

Report of	Meeting	Date
Director of Customer and Digital (Introduced by the Executive Member for Streetscene Services)	Executive Cabinet	19 Jan 2017

## **STREETSCENE STRATEGY 2017-2020**

### **PURPOSE OF REPORT**

1. To present the new Streetscene Modernisation Strategy for 2017-20.

### **RECOMMENDATION(S)**

2. That the report is noted and the new strategy is approved.

### **EXECUTIVE SUMMARY OF REPORT**

3. This paper presents the new Streetscene Modernisation Strategy at Appendix A which includes:
  - i. Identification of 6 key areas for review.
  - ii. 24 areas recommended for change.
  - iii. Key actions
  - iv. A high level action plan
  - v. Information in respect of council related assets
  
4. Key areas of focus for 2017/18 are:
  - i. review of policies
  - ii. grass cutting
  - iii. digital systems review
  - iv. performance reporting and data quality
  - v. standards and quality checking
  - vi. workforce related issues
  - vii. resourcing/productivity
  - viii. asset maintenance
  
5. Procurement rules and financial regulations will be followed and financial implications expected during the life of the strategy will be presented to the Executive Member, if appropriate, for approval at the relevant time.
  
6. Overall this is a substantial programme of work expected to take a minimum of three years to complete.

7. This paper also provides a high level update on the progress made from the expired 2012-15 strategy and other areas within the service which were not covered by the strategy.

8. Detailed working papers are available to support the findings in this paper.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Key Decision?</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Reason</b> Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by £100,000 or more	2, a contract worth £100,000 or more
	3, a new or unprogrammed capital scheme of £100,000 or more	4, Significant impact in environmental, social or physical terms in two or more wards

## REASONS FOR RECOMMENDATION(S)

### (If the recommendations are accepted)

9. To ensure that the streetscene service is fit for purpose, utilising resources appropriately and managing and meeting customer expectations.

## ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

10. To extend the timeline of the existing strategy and continue delivering it. Following organisational changes in 2016 the service has a changed management structure and further review and development is essential for the successful modernisation and development of service.

## CORPORATE PRIORITIES

11. 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	x
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	x

## BACKGROUND

12. The streetscene service base revenue budget for 2016/17 is £2,086m which represents 14.84% of the council's total revenue budget of £14,059m.

13. During 2016/17 56.6 FTE staff have been employed which represents 18.23% of the total FTE staff of 310.5.

14. The original streetscene modernisation strategy covered the period 2012-15 and concentrated mainly on the areas of management, culture change and business development opportunities.

15. A development action plan was included in the strategy divided into four sections:
  - i. Leadership Development
  - ii. Modern Working Arrangements
  - iii. Service Delivery and Support Service Issues
  - iv. Business Development Opportunities
16. In addition to this there are a number of service areas that have now become significant enough to be included separately in a refreshed strategy such as cemeteries and trees.
17. The new strategy will also focus on process and dealing with specific operational challenges such as the health and safety of employees and the public.
18. A high level programme of work, expected to last at least three years and designed around change themes is available.
19. The detailed milestones, actions and timescales will be managed using the corporate project management system.
20. The new waste contract procurement exercise which will also involve a substantial amount of work over the next 18 months will be managed and reported separately.

#### **STREETSCENE MODERNISATION STRATEGY 2012-15**

21. This strategy has expired but had an overriding objective to:  
 "Ensure that the Streetscene service remains fit for purpose by adopting modern and efficient working practices that meet the needs of customers over the next 3 years"
22. Although some progress has been made, a recent assessment concluded that a number of the 40 actions have been partially completed and following review will be included in the new strategy:

Development Actions	Total	Complete	Partially Complete	Incomplete
Leadership Development	10	1	7	2
Modern Working Arrangements	13	1	6	6
Service Delivery and Support Service Issues	9	4(need review)	1	4
Business Development Opportunities	8		8	
Total	40	6	22	12

#### **ASSETS**

23. A major element of the new strategy is to establish a clear understanding of the volumes and scope of maintenance of council related assets.
24. An accurate, up to date asset register is essential to ensure that schedules are correct and complete and that the workforce is clear where council priorities lie.

