

Chorley Liaison

Wednesday, 20th July 2022, 6.30 pm

Council Chamber, Town Hall, Chorley and Youtube

To Follow

3 **Streetscene Strategy 2022 - 2025**

Additional information has been submitted.

(Pages 25 - 46)

6 **Item requested by Anderton Parish Council**

The response to the question asked has been attached.

(Pages 47 - 48)

Gary Hall
Chief Executive

If you need this information in a different format, such as larger print or translation, please get in touch on 515151 or chorley.gov.uk

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Report of	Meeting	Date
Director (Customer and Digital)	Chorley Liaison	Wednesday, 20 July 2022

Streetscene Strategy 2022-2025

Is this report confidential?	No
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Is this decision key?	No
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Purpose of the Report

1. This paper presents the new Streetscene Strategy for 2022-2025 which is available at Appendix A.

Recommendations to Chorley Liaison

2. To consider the strategy and provide any feedback prior to Executive Member Decision.

Reasons for recommendations

3. To ensure that the Streetscene service is fit for purpose, making best use of resources, and managing and meeting customer expectations.

Other options considered and rejected

4. To extend the timeline of the existing strategy and continue its delivery. As the modernisation of the service has delivered significant transformation to the service, and the council's aspirations for Streetscene have now changed, it is considered that a new strategy is required in order to continue to develop and improve the service.

Corporate priorities

5. The report relates to the following corporate priorities: (please bold all those applicable):

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

6. This paper presents the new Streetscene Strategy for 2022-2025 which is available at Appendix A.
7. The strategy builds on the previous Streetscene Modernisation Strategy from 2017-2020, which focused on improving processes and dealing with specific operational challenges through the following areas:
 - i. A 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
8. The previous strategy has delivered several successful outcomes for the council and has improved performance and productivity. Steady progress was made across the three-year period of the strategy which means that a review of service indicators in July 2021 increased the service targets from 80% to 85%. Examples of performance improvements for 2019/20 to after the end of the strategy in 2020 are outlined below:
 - % of grass cutting completed on time has increased from an average of 85.4% in 2019/20 to 92.6% in 2021/22.
 - % of ground maintenance requests completed on time has increased from an average of 83.3% in 2019/20 to 84.9% in 2021/22
 - % of litter bins emptied on time has increased from an average of 84.8% in 2019/20 to 85.9% in 2021/22
9. Efficiencies generated through the strategy have been reinvested back into the service and mean that Streetscene has been able to meet the following demands within existing capacity:
 - Maintained performance throughout the Covid-19 pandemic.
 - Met increased service demands such as in relation to fly tipping and burial.
 - Taken on additional work to support short-term priorities such as supporting the contracted FCC service with the management of domestic waste collections.
 - Absorbed additional work to support the Council's commercial priorities and supporting expanding sites at Market Walk, Primrose Gardens, Strawberry Fields and Tatton.
 - Successfully double shifted the RCV for street cleansing to ensure that we are making best use of our resources to deliver an even better service.
10. The work of the service in delivering the council's mini meadows and wildflower corridor programme has also generated positive feedback from residents.
11. The Streetscene service represents a large proportion of the council's total revenue budget and staffing FTE. The strategy is therefore important for ensuring a strategic approach and clear action plan for the development of a key area of council service delivery.

12. This paper summarises the main themes and areas for development within the new Streetscene Strategy. The full strategy at appendix A includes:
 - i. Purpose of the strategy
 - ii. Vision
 - iii. Links to current strategies and policies
 - iv. Current service context
 - v. Key focuses for delivery
 - vi. Key measures for success
 - vii. Financing
 - viii. Action plan

Key themes

13. The strategy builds on existing work carried out through the previous Streetscene Modernisation Strategy which has delivered significant changes in behaviour and culture, together with a greater focus on performance and productivity of the service. This means that it is now timely to further align the Streetscene service to the council's priorities through a focus on environmental and technological changes to the service, alongside a greater focus on working with Members and local communities to identify and deliver enhanced neighbourhood improvements to areas across the borough.

