

| Report of       | Meeting                                 | Date         |
|-----------------|---|--------------|
| Chief Executive | Overview and Scrutiny Performance Panel | 10 July 2014 |

## PERFORMANCE FOCUS: STREETSCENE CONTEXT

### PURPOSE OF REPORT

- To provide contextual information and propose initial questions to initiate discussions regarding the performance of streetscene services, with a particular focus on grounds maintenance, street cleansing and parks and open spaces.

### RECOMMENDATION(S)

- That the context and questions be discussed at the Overview and Scrutiny performance panel, with a view to understanding performance.

| Confidential report<br>Please bold as appropriate | Yes | No |
|---|-----|----|
|   |     |    |

### CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

|  |   |   |   |
|--|---|---|---|
| Involving residents in improving their local area and equality of access for all |   | A strong local economy  |   |
| Clean, safe and healthy communities  | ✓ | An ambitious council that does more to meet the needs of residents and the local area | ✓ |

### BACKGROUND

- In its terms of reference, the overview and scrutiny performance panel agreed that at each meeting, as well as considering performance reports, one area of service delivery would be identified for a focus at the meeting. For the July meeting, streetscene performance has been selected.
- This report provides contextual information about the current performance in streetscene, and suggests some questions for initial discussion. This will enable the panel and relevant officers and Members to prepare in advance of the meeting.

## PERFORMANCE CONTEXT

### Performance Indicators

6. Performance is measured against both corporate and local performance indicators and, with mixed levels of performance being reported as detailed below:

| <b>Corporate Performance Indicators</b>                              |                           |                   |               |                    |                 |
|--|---------------------------|-------------------|---------------|--------------------|-----------------|
| <b>Indicator</b>   | <b>Frequency Measured</b> | <b>Polarity</b>   | <b>Target</b> | <b>Performance</b> | <b>Comments</b> |
| % satisfaction with street cleanliness                               | Annual                    | Bigger is better  | 65%           | 67.5%              | Above target    |
| % of the population satisfied with parks and open spaces             | Annual                    | Bigger is better  | 75%           | 72%                | Off target      |
| <b>Local Performance Indicators</b>                                  |                           |                   |               |                    |                 |
| <b>Indicator</b>   |                           | <b>Polarity</b>   | <b>Target</b> | <b>Performance</b> | <b>Comments</b> |
| % of streets meeting litter standard on inspection                   | Quarterly                 | Bigger is better  | 95.4%         | 99.5%              | Above target    |
| % of streets meeting detritus standard on inspection                 | Quarterly                 | Bigger is better  | 94%           | 96.12%             | Above target    |
| % of customer call backs completed on time in month                  | Monthly                   | Bigger is better  | 80%           | 75.17%             | Off target*     |
| Av. time to deal with service requests from start to completion (SS) | Monthly                   | Smaller is better | 4 days        | 5.25 days          | Off target*     |
| Av. time to deal with service requests from start to completion (GM) | Monthly                   | Smaller is better | 7 days        | 5.41 days          | Above target    |
| % of scheduled work completed each week                              | Quarterly                 | Bigger is better  | 80%           | 80%                | On target       |
| Number of visits to Astley Hall                                      | Quarterly                 | Bigger is better  | 30137         | 50952              | Above target    |

\* Some anomalies still in the IT system that need to be resolved – such as people under the wrong teams

### Project Delivery

7. In addition to the delivery of streetscene's 'core' services, the services is leading on 19 projects including significant and high profiles projects such as Astley 2020 and Britain in Bloom. The majority of these will deliver tangible improvements to parks, playing fields and community centres across the borough.
8. These projects are set out in the Council's organisational plan in Appendix A.

## Budget investment

9. For 2014/15, the council made investment within streetscene. The investments were:
- £35,000 to replace 150 litter bins in high use sites such as parks and play areas. This is the continuation of the street furniture/litter bin replacement project for 2012/13 where 500 bins were replaced. The new bins have improved capacity by 10% which helps reduce litter and supports the operational efficiency of the streetscene service. This is in addition to £65,000 in 2013/14 and £75,000 in 2012/13.
  - £10,000 investment package to support Britain in Bloom
  - £50,000 to support the currently underfunded year one actions of the Play, Open Space and Playing Pitch Strategy 2013-18. The additional investment will enhance delivery of improvements to play areas and opens spaces. This is in addition to £100,000 in 2013/14.
  - £324,000 capital investment to support delivery of the Astley 2020 project, with a further commitment of £218,000 for 2015/16.