25. Any discrepancies in data relating to council ownership, maintenance, scheduling and receipt of income for external works need to be identified and rectified.
26. An exercise to assess the resources required to fully match current demands, factor in enough resilience for unavoidable absences and to meet future demands will be undertaken as part of the staffing review.
27. This will be the first time such a comprehensive exercise has been undertaken and as a consequence, critical decisions in terms of policy and financing of the service is likely to be required.
28. Investigating the possibility of utilising external support and in some cases extending this to ensure that all assets are maintained to the appropriate standards will be considered and may include:
  - i. Private Contractors
  - ii. Voluntary Groups
  - iii. Community Groups
  - iv. Parish Councils
29. A review of winter work is also recommended to ensure resources are effectively scheduled, managed and available to support additional programmed work .e.g. memorial safety testing and tree and shrub work.
30. Current information relating to assets maintained by the council is included in the strategy.

## **CHANGE THEMES**

31. During the analysis of the service, 24 separate areas were identified aimed at modernising the service. These have been organised in six key themes:
  1. Review of key policies including:
    - a. Tree policy
    - b. Memorial policy
  2. Performance including:
    - a. Quality Control
    - b. Benchmarking
    - c. Customer Satisfaction
  3. Technology including:
    - a. Mobile Working
    - b. Digital Systems Review
    - c. Information Management
  4. Resources and Service Staffing including:
    - a. Supplies and Contracts Budget
    - b. Staffing Structure
    - c. Workforce Stability and Succession Planning
    - d. Training and Workforce Development
    - e. Health and Safety

- f. Public Realm Agreement
  - g. Resourcing for Events
  - h. Fees and Charges
5. Internal Asset Management including:
- a. Depot
  - b. Fleet Management
  - c. Fuel
  - d. Stores
6. External Asset Management including:
- a. Tree Management
  - b. Memorials
  - c. Playgrounds
  - d. Cemeteries
32. Additionally key actions relating to these key areas of work have been identified in the strategy and a high level timetable showing estimated dates for completion is available.
33. The full detailed programme of work will be recorded in the corporate projects system.

#### **CONCLUSION AND NEXT STEPS**

34. There is a considerable amount of work to do to successfully deliver the new strategy and to effectively meet current and future needs efficiently and economically.
35. A project team with disciplines from across the council will deliver the programme of work.
36. It is vital to ensure that asset management and maintenance is aligned with appropriately skilled and qualified staff. Planning for the future will require a comprehensive review of staffing roles and responsibilities.
37. Financial remodelling of the service will be necessary as service priorities are realigned.
38. High profile aspects of the service such as grass cutting will be given priority. A review of the technology used will be required to support this.
39. Overall, a co-ordinated approach to performance, cost and customer service will be required to achieve the vision.

#### **IMPLICATIONS OF REPORT**

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

Finance	X	Customer Services	
Human Resources	X	Equality and Diversity	X
Legal		Integrated Impact Assessment	

		required?	X
No significant implications in this area		Policy and Communications	

#### COMMENTS OF THE STATUTORY FINANCE OFFICER

41. As the details of the strategies identified in the report are worked up further, the budget implications will be analysed, communicated and approved subject to the Council's financial and procurement regulations.

#### COMMENTS OF THE HEAD OF POLICY AND GOVERNANCE

42. The Streetscene service is a critical frontline delivery function and this strategy will ensure that the service is able to respond to future demand through the effective management of organisational resources and capacity. The strategy forms part of the council transformation programme and any decisions or policy changes arising from the implementation of the strategy will be assessed using the council's Integrated Impact Assessment and reported accordingly. Decisions resulting in structural or staffing change will be subject to established HR policy and procedure.