14. Areas of service delivery for the strategy are centred around several key themes which are outlined below:

- **Green operations-** to help meet the council's ambitions around the green agenda and addressing climate change, the Streetscene service will review the fleet, tools, equipment and methods used in service delivery to consider how to reduce environmental impact whilst maintaining service delivery and meeting customer demand.
- **Biodiversity-** the service will deliver a biodiversity programme to support the natural environment including wildflower planting, tree planting, and further improvements to parks and open spaces.
- **Neighbourhood improvements-** capacity in the service which is freed up through efficiencies will be re-invested into the service through the delivery of enhanced neighbourhood improvements including enhanced street cleaning and the targeting of grot spots. A review of litter bins will also be carried out to ensure that the right bins are in the right places to meet demand.
- **Maximising technology and information-** the service will continue to invest in technology to make sure that we are maximising the resources that we have in place. This will include increased mobile and digital working to enable efficiencies, the investigation of new technologies and comprehensive reporting on performance.
- **People and culture-** to ensure that the service is sustainable and can meet current and future service demand, the strategy will ensure that the right skills and capacity are in place across Streetscene teams through succession planning and training and development programmes.

15. The expected benefits and outcomes to be achieved through the strategy include:

- **More efficient services-** efficiencies driven through modernisation, new technology and review of service schedules.
- **Cleaner, safer and more attractive local areas-** capacity available for additional and enhanced cleaning in local neighbourhoods and grot spot areas to reflect member and customer requests.
- **Reduced environmental impact whilst maintaining service standards-** this supports the delivery of other council programmes such as the Climate Change and Clean Air Strategies.
- **A flexible and sustainable workforce-** able to adapt to areas of service demand with in-built service resilience to meet succession planning requirements and future need.

Implementation and monitoring

16. This strategy includes a substantial programme of work which is expected to be delivered over a three-year period from 2022- 2025. A high-level action plan is set out at the end of the strategy and has been developed to identify the expected timescales for the delivery of the work aligned to the key areas of focus.
17. The strategy has been developed in line with service priorities and sets out the work to be carried out as part of the service business plan. As such, the strategy will be refreshed annually throughout the 3-year period through the annual business planning process which will also allow for engagement with staff on the content of the actions plans.
18. It is suggested that an initial review of the strategy is carried out at a 6-month mark to evaluate key outputs, outcomes and benefits realised. This will then be able to inform any changes to the strategy when it is refreshed through the business planning processes.
19. Key corporate and service level indicators are outlined within the strategy to identify how the success of the strategy will be monitored and measured. This will monitor the impact of the strategy on areas of service delivery including grass cutting schedules, street cleansing, litter bins, service requests and call backs.

Parish Feedback

20. The draft strategy has been presented to Executive Cabinet in June 2022 where it was agreed that the strategy could be approved by Executive Member Decision following engagement and feedback from Parish Councils.
21. The strategy was shared with Parish Councils via email for feedback from 24 May to 1 July. The feedback that has been received has been positive and supportive of the principles and borough-wide objectives set out in the strategy.
22. Some of the feedback relates to specific operational issues within the parishes. These will be responded to individually as the strategy focuses on the general priorities and strategic vision for the service across Chorley.

23. The following changes have been made to the strategy as a result of the feedback:

- Responsibilities for the Chorley Council Streetscene Service, Lancashire County Council, and Parish Councils have been included in the introductory text of the strategy to demonstrate the important role different partners play in local streetscene.
- Page numbers have been added to the strategy document to support referencing.
- Whilst the service will aim to work more closely with Parish Councils to identify and target grot spot areas and local improvements, the service will also introduce an annual review for each parish to discuss parish level performance and specific operational issues.

24. Following discussion at Chorley Liaison on 20 July, any further feedback and changes will be considered prior to the report being presented for Executive Member Decision.

Climate change and air quality

25. The work noted in this report has an overall positive impact on the Councils Carbon emissions and the wider Climate Emergency and sustainability targets of the Council.
26. In particular the report impacts on the following activities:
- a. net carbon zero by 2030,
 - b. energy use / renewable energy sources
 - c. green areas and biodiversity.
27. The following mitigation measures have been undertaken to limit the environmental impact: The strategy seeks to review new methods of service delivery to help support the Council's Green Agenda including review of fuel and transport, tree planting and wildflower corridors and review of weed control methods.