## Modernisation

10. The service undertook a modernisation project in 2012, to review the working practises and ensure that they were fit for purpose. The objectives of the review were:
- Identifying areas to improve service delivery, efficiency and giving elected Members policy choices regarding savings and / or additional service improvements.
  - Improving flexibility across the workforce through a 'one team' approach to match resources to service demands and the needs of the business.
  - Developing the workforce to become more responsive at adapting services to meet the complex and individual needs and aspirations of customers.
  - Reducing bureaucracy and utilising technology to improve services making them more efficient and more user friendly.
  - Making sure that all the staff working in Streetscene are engaged with the proposed changes and provided with the necessary support, personal development and training.
  - 'Sweating' the assets and ensuring fleet, plant and equipment is fully utilised.
11. The Streetscene Modernisation Strategy 2012-2015 was developed during 2012 and approved by Cabinet. The action plan from the strategy is appended at Appendix B.

## Customer Satisfaction

12. A survey is undertaken each month against a sample of customers who have been in contact over the previous month to gather information about their satisfaction and where services could be improved. The latest available figures for streetscene (of satisfaction for May 2014) are:
- Satisfaction with street cleaning: 50 %
  - Overall satisfaction with the council: 67.97%

Service related complaints received during May 2014 where in the following areas:

- Grass cutting, in particular the mess left after an area had been cut (8 complaints)
- Workmen working machinery before 7am (2 complaints)
- Overhanging trees/hedges causing hazard (2 complaints)
- Overflowing bins (2 complaints)

## QUESTIONS

13. To support those involved at the meeting to prepare, and to aid discussion, some initial questions to be addressed are set out below:

### Performance

- Anomalies in the IT system are impacting on performance in two particular areas, the percentage of customer call backs completed on time and the average time to deal with service requests from start to completion (Streetscene). What actions are being taken to resolve this issue?

### Project Delivery

- How is the service managing both capacity and delivery of core services and project delivery?
- How are the projects being monitored and controlled, for examples has project documentation been completed for each of the projects set out in the Organisational Plan?

### Budget Investment

- Has the investment in new litter bins had an impact on operational efficiency? Has it reduced complaints about the service, or reduced the frequency of emptying?

### Modernisation Review

- The appendix includes an action plan to implement the modernisation strategy
  - The plan highlights a number of actions to improve efficiencies across the service, such as the review of overtime arrangements and out of hours call out arrangements. Have the efficiencies been met?
  - What specific benefits have been achieved by implementing the strategy?
- What outcomes have been achieved through the implementation of the Fleet Management Strategy?

### Customer Satisfaction

- How has the use of new mobile technology impacted on performance and customer satisfaction?
- What actions are being undertaken to improve customer satisfaction in the service?

## IMPLICATIONS OF REPORT

14. This report has implications in the following areas and the relevant Directors' comments are included:

|  |   |  |  |
|--|---|--|--|
| Finance                                  |   | Customer Services                      |  |
| Human Resources                          |   | Equality and Diversity                 |  |
| Legal                                    |   | Integrated Impact Assessment required? |  |
| No significant implications in this area | ✓ | Policy and Communications              |  |

GARY HALL  
CHIEF EXECUTIVE

There are no background papers to this report.

| <b>Report Author</b>   | <b>Ext</b> | <b>Date</b> | <b>Doc ID</b>                     |
|------------------------|------------|-------------|-----------------------------------|
| Natalie Taylor-Proctor | 5248       | 27/06/2014  | Streetscene context and questions |

# ORGANISATIONAL PLAN

## Involving residents in their local area and equality of access for all

|  |       |                   |
|--|-------|-------------------|
| Extend Chorley's time credits (Year 1)   | CS    | HEN               |
| Deliver the Welfare Reform Action Plan   | CS    | Housing           |
| Develop the offer at Chorley's credit union  | CS    | Policy and Comms  |
| Expand the food bank   | CS/BG | Policy and Comms  |
| Implement initiatives to overcome social isolation/Connecting communities through food | CS/BG | Policy and Comms  |
| Deliver agreed neighbourhood priorities  | BG    | HEN/Streetscene   |
| Chorley In-Bloom   | BG    | Streetscene       |
| Clayton Brook CC ext   | BI    | Streetscene       |
| Buttermere Community Centre  | BI    | Streetscene       |
| Buckshaw Community Space   | BI    | People and Places |
| Summer events programme  | BG    | Policy and Comms  |
| Christmas events and attractions   | BG    | Policy and Comms  |
| Civic pride campaign   | BG    | Policy and Comms  |