ASIM KHAN  
DIRECTOR OF CUSTOMER & DIGITAL

<b>Background Papers</b>			
<b>Documents</b>	<b>Date</b>	<b>File</b>	<b>Place of Inspection</b>
Streetscene Mod. Folder	01/11/2016	***	Shared Drive
<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Asim Khan	5448	02/01/2017	***

Appendix A

**Chorley**  
Council

# **STREETSCENE STRATEGY**

## **2017 - 2020**



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## Introduction - Overall vision

The overall vision of the strategy is to ensure that the streetscene service continues to evolve by streamlining the structure and adopting modern, efficient process and digital changes that meet the needs of all stakeholders over the life of the strategy.

## Background and Context

The streetscene service base revenue budget for 2016/17 was £2,086m representing 14.84% of the council's total revenue budget of £14,059m.

During 2016/17 the service employed 56.6 FTE staff representing 18.23% of the total FTE staff of 310.5.

The original streetscene modernisation report covered the period 2012-15 and concentrated mainly on the areas of management, culture change and business development opportunities without direct reference to specific service or process issues.

A development action plan was included in the original strategy divided into four sections which have been analysed as part of this update, namely:

1. Leadership Development
2. Modern Working Arrangements
3. Service Delivery and Support Service Issues
4. Business Development Opportunities

Analysis has also shown that there are a number of service areas that have now become significant enough to be included separately in an up to date strategy such as cemeteries and tree management.

Health and Safety for both employees and the public will also need to be addressed.

Key elements of the new strategy for the streetscene service are shown at Appendix A.

A high level action plan, expected to last at least three years and designed around change themes is attached at Appendix B.

The detailed milestones, actions and timescales will be managed using the corporate projects system.

Information, from the GIS system, in respect of council related assets is shown at Appendix C.

The new waste contract which will also involve a substantial amount of work over the next 18 months will be managed and reported separately.

## Current Position

There have been several positive findings in the analysis of the service:

1. The streetscene service has received a number of accolades in the past few years the most recent being in 2016:
  - a. Britain in Bloom North West – Gold Medal Best Small City for Chorley in Bloom
  - b. Lancashire Tourism – Winner Small Tourism Event Award for the Chorley Flower Show
  - c. Green Flag Awards for 5 Parks

2. Customer satisfaction is also a critical aspect of service provision and although responses to the corporate customer satisfaction survey show, by percentage, a higher level of satisfaction than dissatisfaction, this is a very limited survey. As at the end of September 2016, no responses were received in respect of parks and open spaces and only 18 in respect of street cleaning.

Concentration on the numbers and types of complaints and service requests received from the general public appears to be a better indicator of satisfaction with services. Since My Account was set up in early 2014, only 71 (1.74%) complaints have been received about street cleaning and 194 (4.76%) about grounds maintenance of the total 4,074 complaints to the council.

3. The role of streetscene staff in these achievements is acknowledged along with the skills and local knowledge of employees and their ability to adapt and respond to the unforeseen demands they are set. The recent Chief Executive Making it Happen awards recognised the creativity, dedication and versatility of one officer for driving efficiencies in his role.

Although these successes are to be commended the intention now is to build on the positive elements and extend them across the entire service.

At the moment value for money information and service cost comparison data is limited and needs to be developed to fully understand service costs and productivity.

## **Aims**

The streetscene strategy has been drawn up as a result of discussions and input from a range of key stakeholders including staff at all levels. It establishes a clear way forward for the next 3 years together with a high level action plan for the development of the streetscene service. Implementation over the next 12-18 months is key to the success of the strategy. The approach is designed to develop a modern, efficient and fit for purpose service, well positioned to meet the challenging times faced by local government in the years ahead. The strategy covers the period from 2017 until 2020 and will be subject to ongoing review.

The streetscene service aims to introduce a number of change themes designed to challenge current working practices and modernise and introduce improvements to deliver high quality services that delivered in a co-ordinated way.

Changes in behaviour and culture together with a greater focus on performance and productivity will be required to achieve these aims. The strategy and its priorities will be shared fully with streetscene staff.

Key stakeholders such as parish councils and community groups will also play an important part.

## **Underlying Principles**

There are a number of guiding principles which underline the implementation of the streetscene strategy:

1. Modernising the service to meet increased demands and ensuring that up to date thinking, technology and latest methods are applied in practice.
2. Improving productivity and increasing output particularly in relation to high profile service areas.

