



Cheshire West
and Chester

**Culture, how has
it changed?**

Introduction

**Our Vision
& Aims**

The Service Plan



T.H.R.I.V.E



**The way we
work**

**Progress & The
Future**



Who we are

StreetCare are responsible for the grounds maintenance and cleansing of Cheshire West & Chester, that's 3,500,000M² of amenity grass verges, 3,500 litter bins to empty and over 2,000 miles of roads to sweep + more!

 **Cheshire West** @Go_CheshireWest · Oct 1
To find out where our grass cutting teams will be this week, visit cwac.co/GQMgd



Grass Cutting
in West Cheshire

Find out more at:
westcheshireyourstreets.co.uk/grass



Why?

- Employees spread across the borough
- Average length of service higher than the directorate average (13.5 years) and more likely to be sceptical, having seen change come and go previously
- Neglected historically in relation to transformation compared to the rest of the Council
- Perceived failures of the service are high profile, so staff likely to see their reputation as unfairly negative at times
- Reduction of staff over the last 5 years
- Them and Us

How did we create the Culture Plan?

The Culture Plan was created through a range of methods such as;

- one-to-ones,
- focus groups,
- team meetings
- conversations,
- engagement with Trade Unions

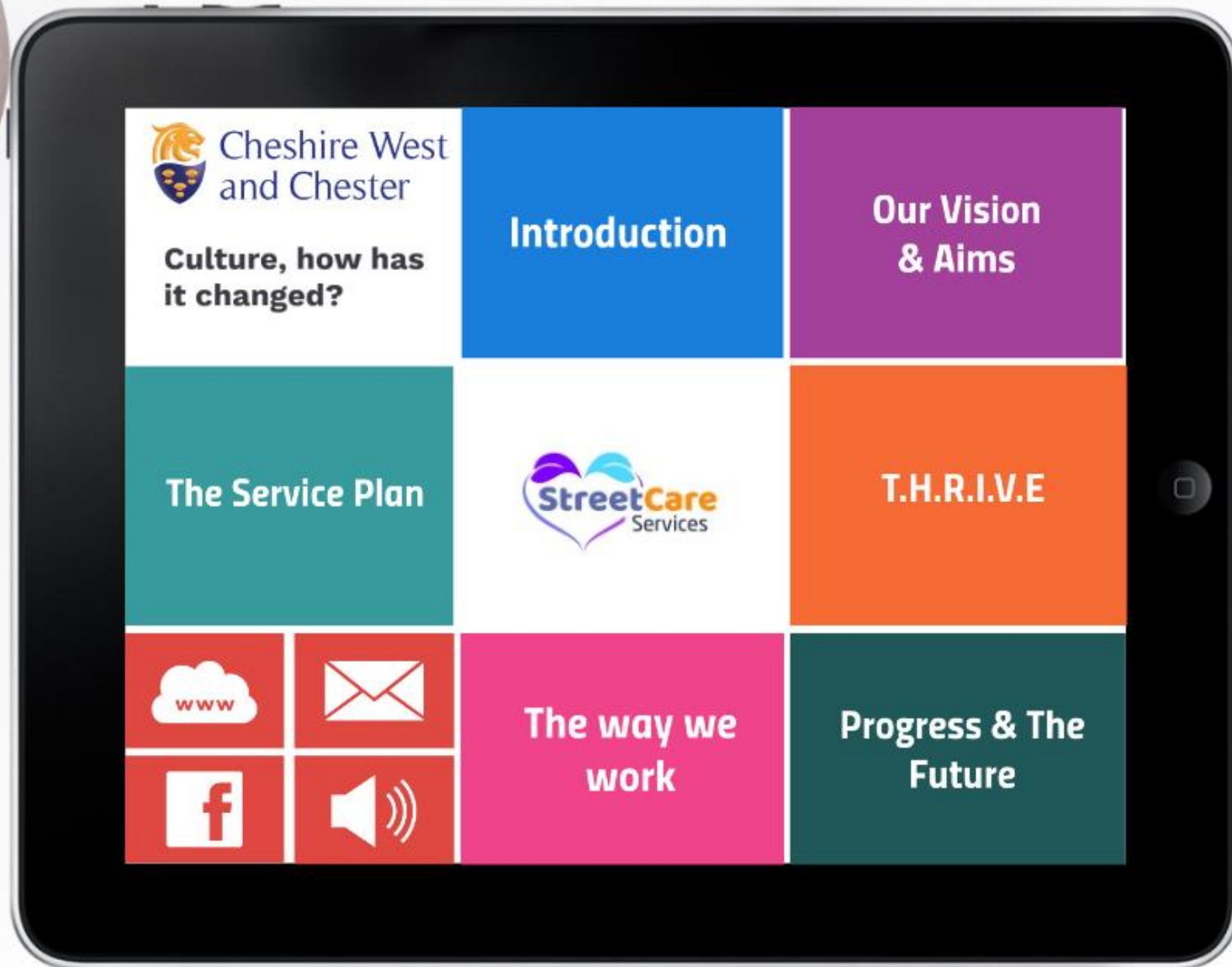


What is in the current Culture Plan?

The current Culture Plan is comprised of;

- Staff Panels
- Skip Levels (grandparent managers)
- Newsletter
- Staff Away Days (two year)
- Suggestion Scheme
- Wellbeing Champions
- Training
- Internal Communication





“Aspiring to deliver a cleaner, greener environment through innovative methods of service delivery by working closely with partners, customers and communities.”

Our Aims

Community

We will work closely with other departments and community groups, to prioritise the needs of our stakeholders in different communities in order to make our borough a cleaner, greener and safer place to live.

StreetCare Team

We aim to develop and maintain a multi-skilled and motivated workforce, which is empowered to deliver a high class service across the borough.







Service Delivery

We will manage and provide customer focused services to enable safer and greener environments.

Efficiency

We aim to be a modern and innovative department, delivering high quality and efficient services, through continuous improvement and optimisation of our resources.



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Here are a few pages of the StreetCare Service Plan...

Introduction

Welcome to our first StreetCare Service Plan. Our service plan gives us the focus for what we plan to achieve over the next year. It outlines our objectives, the challenges that we face together and our future plans which will ensure we continue to deliver an exceptional service.

