusters budget.

7. Other implications

As part of the service review, to maximise use of vacant and often squatted buildings in parks and reduce costs to the Business Unit, an accommodation review of the Grimebusters team was carried out. It is the intention that when refurbishment resources are identified the Grimebusters service relocates to New Lodge at Brockwell Park. This will not effect the efficient delivery of the Grimebusters service but will require the Streatham Town Centre office to meet the additional premises costs connected with their current location.

8. Audit Trail

Committee Deadline (first in cycle):		-4.03.02	
Author:		Keith Tallentire	
Date Drafted:		01.03.02	
CONSULTATION WITH OTHER OFFICERS/DIRECTORATES			
NAME	DIRECTORATE	DATE SENT/ RECEIVED	DATE CLEARED/ RECEIVED
Date sent to/received by Democratic Services:		05.03.02	
Date sent to Councillors:		06.03.02	

8. List of Background Documents

Environment Scrutiny Committee, April 2001
Policy Committee, 11th June 2001
Policy Committee, 11th June 2001

APPENDIX A

ENVIRONMENT SCRUTINY COMMITTEE REVIEW
GRIMEBUSTERS SERVICE
ENVIRONMENT DIRECTORATE
ACTION PLAN – UPDATE MARCH 2002

RECOMMENDATIONS	ACTIONS	COSTS/ SAVINGS	OFFICER(S)	COMPLETION DATE	MARCH UPDATE
1. That the Grimebuster service should continue.	Grimebusters agency staff offered fixed term contracts.	Savings due to reduced agency costs	Keith Tallentire	Jul 2001	Part completed. Draft job descriptions have been written and evaluated. Discussions held with operatives recruitment agency to seek waiver of placement fee. Fixed term contracts to be offered for 2002/3 financial year.
	Produce Grimebusters Service Plan.		Keith Tallentire John Lacey	Aug 2001	Completed. Initial Grimebusters Service Plan agreed setting out service standards and zoned priority areas.
2. That the success of the Grimebusters team should be measured on the amount of graffiti and flyposting outstanding rather than the amount removed.	Independent assessment on the level of graffiti and flyposting in the Borough to be carried out by Tidy Britain Group every 3 months.	TBG costs to carry out survey tbc	Keith Tallentire Kelly Sandiford	Sep 2001	Completed. Two independent TBG (Encams) surveys completed for LBL in 2001 encompassing graffiti and flyposting issues.
3. That in order to achieve (2) it is agreed that there are various ways in which this could be achieved and it is not for the committee to recommend a particular	Produce Grimebusters Service Plan. This will set out a prioritised zoning for the service, timescales for removal following notification, and any cost attributable to		Keith Tallentire John Lacey	Aug 2001	Completed. See above.

<p>option. Three elements however appear critical to making it work. The first is that the Grimebusters team agrees to the service output that is obtainable for the budget settlement that is available. The second is that spot-checks be made by an agent that is independent to Grimebusters. The third is that Grimebusters be empowered and responsible for working with other partners, be they utility companies, Railtrack, or Transport for London, to ensure that flyposting is removed.</p>	<p>carry out the service.</p> <p>As above. Independent assessment on the level of graffiti and flyposting in the Borough to be carried out by Tidy Britain Group every 3 months.</p> <p>Partnership arrangements are, or will be, established where willing with such bodies to ensure effective removal. Examples in place include NTL, 24/7, and TfL. Arriva, Post Office, and Railtrack are being progressed.</p>	<p>Usually a 50% contribution towards costs</p>	<p>Keith Tallentire Kelly Sandiford</p> <p>John Lacey</p>	<p>Sep 2001</p> <p>Nov 2001</p>	<p>Completed. See above.</p> <p>Ongoing. Partnerships with NTL, 24/7, and TfL are ongoing. Initial discussions and work with Railtrack undertaken e.g. Brixton Station. Other partnerships with local business involving wood-slatting on premises external walls and shutter cleaning as part of 'Clean Streets'</p>
<p>4. That Grimebusters should keep a list of graffiti and flyposting that is proving problematic to remove because of ownership issues. Such a list, and the actions being taken to remedy it, should be circulated to Councillors, relevant tenants and residents groups and town centre forums on a regular basis. Where necessary, Grimebusters should work in</p>	<p>Create a database of problematic sites and circulate list. This is being progressed from an existing file of sites.</p> <p>Establish a 'Name and Shame' initiative for property owners not willing to help remove graffiti/flyposters. Initial discussions have been held with the Press Office re flyposting companies.</p>		<p>John Lacey Maureen McGee</p> <p>Keith Tallentire</p>	<p>Sep 2001</p> <p>Oct 2001</p>	<p>Ongoing. Not yet circulated, publicised or enforced against.</p> <p>Ongoing. Three 'zero-tolerance press releases undertaken and successful 'name and shame' publicity in SLP and on national television. Further campaigns planned as part of DES enforcement action plan.</p>