Equality and diversity

28. The Equality Impact Assessment indicates that the strategy will help to deliver positive outcomes for all residents through a focus on the green agenda and targeted neighbourhood improvements to 'grot spot' areas.

Risk

29. Risk for the Streetscene Service is set out through the annual business planning process. Risk is currently low across the service, with 6 out of 9 identified risks being scored as low risk.

Comments of the Statutory Finance Officer

30. It is fully expected that the costs involved in delivering this strategy will be contained within existing budgets and the recurring provision made within the council's MTFs.

Comments of the Monitoring Officer

31. There are no concerns with this report from a Monitoring Officer perspective. The Strategy is designed to contribute towards a number of key priorities of the council

including the council's green agenda.

Appendices

Appendix A- Streetscene Strategy

Report Author:	Email:	Telephone:	Date:
Caroline Winstanley (Transformation Co-ordinator)	caroline.winstanley@chorley.gov.uk		7 July 2022

Streetscene Strategy

2022-2025



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Streetscene Strategy 2022-2025

Purpose

The Streetscene service is responsible for ensuring that the borough's streets and local areas are clean, safe and well-maintained, delivering a range of services including street cleaning and sweeping, grass cutting, litter and fly tipping, trees and hedges, plants and wildflower planting.

The service works alongside partners including Lancashire County Council, who are responsible for roads, road signs, and footpath maintenance. Parish Councils also play an important role in Streetscene, from supporting local clean up days or 'In Bloom' groups, to identifying 'grot spot' areas for enhanced cleaning and maintenance.

Chorley Council's Streetscene Strategy 2017-2020 has enabled the achievement of significant transformation and modernisation of the Streetscene service, and this has been delivered through considerable changes in management, culture, technology, processes, and the performance of the service.

The Streetscene Strategy has now been refreshed for 2022-2025 to build on the existing work that has been carried out and ensure that the council continues to deliver modern and efficient services that also support the green agenda and our clean air ambitions. To do this, the strategy sets out the vision for Streetscene services from 2022-2025 and outlines the actions that will be carried out to enable us to meet our key objectives.

Vision

Our vision is to have 'cleaner, greener streets and neighbourhoods across the borough, delivered by a modern Streetscene Service that works effectively to deliver improvements to local areas and protect the local environment'

The following aims outline how we will achieve our vision:

- Continue to deliver service improvements and modernisation, utilising the benefits achieved through the previous strategy to reinvest in service delivery.
- Maximise the use of technology, data, and information for recording and reporting on performance and productivity.
- Work with parish councils and their local communities to deliver enhanced services and improve local areas.
- Deliver a biodiversity programme that aligns with the council's ambitions to protect the local environment
- Make service delivery improvements to support the green agenda including a review of equipment and resources.
- Ensure service resilience in the delivery of the strategy through a focus on training, developing skills and workforce planning.

Strategies and Policies

The Streetscene strategy links to other strategies and policies across the council and is closely aligned to the ambitions of the corporate strategy:



Chorley Council aims to achieve these priorities through actions including:

- Delivering street level improvements to ensure cleaner, greener streets and neighbourhoods across the borough
- Leading activity to address climate change including tree planting
- Achieving 70% satisfaction with street cleanliness

The Streetscene strategy also links closely to the council's ambitions to support the green agenda. The council declared a climate emergency in 2019, pledging to work to make the Borough carbon neutral by 2030, and has carried out work to help protect the local environment and tackle climate change. The current climate change programme includes work related to nature and biodiversity, and clean air quality which relates directly to the work of the Streetscene service.

Where are we now?

Technology and assets

Recording and reporting on productivity and performance has been key to the modernisation of the service, with the phased introduction of new technology offering improved data and information to support decision making and offer more efficient recording of activity. Asset based QR codes and optimised routing have been introduced, and work continues to maximise the use of this technology.

