

Report of	Meeting	Date
Director of Customer & Digital (Introduced by the Executive Member for Customer, Advice and Streetscene Services)	Executive Cabinet	15 March 2018

STREETSCENE MODERNISATION STRATEGY 2018-2020

PURPOSE OF REPORT

1. To inform Executive Cabinet of the progress made during the first year of implementation 2017/18.
2. To present the updated Streetscene Modernisation Strategy 2018-2020

RECOMMENDATION(S)

3. That the report is noted and the updated strategy is approved.

EXECUTIVE SUMMARY OF REPORT

4. This paper presents the updated Streetscene Modernisation Strategy at Appendix A which includes:
 - i. 6 key areas of focus for 2018/19.
 - ii. Key performance measures
 - iii. A high level action plan
 - iv. Updated information in respect of council related assets
5. Key areas of focus for 2018/19 are:
 - i. Corporate strategy project
 - ii. Key policies - operational procedures
 - iii. Quality Control
 - iv. Technology – Phase 2
 - v. Resources: Budget and Staffing
 - vi. Internal and External Asset Management
6. 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.
7. This is the second year of a substantial programme of work expected to take a minimum of three years to complete.
8. Detailed working papers are available to support the findings in this paper.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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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 curtail the successful programme of review and change initiated in 2017/18 and 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 homes and communities		An ambitious council that does more to meet the needs of residents and the local area	x

BACKGROUND

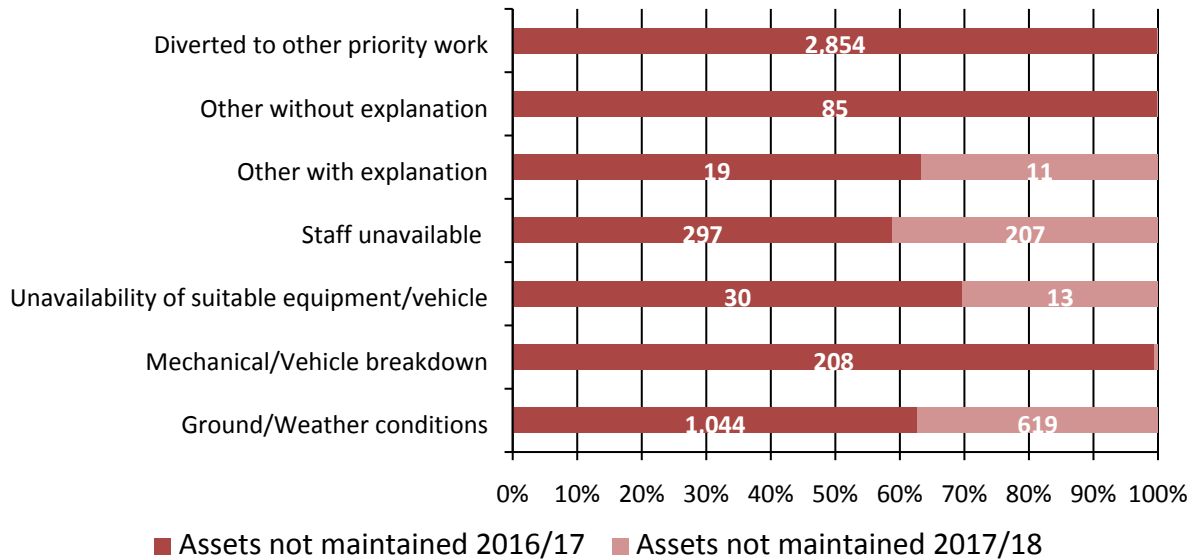
12. The Streetscene Modernisation Strategy was approved by Executive Cabinet in January 2017.
13. During 2017/18 service performance has been closely monitored and managed leading to significant improvements, particularly in the grass cutting service. Many of these achievements are detailed in Appendix 1 to the strategy
14. The updated strategy aims to build on these achievements, comply with the Corporate Strategy project "Deliver a borough wide programme of improvements to street services" and review budgets in line with the MTFs and corporate transformation strategy requirements.
15. A high level programme of work, expected to last at least another two years is included in the strategy.
16. The detailed milestones, actions and timescales will be managed using the corporate project management system.