### Key themes:

- ❖ Empowering communities
- ❖ Delivery of tangible outcomes
- ❖ Demand management
- ❖ Delivering efficient services
- ❖ Bridging the gap
- ❖ Making best use of available technology

CS – Corporate Strategy

BG – Budget Growth

BI – Business

## Clean, safe and healthy communities

|   |       |                   |
|---|-------|-------------------|
| Implement Astley 2020   | CS    | Streetscene       |
| Friday Street health centre   | CS    | Policy and Comms  |
| Deliver environmental improvements as part of the Cleaner Chorley campaign  | CS    | Policy and Comms  |
| Year 1 of the play, open space and playing pitch strategy   | CS/BG | Streetscene       |
| Free Swimming   | CS/BG | Streetscene       |
| Youth Zone  | CS/BG | People and Places |
| Cycling events  | CS/BG | People and Places |
| 16/17 young person's drop in  | BG    | Housing           |
| Street furniture  | BG    | Streetscene       |
| Mediation service for anti social behaviour disputes  | BG    | HEN               |
| Year 1 of play open space and playing pitch strategy: Rangletts   | BI    | Streetscene       |
| Year 1 of play open space and playing pitch strategy: Section 106 items. Cottage Fields, Eaves Green Play Area, Willows, Eaves Green Community Centre | BI    | Streetscene       |
| Year 1 of play open space and playing pitch strategy: Coronation Rec  | BI    | Streetscene       |
| Year 1 of play open space and playing pitch strategy: Jubilee Rec   | BI    | Streetscene       |
| Car park at Yarrow  | BI    | Streetscene       |
| Depot works/recycling lives   | BI    | Streetscene       |
| Westway improvements  | BI    | Streetscene       |
| Carr Brook/Whittle-le-Woods Woodland Project  | BI    | Streetscene       |
| Chorley Circular Walk   | BI    | Streetscene       |
| King George V playing fields  | BI    | Streetscene       |
| Big Wood works  | BI    | Streetscene       |
| Using Council Assets to Provide Affordable Housing (continuation from 2013/14)  | BI    | Housing           |
| Reduce the number of 'long term' empty properties to 195 by 31/03/15 including 2 Thirlmere  | BI    | Housing           |
| Review and renegotiate the Memorandum of Understanding (MoU) in respect of major adaptations done to Register Provider (RP) stock                     | BI    | Housing           |

## A strong local economy

|  |       |                             |
|--|-------|-----------------------------|
| Market Walk  | CS    | Policy and Comms/Governance |
| Deliver the Chorley Works unemployment project                     | CS    | Economic Development        |
| Carry out improvements to the town centre (Town centre masterplan) | CS/BG | Economic Development        |
| Inward investment delivery   | BG    | Economic Development        |
| Support the expansion of local businesses                          | BG    | Economic Development        |
| Business start-up scheme   | BG    | Economic Development        |
| Town Centre and Steeley Lane pilot action plans                    | BG    | Economic Development        |
| Town centre campaign   | BG    | Policy and Comms            |
| Promoting the council's assets campaign                            | BG    | Policy and Comms            |
| Repairs and re-painting of shop frontages along Market St          | BI    | Economic Development        |
| Car Park Works   | BI    | Streetscene                 |

## An ambitious council that does more to meet the needs of residents and the local area

|  |       |                                 |
|--|-------|---------------------------------|
| Bring the property services contract back in house   | CS    | Governance                      |
| Extend the use of mobile devices across the Council  | CS    | Customer, ICT and Transactional |
| Deliver the inward investment campaign   | CS    | Policy and Comms                |
| Deliver a project to improve customer satisfaction   | CS    | Policy and Comms                |
| Change working practises to fit neighbourhood working and public health priorities   | CS    | HEN                             |
| Energy advice switching support services   | CS/BG | Housing                         |
| Employee health scheme   | BG    | HR                              |
| Individual Electoral Registration  | BI    | Governance                      |
| Democracy project: new ideas for delivery  | BI    | Governance                      |
| Implement the single front office  | BI    | Customer, ICT and Transactional |
| Deliver year 1 actions of the ICT strategy   | BI    | Customer, ICT and Transactional |
| Project to include review of management of the establishment and Payroll systems – this is directly linked to the development of FMIS project. | BI    | SFAS                            |
| Implementation of Fairtrade Town at CBC  | BI    | SFAS                            |