An exercise to verify and correct asset details has also added confidence to the setting of work schedules, and reporting through new technology has enabled managers to understand how resources, both staffing and fleet, may be re-distributed to achieve the most economic and efficient results. Further changes, as required, to asset details has now become business as usual.

The service now needs to utilise the efficiencies that have been delivered through service modernisation to focus on improvements to the environmental impact of the service and to deliver enhanced area improvements such as in 'grot spot' areas.

Service Delivery

Despite the impact of the Covid-19 pandemic, the teams have continued to deliver an excellent service across the borough, maintaining productivity, achieving awards and responding to customer requests and feedback. Examples of this include:



Environmental:
 created 46 Wildflower areas
 planted 6,000 wildflower bulbs
 planted 2,870 trees throughout the borough

Work with parishes:
 Lamp post baskets and bedding in local parishes
 10,000 spring bedding bulbs



Awards:
 Green Flag awards for 4 of the borough's parks and recreation spaces
 In Bloom- Recognition Awards for: Gold Award-Small City Category and Astley Park- Best Large Park

Events:
 Supported events across the borough including:
 Remembrance Day
 A Taste of Chorley
 Holocaust Memorial Service
 Book Bench Project



Delivering the Strategy

Our Key Areas of Focus:

The following five key areas of focus have been identified to demonstrate what the Streetscene service aims to achieve over the next three years.

Green Operations: The council declared a climate emergency in 2019 and since then has been working to help protect the local environment and reduce impact on climate change through a corporate strategy project to support the green agenda. We want to ensure that the fleet, tools, equipment and processes in Streetscene have a minimal impact on the environment, including reducing carbon emissions and considering environmentally friendly alternatives.

Biodiversity: The Streetscene service will deliver a biodiversity programme to further support the council's commitment to the green agenda. This will cover a wide range of different environments and methods including parks and open spaces, wildflower planting, and tree planting to create attractive neighbourhood environments that support a diverse range of wildlife.

Neighbourhood Improvement: Wildflower planting and the biodiversity programme has reduced the resources required for scheduled maintenance and grass cutting, and the previous modernisation programme means that the service operates effectively and with high productivity. These factors mean that capacity will be able to be reinvested into the service and refocused on delivering a programme of enhanced neighbourhood improvements to local areas, working with parish councils and local communities, to continue to improve the service that we provide across all areas of the borough.

Maximising technology and information: The service will continue to invest in technology and will ensure that we are maximising the resources that we have in place to make informed decisions to develop Streetscene further. Service efficiencies will ensure that we can do more with our resources to offer an improved service for residents.

People and culture: The strategy will aim to empower employees with the right tools, skills and culture to continue to deliver excellent services. In addition to the Organisational Development Strategy that is in place for all staff across the council, the Streetscene strategy will deliver specific training, well-being and resilience support, and health and safety to reflect the needs of the Streetscene service and ensure that flexible capacity is in place to meet key challenges.

Action Plan

The following key actions set out how we aim to achieve our vision through our main areas of focus.

Further the council's commitment to the Green Agenda through the promotion and delivery of diverse natural environments:

- Further improvements to parks and green open spaces including identifying new areas for Green Flag Awards
- Enhancing wildflower meadows and wildflower corridors including bulb planting.
- Tree planting in line with the Council's commitment for 'a tree for every resident'

Biodiversity Programme

Neighbourhood Improvements

Deliver enhanced neighbourhood improvements to ensure clean, safe and attractive local areas across the borough:

- Implement a process that works more closely with local communities, councillors and other council services to identify and target hot spots and areas for local improvements.
- Carry out a review of street signage and bus shelters to ensure that they are in good condition and well maintained.
- Review working patterns and schedule of works for street cleansing to ensure that they are efficient and make best use of resources.

Review litter bins to ensure that the street litter and recycling bins are in the right places to meet demand.