<p>conjunction with the communications department to name and shame property owners who will not take action, both in New Lambeth and by taking out advertisements in the local press.</p>					
<p>5. That for the financial year 2000-01, agreement should be reached between Grimebusters and Environment Directorate as to the service that can be offered, in terms of the type and number of streets kept clean on a pro-active basis, for the sum of money available both from the business unit and projections of external income. Front line managers should be appraised on their ability to keep to the performance targets in this agreement, which should be monitored by independent agents, for example in streetcare. The adoption of this approach is an important step towards unit cost accounting and will therefore aid officers and Members in future years to decide how much of a graffiti, flyposting and grot spot</p>	<p>Produce Grimebusters Service Plan. This will set out a prioritised zoning for the service, timescales for removal following notification, and any cost attributable to carry out the service.</p>		<p>Keith Tallentire John Lacey</p>	<p>Aug 2001</p>	<p>Completed. See above.</p>
	<p>Performance targets to be included and monitored as part of the appraisal process. Appraisals have been completed with all permanent Grimebusters staff.</p>		<p>Keith Tallentire</p>	<p>July 2001</p>	<p>Completed. Performance targets factored into work programme and appraisal objectives.</p>
	<p>Performance information to be included within Environment Digest publications.</p>		<p>John Lacey</p>	<p>Sep 2001</p>	<p>Part completed. New local Performance Indicators being developed for revised Environment Digest for 2002/3.</p>

service they wish to 'purchase'.					
6. That the existence of an option for Team Lambeth to undertake work of this nature at the same time as the existence of Grimebusters does not constitute a duplication of service.	N/A to Grimebusters service action plan.				
7. That a standard script be developed to answer enquiries from members of the public to the streetcare number that explains Lambeth's policy on removing graffiti. Where the person calling has graffiti on their own private land, they should be offered details of approved contractors (which may include Grimebusters) that are able to remove it for an appropriate fee. These approved contractors should meet minimum quality standards for the work they undertake, as outlined in para 4.6 below.	Produce Grimebusters Service Plan. This will set out a prioritised zoning for the service, timescales for removal following notification, and any cost attributable to carry out the service.		Keith Tallentire John Lacey	Aug 2001	Completed. See above.
	Prepare a service leaflet customers/ residents.		Keith Tallentire John Lacey	Aug 2001	Part completed. Grimebusters services included within recent Tidy Traders Pack and StreetCare service leaflet.
	Meet with Corporate Commissioning regarding approved list criteria.		Keith Tallentire	Oct 2001	Not completed. Meeting to be arranged as part of BVR Commissioning. New deadline April 2002.
8. That Grimebusters should not be engaging in furniture removal and other odd-job	Contact main previous customers to notify them of the cessation of this service.		Keith Tallentire John Lacey	Jun 2001	Completed. No resulting issues.

<p>activities because it only reduces the potential of this highly experienced team to perform the task that it has been set up to do.</p>	<p>Already undertaken.</p>				
<p>9. That Grimebusters should seek to increase the amount of flyposting removal that it undertakes, with a view to maximising income from this source. Lambeth should acquire a reputation for zero tolerance of flyposting. To this end, Grimebusters should develop a more robust working relationship with officers in planning enforcement and legal services. Officers should consider setting up a dedicated flyposting enforcement section - drawn from existing officers - and investigate the option of locating this within the Grimebusters team.</p>	<p>Meet with relevant officers and agree and implement an integrated method for tackling flyposting in the Borough within the legal and influential powers of the Council. Publicise this internally and externally.</p>		<p>Keith Tallentire John Lacey</p>	<p>Oct 2001</p>	<p>Part completed. Cross-directorate enforcement action plan being developed as part of Getting the Streets Sorted and Clean Streets campaign. New deadline May 2002.</p>
	<p>Give responsibility to 'dedicated' flyposting officers in the Grimebusters team. Two operatives now have specific responsibility for flyposter removal, administrative duties are included as part of a unit business support role.</p>		<p>John Lacey</p>	<p>July 2001</p>	<p>Completed. Ongoing.</p>
<p>10. That Grimebusters, in conjunction with other relevant bodies such as Transport for London, should find a way to fully clean away</p>	<p>Undertake prevention initiatives where funding can be identified and research new products and bidding opportunities. Ongoing –</p>		<p>Keith Tallentire John Lacey</p>	<p>Ongoing</p>	<p>Ongoing. Further stippling undertaken as part of Clean Streets campaign in Streatham and through partnerships with utilities etc.</p>