## Neighbourhood priority projects

|                   |  |
|-------------------|--|
| Chorley Town East | Phase 2 Alley Gates                            |
| Chorley Town East | Phase 2 South Ave Allotments                   |
| Chorley Town East | Healey Nab                                     |
| Chorley Town West | Coronation Recreation Ground                   |
| Chorley Town West | Eaves Green Precinct                           |
| Chorley Town West | Hamilton Road                                  |
| Eastern Parishes  | Heritage signage across the Neighbourhood Area |
| Eastern Parishes  | Footpath improvements- Brinscall Bus stop      |
| Eastern Parishes  | Footpath at Monks drive                        |
| Western Parishes  | Mill Lane Eccleston, Footpath repairs          |
| Western Parishes  | Off Street Parking in Croston                  |
| Western Parishes  | Allotment provision in Eccleston               |

|                            |   |
|----------------------------|---|
| Southern Parishes          | Byron Crescent  |
| Southern Parishes          | Town Lane Heskin – work to cark park and surrounding area               |
| Southern Parishes          | Charnock Richard MUGA   |
| South East                 | Car Parking in Adlington town centre                                    |
| South East                 | Health walks – extending provision and repairs to existing styles/gates |
| South East                 | Park Rd Adlington alley gate scheme                                     |
| Clayton & Whittle-le-woods | Blackburn Road planting and Church Hill allotments                      |
| Clayton & Whittle-le-woods | WLW Healthy Streets initiative  |
| Clayton & Whittle-le-woods | Carr Brook Bridges and Camwood walkways                                 |
| Euxton, Astley & Buckshaw  | Euxton Lane – enhancement to approach and environmental screening       |
| Euxton, Astley & Buckshaw  | Refurbishment of area around Astley Community Centre                    |
| Euxton, Astley & Buckshaw  | Play pitch and sport development in Astley.                             |

## APPENDIX B – STREETSCENE MODERNISATION ACTION PLAN

| 1. LEADERSHIP DEVELOPMENT |  |                             |                                     |                    |
|---------------------------|--|-----------------------------|-------------------------------------|--------------------|
| Priority<br>H/M/L         | Description of Development Action  | Responsible<br>Lead Officer | Additional<br>resources<br>required | Completion<br>Date |
| H                         | Putting in place regular and consistent face to face team briefs for all operational staff.  | BW                          | SH / AB                             | AUG 2012           |
| H                         | Developing measures to communicate up to date, accurate performance data to all staff.   | BW                          | SH / AB                             | OCT 2012           |
| H                         | Providing visible leadership style by developing “walkabout” and “back to the floor” initiatives.  | JD                          | BW                                  | ONGOING            |
| H                         | Providing coaching, mentoring and training support to all staff with formal leadership responsibilities.   | JD                          | HR                                  | SEP 2013           |
| H                         | Arrange for Streetscene staff to attend community / neighbourhood meetings.  | JD                          | BW                                  | SEP 2012           |
| M                         | Providing work shadowing and secondment opportunities for Streetscene, Customer Services and Neighbourhoods staff.   | JD                          | SC / AC                             | ONGOING            |
| M                         | Reinforcing key behavioural messages using reward, posters, team briefs etc. Selling the success of the teams and individuals at every opportunity                                   | JD                          | BW                                  | ONGOING            |
| M                         | Developing an externally focused ‘one team’ approach to proactively respond to a wide range of community based issues and ensuring that this is promoted and championed by managers. | JD                          | BW                                  | MAR 2013           |
| M                         | Providing staff with more opportunities to work together with other Council teams and external partners to deliver joint working.  | BW                          | -                                   | ONGOING            |
| L                         | Developing a protocol on staff engagement in operational changes. Identifying key leading figures within the workforce to develop as ‘service messengers’                            | JD                          | BW                                  | MAR 2013           |