People & Culture

Ensure that Streetscene has the right skills and capacity in place to meet current and future service demand, with staff that are empowered to continue to deliver excellent services:

- Develop succession plans for the service, identifying development needs and rotating staff through teams to ensure skills across service areas.
- Deliver a staff training programme, including HGV training to upskill current staff where appropriate and develop capacity to support external contractors for the Waste Service.
- Develop a programme to support staff well-being and resilience.
- Enable flexibility in responding promptly and appropriately to requests from customers.

Green Operations

Maximising Technology

Review the operation of Streetscene services to ensure reduced environmental impact whilst maintaining service delivery and meeting customer demand:

- Continue to review use of weed control methods and pesticides to promote and continue the use of more environmentally friendly methods.
- Review travel and fuel usage review to consider the feasibility of alternative forms of power such as electric powered fleet vehicles or biofuel.
- Carry out a review into alternative power tools to evaluate whether battery operated alternatives are viable.

Continue to maximise the use of technology and resources to ensure an efficient and effective service:

- Fleet Renewal including tipper vehicles and ride on mowers.
- Increased mobile and digital working to remove all paper forms and use of QR codes for example playground equipment and trees.
- Investigate the use of CCTV in fly tipping hotspots and Astley Park.
- Comprehensive reporting on performance to monitor the benefits of new technology and impact on service delivery and make informed decisions about future service development.

Key Measures

The success of the strategy will be monitored and measured through corporate and service level indicators, which aim to reflect the improvements to the service and new ways of working:

No	Description	Target
1	Grass cutting schedule work completed on time	85%
2	Street cleansing schedule routes completed on time	85%
3	Scheduled litter bins emptied on time	85%
4	Grounds maintenance service requests completed on time	85%
5	Streetscene service requests completed on time	85%
6	Call backs completed on time	95%

The strategy action plan will also be refreshed annually through the council business planning process and will allow for regular monitoring and evaluation of service delivery against the strategy's objectives.

The service will also meet with local Parish Council's annually to review Service Level Agreements, performance at an individual parish level and issues specific to the parish. This will allow for the operational delivery of the Streetscene Service to be targeted to individual parish needs, whilst also delivering the strategic borough-wide objectives detailed within this strategy.

Financing

During the lifetime of the previous Streetscene Strategy, savings identified through efficiencies in working practices, including external contractor costs and procurement, were mainly invested back into the service to offer a better all- round service to the public. This is evidenced by bonus grass cuts, in-house tree work and additional town centre cleaning.

Costs for the delivery of the new strategy will be contained within existing budgets as far as possible, with any additional costs identified for further improvements to the service through 2022-23 to be subject to an appropriate report which will be submitted if the need for additional budget allocation becomes clear.

High Level Timetable

Task	2022/2023	2023/2024	2024/2025
Green Operations			
a. Continue to review effectiveness of weed control methods while maintaining service levels and meeting customer demand *	Q1-4	Q1- draft a policy document for weed control	
		Q2- ongoing- implement policy and monitor impact	
b. Review the HVO test results, with a view to implementation across the fleet to reduce carbon emissions.	Q3- review and report		
	Q4- implement recommendations		
c. Use of alternative fuel methods to replace fleet vehicles.	Q1- soft market testing		
	Q3- procurement of replacement vehicles		
d. Review of trash screens including ensuring that the GIS layer is accurate and up to date, and a suitable inspections process is in place to	Q2		

	assess condition			
e.	Implementation of debris screens at Astley Park to help reduce flood risk	Q1		
f.	Research and report into battery operated hand tools to support the clean air strategy.	Q4- research and report		
		Q4- implement recommendations		
Biodiversity Programme				
a.	Identify further improvements to parks and green open spaces <ul style="list-style-type: none"> - New footpaths - Shrub planting - Tree retention - In Bloom planting 	Q1-3		
b.	Submit application for Green Flag Awards sites – Rangleys Recreation Ground and Carr Brook Linear Park	Q1		
c.	Evaluation of the success of the current wildflower meadows and wildlife corridors	Q1	Q3 -review, report and agree program for following year	Q3 -review, report and agree program for following year

d.	Annual perennial planting in wildflower meadows	Q1- annual perennial planting	Q1- annual perennial planting	Q1- review and expand if approved
e.	Annual bulb planting in wildflower corridors.	Q3	Q3	Q3
f.	Tree planting in line with corporate commitment.	Q3-4	Q3-4	Q3-4

