

Report of	Meeting	Date
Director of Customer and Digital Introduced by the Executive Member (Customer, Streetscene and Environment)	Executive Cabinet	Thursday, 16 June 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

- To present the new Streetscene Strategy for 2022-2025.

Recommendations to Executive Cabinet

- That the report is noted, and the new strategy is approved by Executive Cabinet.
- That following initial engagement and feedback from parish councils on the Streetscene Strategy, the approval of the strategy is delegated to Executive Member Decision.

Reasons for recommendations

- 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

- 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

- The report relates to the following corporate priorities:

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 to the report

7. This report presents the new Streetscene Strategy for 2022-2025 which is available at Appendix A.
8. 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
9. 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
10. 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.
11. The work of the service in delivering the council's mini meadows and wildflower corridor programme has also generated positive feedback from residents.
12. 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.

13. This report 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
14. The strategy presents the core principles for the Streetscene Strategy alongside a draft action plan which sets out the expected service delivery work over the next three years. This is an evolving strategy and will be reviewed annually in line with the business planning process to ensure that service delivery remains in line with council priorities and aspirations. Ongoing dialogue with local parish councils will also contribute to the delivery of the strategy as it evolves.

Key themes

15. 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.
16. 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.

17. 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

18. 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.
19. 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.
20. 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.
21. 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.

Financing

22. It is expected that the delivery of the strategy will be contained within existing budgets, with any additional costs identified for further improvements to be subject to an appropriate report which would be submitted if the need for additional budget allocation becomes clear. The service will look to re-invest any savings identified through efficiencies delivered through the strategy to offer an enhanced service for residents such as through additional grass cutting and cleaning and targeting of grot spot areas.

Climate change and air quality

23. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Council's Green Agenda: net carbon zero by 2030, reducing waste production, limiting non sustainable forms of transport, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.
24. The following remediations have been undertaken to limit the environmental effect:
- 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

25. 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.

Comments of the Statutory Finance Officer

26. As noted within point 22 above, 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

27. 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 2022-2025

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