3. Realigning and prioritising budgets in line with the strategy and council financial performance.

## Assets

A major element of the new strategy is to establish a clear understanding of the volumes and scope of maintenance of council owned and related assets.

An accurate, up to date asset register is essential to ensure that schedules are complete and that the workforce is clear where council priorities lie.

An exercise to assess the resources required to fully match current and future demands and factor in enough resilience for unavoidable absences will be undertaken as part of the staffing review.

High level information relating to current assets maintained by the council is shown at Appendix B.

## Key Measures

The improvements and new ways of working will be reflected in the following corporate and service level management indicators:

No	Description	Target
1	Grass cutting schedule work completed on time	80%
2	Street cleansing schedule routes completed on time	80%
3	Scheduled litter bins emptied on time	80%
4	Grounds maintenance service requests completed on time	80%
5	Streetscene service requests completed on time	80%
6	Call backs completed on time	100%

## Key Actions

The delivery of the strategy revolves around six key areas. A visual representation can be found at Appendix A:

Delivery of the strategy will take place over three years with prioritisation, in the first instance, being given to measures to improve performance particularly in the grass cutting service.

The key actions below will be incorporated into work packages and detailed actions included in the corporate projects system.

### KEY ACTIONS

#### 1. Review key policies

A number of key policies, including in particular the tree and memorial policies are now out of date or need approving.

A review of these policies is essential to ensure that operational procedures correspond with approved council policies.

#### 2. Performance

##### a. Produce accurate work schedules and performance reports

Work to fulfil this key action will involve a number of streetscene and ICT staff. Grass cutting schedules, particularly Public Realm work, will be prioritised and improvements made during 2017/18.

## KEY ACTIONS

Assets not currently included in work schedules will form part of Phase 2 of a system review exercise.

### b. Introduce formalised quality control procedures.

Quality checking has so far relied on an ad-hoc system of checks by co-ordinators or customer reporting. A formalised checking and reporting routine, with the increased involvement of supervisors, will be introduced during 2017/18.

### c. Customer Satisfaction

Ensuring that work schedules are adhered to and customers are responded to promptly is critical for customer satisfaction and minimising the amount of customer contact with the council.

Customer satisfaction will be measured through the corporate customer satisfaction survey and by monitoring the volume and type of complaints received from the public.

### d. Benchmarking

Although formal benchmarking exercises are no longer in place visits to other authorities to learn from their experiences may, if appropriate, help changes to council processes.

## 3. Technology

There is still scope for expansion in the use of technology and a review of its use by the service is necessary. Business intelligence related to understanding demand, capacity and resources relies heavily on technology producing information that is accurate and reliable. Issues around the culture of the streetscene service and current methods of working will also need to be addressed as part of this initiative.

## 4. Resources and Staffing

### a. Budget

Several areas of budget spend are due for review including:

- a. Overtime
- b. Grounds maintenance contractors
- c. Fuel
- d. Public Realm agreement – LCC reimbursement
- e. Fees and charges

### b. Supplies and Contracts

An analysis of the revenue spending patterns on street scene supplies and contracts highlighted a number of points for consideration. A more in depth analysis of spending habits needs to be undertaken to ensure that contracts are procured efficiently.

### c. Training and Workforce Development (including improved joint working with other services)

An exercise to ensure that current requirements are adequate, establish future needs and compile and deliver a training programme is required.

This will involve mentoring and shadowing exercises to help integrate operational staff with other council services.

Asset management and maintenance, aligned with appropriately skilled and qualified staff is an essential part of planning for the future.

### d. Health and Safety

As part of the streetscene service one year work plan for the Executive Member a health and safety action plan was agreed in June 2016. Much of it has been implemented but health and safety needs to remain a priority for all staff as it is an area of significant risk. Compliance with health and safety requirements will also be picked up as part of the onsite quality checks.

### e. Staffing

A review of the establishment is essential to ensure that the aims of the service are able to be fulfilled. This should include resourcing for corporate events currently

## KEY ACTIONS

undertaken and funded by either the streetscene service or other directorates. A realignment of work with other service areas will be included.