<p>the effect that flyposting has on street furniture, and investigate using surfaces that deter future flyposting.</p>	<p>including recent 'stippling' of street furniture in Brixton town centre funded by TfL.</p>				<p>Submitted partner ship expression of interest to Government Invest to Save Bid programme for targeted anti-graffiti initiative including prevention and community schemes but unsuccessful. Priority Investment Bid submitted for growth during 2002/3.</p>
<p>11. That contract managers, whichever part of Lambeth they work for, should be required, when commissioning graffiti removal work, to ensure that certain technical minimum standards are adhered to in the way that the work is undertaken. These standards should be explicit in the contract. In drawing up such standards, technical advice should be taken from a variety of sources including, but not limited to, the expertise within Grimebusters. The standards should be drawn up at a cross-departmental level.</p>	<p>Meet with Corporate Commissioning regarding revised Corporate Purchasing Policy and Guidance.</p>		<p>Keith Tallentire</p>	<p>Nov 2001</p>	<p>Not completed. Meeting to be arranged as part of BVR Commissioning. New deadline April 2002.</p>
<p>12. That the list of approved suppliers of graffiti and flyposting removal services should be revisited with a view to checking whether the minimum standards laid out in the previous paragraph</p>	<p>Meet with Corporate Commissioning regarding approved list criteria.</p>		<p>Keith Tallentire</p>	<p>Oct 2001</p>	<p>Not completed. Meeting to be arranged as part of BVR Commissioning. New deadline April 2002.</p>

are adhered to.					
13. That entering into contracts with external organisations to undertake Grimebusters' core activities is certainly desirable if located in the borough. For buildings outside the borough, is desirable if the contracts are constructed in such a way as can increase the capacity of Grimebusters to deliver a top quality service within the borough by bringing in additional resources (to the extent that this is possible under relevant legislation).	Compete for contracts outside of the Borough to generate funds for Borough service (within legal constraints). Ongoing.		John Lacey	Ongoing	Ongoing but still not a substantial part of Grimebusters work.
14. That the community element of Grimebusters' work should continue.	Integrate school and community awareness raising of graffiti issues with Council's environmental education and publicity work. Being progressed.		John Lacey Kelly Sandiford Iain Boulton	Ongoing	Ongoing. Worked with Police summer events programme 'CAPE' in 2001. Produced and distributed graffiti issue of new schools magazine, the 'Lowdown' as part of Getting the Streets Sorted.
15. That future scrutiny investigations visit front line staff as a matter of course, whilst ensuring that their comments are treated with the appropriate degree of sensitivity and confidentiality. However this should be	N/A to Grimebusters service action plan.				

<p>without prejudice to the fact that a scrutiny committee or commission should have the right to call for oral evidence in public from whomever it seems fit.</p>					
<p>16. That a reporting organogram be routinely included in the preliminary papers drawn up for future scrutiny investigations.</p>	<p>N/A to Grimebusters service action plan.</p>				
<p>17. That managers work more closely with front-line staff in the setting of income and expenditure targets for Grimebusters. The converse of this is that front-line staff should be held accountable to a greater degree for discrepancies between budget targets and outcomes.</p>	<p>N/A just to Grimebusters service action plan. Team manager (John Lacey) involved in future business planning for Grimebusters. Being progressed.</p>		<p>Keith Tallentire</p>	<p>Ongoing</p>	<p>Part completed. All EM&D staff involved in contributing to 2002/3 Business Plan through team meetings but more effective mechanisms being established for future plans.</p>
<p>18. That an assessment be made of the relationship between Grimebusters and the accountancy support functions available to it, to ascertain if there is scope for improvement in the financial information made available to Grimebusters.</p>	<p>Review new directorate arrangements for financial support to service areas (including Grimebusters) being established within Environmental Services during 2001/2002.</p>		<p>Keith Tallentire John Lacey</p>	<p>March 2002</p>	<p>Part completed. Grimebusters officers to have financial input, access and duties from April 2002 as part of new Oracle finance system.</p>

<p>19. That Grimebusters should not undertake any large-scale project for any political office, within the town hall or parliament, without a contract being reached and payment terms agreed. Smaller pieces of work—such as when Councillors, political staff, or members of parliament ask for a particular piece of graffiti or flyposting to be removed—should be dealt with through the members' enquiry procedure.</p>	<p>Ensure all work is in accordance with the Grimebusters Service Plan and that work requests are dealt with through the directorates members/general enquiry procedures.</p>		<p>Keith Tallentire John Lacey</p>	<p>Ongoing</p>	<p>Completed and ongoing. All job requests now handled in accordance with Grimebusters Service Plan standards and corporate enquiry processes.</p>
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