People and Culture

a.	Review management structure including proof of concept to ensure a sustainable and fit for purpose structure.	Q2		
b.	Develop succession planning in the service, building resilience through rotation of staff within teams.	Ongoing from Q1	Ongoing	Ongoing
c.	Develop a programme to support staff wellbeing and resilience including health and safety training		Q1	
d.	HGV training to develop service resilience and capacity to support external contractors for the Waste		Q1	

	Service.			
e.	Support development and business team to identify a new location for the Streetscene depot in line with the Workplace Strategy and review of work sites.	Q1		
Neighbourhood Improvements				
a.	Assess 10-week scheduling for clearing grot spots against customer feedback.	Assess and implement recommendations	Continuous review	
b.	Review Bus Shelters – Ensure GIS layer is accurate and up to date, inspect bus shelter to assess condition, agree bus shelter specification	Q1		
c.	Review and replace street signage to ensure that they are well maintained	Ongoing from Q1	Ongoing	Ongoing
d.	Review scheduled and ad-hoc working patterns to assess success in response to customer feedback	Q1- review working patterns	Continuous review.	
		Q2-4- implement recommendations		

e.	Litter bin review and rationalisation to ensure that the street litter and recycling bins service operates effectively	Q3- review Q3-4- implement recommendations		
f.	Review of by-laws for parks and recreation grounds to ensure that they are updated and enable clean and safe spaces for all.		Q1- review Q2- report and implement recommendations	
g.	Options appraisal for crime and grime enforcement	Q2-3		
h.	Implement a process that works more closely with local communities, councillors and other council services to identify and target grot spots and areas for local improvements.	Q3-4		
Maximising Technology and Information				
a.	Complete implementation plan for asset management technology.	Q1		Q4- develop and update asset management technology as required

b.	Review asset management technology for Parish council maintained services to align processes for maintain and inspecting Parish council assets	Q1		
c.	Investigate the feasibility of installing static columns in known fly tipping hotspots to facilitate portable CCTV to aid enforcement.	Q2- report and recommendations		
d.	Fleet renewal – small panel vans, tipper vehicles, mechanical sweepers and ride on mowers	Q1 – develop specification and undertake procurement exercise ride on mowers	Q1 – develop specification and undertaken procurement exercise for Tipper vehicle	
		Q1 – develop specification and undertake procurement exercise small panel vans		
		Q2 – develop specification and undertake procurement exercise mechanical sweepers		
e.	Comprehensive reporting on performance	Q1-4	Ongoing	Ongoing
f.	Deliver increased mobile working- all staff, all processes and removal of all paper forms.	Q1-4	Monitor impact and benefits realisation	

g.	Implement increased use of QR codes for playgrounds and trees to ensure items are tagged for ease of inspections and to avoid ambiguity	Q1-4		
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* In response to residents' concerns about the efficacy of using the hot air kits for weed treatment, alternative methods should continue to be explored to focus not only on minimising the councils use of glyphosate but also provide a high level of weed control. The use of hot air kits has seen repeated customer contact due to control being limited to the foliage and not the roots, this has resulted in regeneration of weeds after a short time frame of only 3-4 weeks. Whilst the council is committed to reducing its glyphosate usages as far as practicable it is vital that this does not come at the cost of the effectiveness of control and the overall impact on the visual appearance of the borough and the resources required to maintain it.

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Response to Anderton Parish Council from Lancashire County Council

The County Council has secured funding and is due to install an electronic passenger information system at Chorley Bus Interchange imminently.

This will not provide real time departure information as most of the operators do not supply this data.

It will however feature scheduled bus departure information and also information on train departures too.

There will be screens near the main entrance doors within the bus station and another by the information desk in the middle of the concourse.

A fourth screen will be positioned to assist passengers who are travelling outside the times that the concourse is open.

I don't have an exact date for installation but I expect it will be within the next six weeks.

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