### f. Workforce Stability and Succession Planning

The establishment review will concentrate on the stability and resilience of the workforce which has a high percentage of older staff and significant sickness absence. Succession planning is key to delivering the service aims.

### 5. Internal Asset Management

The streetscene service has a number of significant internal assets to manage and maintain. Actions to review, change or improve the processes surrounding these assets are due and will be included in detail in the corporate projects system. Internal assets include:

- a. Depot
- b. Fleet Management
- c. Fuel
- d. Stores

### 6. External Asset Management

The streetscene service also has a considerable number of external assets to manage and maintain. Actions to review, change or improve the processes surrounding these assets are due and will be included in detail in the corporate projects system. External assets include:

- a. Tree Management
- b. Cemeteries
- c. Memorials
- d. Playgrounds
- e. Reservoirs

## Next Steps

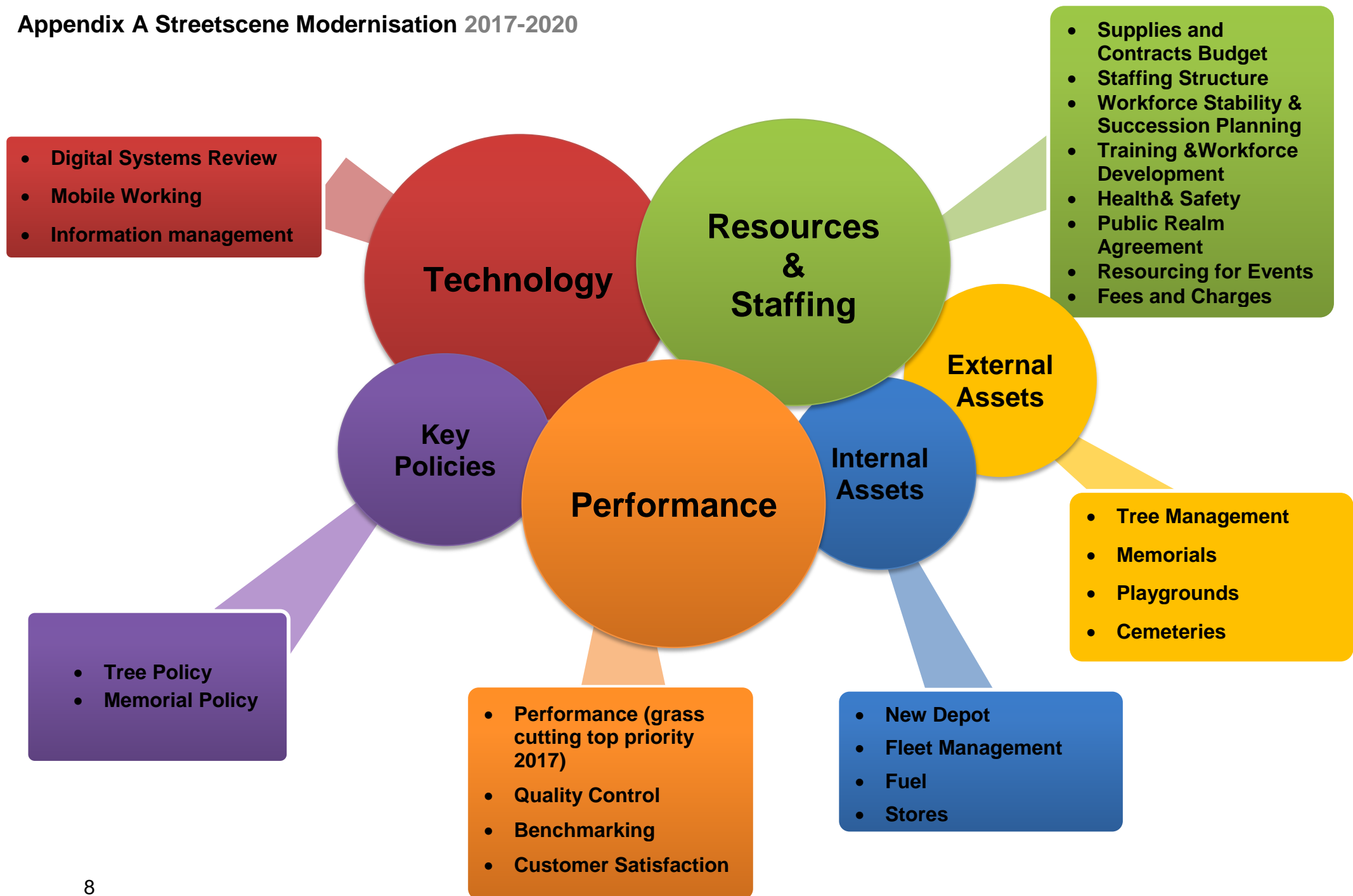
There is a considerable amount of work to do to successfully deliver the new strategy and to effectively meet current and future needs efficiently and economically.