ACHIEVEMENTS 2017/18

17. A detailed list of achievement and success during 2017/18 is attached at Appendix 1 to the strategy. Some of the highlights for the year are shown below:

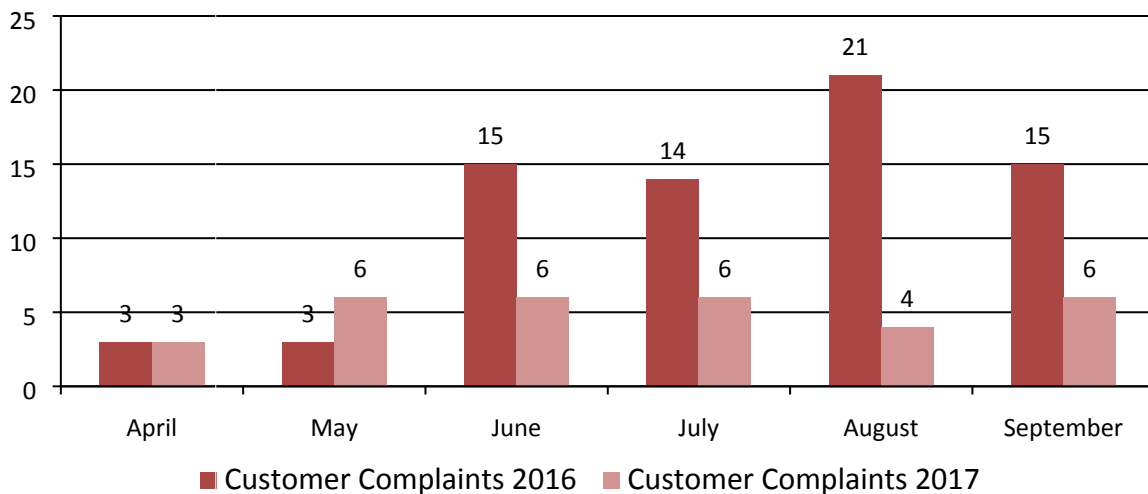
- i. In the grass cutting service the number of assets not maintained and the reasons for non-maintenance has reduced significantly from 21.46% of total scheduled work closures in 2016/17 to 4.67% in 2017/18.

Assets not maintained by reason



- ii. The number of customer complaints during the summer in respect of grass cutting dropped from 71 in 2016/17 to 31 in 2017/18

Customer Complaints by Month



- iii. As well as inspecting and maintaining council parks, cemeteries etc. the Communities team have significantly contributed to corporate events such as the Flower Show and have advised and supported community groups and volunteers.
- iv. Positive feedback from elected members and parish clerk feedback by both telephone and email.
- v. External awards and Green Flag awards for all 5 parks.
- vi. Streetscene teams have been instrumental in successfully delivering a number of Neighbourhood projects.

- vii. Improvements in budget monitoring and management across the directorate in 2017/18 have meant that £130k has been made available for Streetscene and ICT priorities in 2018/19. For Streetscene this includes new equipment to conform to Hand Arm Vibration regulations and software.

STAFFING

- 18. A further review of resourcing will take place during 2018/19. Ensuring that key areas of focus are resourced properly is necessary to allow the service to maintain and improve public confidence in the range of services provided.

ASSETS

- 19. A clear understanding and recording of the volumes and scope of maintenance of council related assets remains an ongoing priority and exercise for the service.
- 20. 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.
- 21. Any discrepancies in data relating to council ownership, maintenance, scheduling and receipt of income for external works need to be identified and rectified.
- 22. This exercise is essential to ensure that special expenses charged to parishes are accurate and fair.
- 23. A review of winter work has also been undertaken which will result in schedules being prepared for winter 2018 and performance monitored and managed more accurately.

CONCLUSION AND NEXT STEPS

- 24. There is still a considerable amount of work to do to successfully deliver the strategy and to effectively meet current and future needs efficiently and economically.
- 25. It is vital to ensure that asset management and maintenance is aligned with appropriately skilled and qualified staff. Succession planning and training is a key part of this process.
- 26. Overall, a co-ordinated approach to performance, cost and customer service will be required to achieve the vision.

IMPLICATIONS OF REPORT

- 27. 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	

COMMENTS OF THE STATUTORY FINANCE OFFICER

- 28. The revenue and capital monitoring report approved by Executive Cabinet on 15th February 2018 set aside £130k to facilitate the modernisation of the Council's digital and Streetscene services. An additional £45k expenditure has been assumed in 2017/18 for training of Streetscene staff, a request to carry forward this budget will be made at the end of 2017/18 financial year if this training is to be undertaken in 2018/19.

COMMENTS OF THE MONITORING OFFICER

29. 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.

DIRECTOR NAME ASIM KHAN
DIRECTOR OF CUSTOMER AND DIGITAL

There are no background papers to this report.

Background Papers			
Document	Date	File	Place of Inspection
Streetscene Mod. Folder	20/02.2018	***	Shared Drive

Report Author	Ext	Date	Doc ID
Asim Khan	5448	***	***