

# 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 grot 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
<b>Green Operations</b>			
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		
<b>Biodiversity Programme</b>				
a.	Identify further improvements to parks and green open spaces <ul style="list-style-type: none"> <li>- New footpaths</li> <li>- Shrub planting</li> <li>- Tree retention</li> <li>- In Bloom planting</li> </ul>	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		
<b>Neighbourhood Improvements</b>				
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 Q2-4- implement recommendations	Continuous review.	

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		
<b>Maximising Technology and Information</b>				
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.