## 2. MODERN WORKING ARRANGEMENTS

| Priority<br>H/M/L | Description of Development Action   | Responsible<br>Lead Officer | Additional<br>resources<br>required | Completion<br>Date |
|-------------------|---|-----------------------------|-------------------------------------|--------------------|
| H                 | Develop a simplified Streetscene standard will clear examples of what the various competencies should look in practice.   | JD                          | HR                                  | NOV 2012           |
| H                 | Review of overtime arrangements with a target to improve efficiency by 10%.   | JD                          | BW                                  | DEC 2012           |
| H                 | Providing bespoke customer service training centred on the services staff deliver and including this as part of induction process.  | HR                          |                                     | MAR 2013           |
| H                 | Reviewing shift patterns, working hours and arrangements for seasonal work.   | JD                          | BW                                  | MAR 2013           |
| H                 | Putting in place a staff suggestion scheme that supports an 'eyes and ears' style initiative.   | BW                          |                                     | DEC 2012           |
| H                 | Review downtime and unproductive activity and processes.  | JD                          | BW                                  | MAR 2013           |
| H                 | Establish regular operational meetings to support closer working with the Neighbourhood teams to co-ordinate resources and develop stronger links link with neighbourhoods / community working. | JD                          | BW                                  | ONGOING            |
| M                 | Developing methods to champion good behaviours and addressing poor performance.   | JD                          | BW                                  | DEC 2012           |
| M                 | Reviewing recruitment and induction practices and processes to ensure that from day one staff are clear the required Streetscene standard.  | BW                          | HR                                  | DEC 2012           |
| M                 | Review of out-of-hours call-out arrangements to provide a more streamlined system with a target to improve efficiency by 10%.   | JD                          | HR                                  | MAR 2013           |
| M                 | Establish regular service update meetings with Customer Services.   | JD                          | SC / AK                             | SEP 2012           |
| M                 | Continue to closely manage sickness absence and communicate performance to staff together with preventative measures – seasonal flu jabs and free health checks.                                | JD                          | BW                                  | ONGOING            |
| L                 | Business process re-engineering all service areas and developing the use of new technology.   | JD                          | BW<br>/ POLICY                      | SEP 2013           |



### 3. SERVICE DELIVERY AND SUPPORT SERVICE ISSUES

| Priority<br>H/M/L | Description of Development Action  | Responsible<br>Lead Officer | Additional<br>resources<br>required | Completion<br>Date   |
|-------------------|--|-----------------------------|-------------------------------------|----------------------|
| H                 | Mobile working technology embedded into the Streetscene operations: <ul style="list-style-type: none"> <li>• Unscheduled work (service requests)</li> <li>• Scheduled work (grounds maintenance &amp; street cleansing)</li> </ul> | BW                          | ICT                                 | JUL 2012<br>DEC 2012 |
| H                 | Explore and consider the Streetscene structure and implement any changes identified.   | JD                          | HR                                  | OCT 2012             |
| H                 | Implement the fleet management strategy with a target to realise 10% efficiency improvements.  | JD                          | BW                                  | MAR 2014             |
| H                 | Develop the vehicle tracking technology to manage day to day operations and allocation of resources.   | BW                          | -                                   | MAR 2013             |
| H                 | Ensure that the future service needs are fully considered and incorporated into the new Bengal Street depot relocation.  | JD                          | BW                                  | OCT 2013             |
| M                 | Undertake service cost benchmarking with other local authorities to fully understand service delivery efficiency.  | JD                          | POLICY                              | MAR 2013             |
| M                 | Review of future training needs and succession planning.   | BW                          | HR                                  | DEC 2012             |
| M                 | Review arrangements for vehicle maintenance including options for joint vehicle procurement.   | JD                          | Procurement<br>/ BW                 | MAR 2013             |
| M                 | Implement business process re-engineering to reduce bureaucracy and improve Streetscene processes.   | BW                          | POLICY                              | MAR 2013             |

## 4. BUSINESS DEVELOPMENT OPPORTUNITIES

| Priority<br>H/M/L | Description of Development Action  | Responsible<br>Lead Officer | Additional<br>resources<br>required | Completion<br>Date |
|-------------------|--|-----------------------------|-------------------------------------|--------------------|
| H                 | Agreement for longer term arrangements to undertake the outer Chorley area grass cutting with LCC.   | JD                          | Finance                             | MAR 2013           |
| H                 | Reviewing the costs and arrangements for charging out additional work to the parish councils.  | JD                          | Finance<br>/ BW                     | JAN 2013           |
| M                 | Identify and consider further opportunities to transfer land into community management.  | JD                          | BW                                  | MAR 2013           |
| M                 | Considering the options for joint working with other local authorities such a tree inspections, annual play area inspections and vehicle procurement.                                      | JD                          | Procurement<br>/ BW                 | MAR 2013           |
| M                 | Agreeing operational arrangements for the delivery of Streetscene services across the Buckshaw Village boundary.   | JD                          | BW                                  | MAR 2013           |
| M                 | To continue to evaluate parcels of work to identify the best procurement option  | JD                          | BW                                  | ONGOING            |
| L                 | Developing the probation service arrangements and community / voluntary group work and ensuring that it links into the priorities identified through the neighbourhood / community forums. | BW                          | NH                                  | MAR 2013           |
| L                 | Further consideration of public realm improvements with LCC such as enforcement of obstructions on the highway and roundabout maintenance.   | JD                          | SC                                  | MAR 2013           |