The approach set out in this strategy will lead to a modern service well positioned to meet the challenging times faced by local government over the next three years.

A project team with disciplines from across the council will be established to deliver the programme of work set out in this strategy.

A high level action plan has been drawn up. Dates included are estimates and are subject to change as the project develops.

## Appendix A Streetscene Modernisation 2017-2020



## Appendix B Assets

Asset	Total Number Recorded In GIS System	Council Maintained	Council Owned	Scheduled
Alley Gates SC	123	123	123	0
Benches	345	302	0	0
Boardwalk	2	2	0	0
Bollards	206	206	0	0
Boundary Signs	35	22	22	0
Bowling Greens SC	24	6	2	6
Bridges	79	79	0	0
Buildings	54	54	54	0
Bus Shelters SC	165	83	83	0
Car Parks SC	14	14	14	0
Car park assets	60	0	60	0
Cemeteries SC	7	2	2	0
Cricket Pitches	25	1	0	1
Cycle Racks	12	12	1	0
Depot SC	1	1	1	0
Disabled Fishing Pegs	3	0	0	0
Dog Fouling Hotspots	87	87	8	87
Feeder Pillars	2	0	0	0
Fences	18	17	17	0
Football Pitches	96	0	4	0
Football Pitches Poly	88	18	15	0
Garages	170	0	170	0
Gates	132	131	0	0
Grit Bins SC	6	0	0	0

Ground Maintenance (Grass)	2634	2013	944	2013
Ground Maintenance (Shrubs)	1951	1471	859	1464
Gullies and Culverts	67	0	0	0
Handcarts	60	60	0	60
Hanging Baskets	2	1	0	0
Height Barriers	4	0	0	0
Highway Verges	1277	1277	0	1278
Hockey Pitches	2	0	0	0
Lamp Columns	0	0	0	0
Lamp Post Baskets	0	0	0	0
Landownership	2694	1415	1415	0
Lifebelts	9	9	0	0
Memorial Benches Plaques	94	0	0	0
Monuments	7	0	0	0
Nature Reserves Woodlands	22	21	21	8
Open Spaces Tractor Mowing	20	20	20	19
Park Paths	28	28	26	0
Pedestrian Orderly Route	241	241	0	0
Picnic Benches	35	0	0	0
Planters	58	0	0	0
Play Areas SC	83	50	39	50
Proactive Team	128	128	22	47
Rails	47	0	47	0
Rec Grounds	8	8	8	0
Rec Grounds Polygons	12	8	11	6
Rugby Pitches	6	0	1	0
Rural Litter Picking	54	54	12	0
Shelter Belts	560	560	258	0
Signs	185	151	0	0
Spraying Schedules	1388	1388	0	1388



Stiles	6	6	0	0
Street Lighting	206	0	0	0
Street Name Signs	3813	3472	3472	0
Summer Spring Bedding	281	281	281	0
Sweeping Schedules	1995	1995	2	1483
Tennis Courts	16	3	3	0
War Memorials and Monuments	11	4	2	0
Waste Bins SC	1364	1339	1336	1334
Water Related Features	191	191	191	7
Wooden Barrels	0	0	0	0
Total	21313	17354	9546	9251