For the first time, our plan details our Vision, Aims and our key THRIVE statements. I have taken the information you gave us at our away day in October 17, and with the support from the Managers, produced the vision, aims and statements, you will see these detailed throughout the plan.

My aim is to ensure we are one team and we have a one team approach, our goal is to provide a clean and green neighbourhood to our residents, visitors and businesses. Your contribution to keeping Cheshire West and Chester, clean and green, ensures businesses can thrive. Families have neighbourhoods that children can thrive in, students and visitors explore and enjoy our beautiful towns, city and countryside.

We have started to embark on some change, hopefully you will see positive improvements as how we manage our resources, work with partners and also how we communicate with you.

Personally, I think it important that I listen to your views and ideas on how we can change our service, we now have the staff newsletter, staff panels and suggestion scheme, but I have also asked to meet each of you on a one to one and will be doing so throughout the year.

Finally I would like to thank you for your hard work, patience and contribution.

- Mark Booth - Senior Manager StreetCare

Principal StreetCare Officer

Looking Back
2017 saw a slight improvement on performance under challenging circumstances which is a credit to everybody concerned. Working practices have improved meaning efficiencies have been achieved across the borough, the programming of works has increased meaning we are working smarter and have more structure to our operations on a daily basis.

The transition from Lager to Conform is complete and has allowed improved service delivery on both an operational and strategic level.

Looking Forward
Moving forward 2018 will see an increase in the programming of works, which alongside the introduction of standardised roles and with multi-skilled staff will mean an improvement in our capacity to complete works in a timely and structured manner. Increased training for all staff, including the apprentices, will play a key role in improving service standards.

Community engagement such as involvement in impact days and partnership working will result in an improvement in relationships with stakeholders and will also assist in improving communications and managing expectations.

Achieving recognition of our service is important and success in projects such as "In Bloom" and "Purple Flag" will play vital roles.

The introduction of an increase of operational activities such as weed control carried out in house and the introduction of the new tractor fleet will mean we have more flexibility and capacity to improve service standards even further.

Budgets remain a challenge and we must all work towards increasing revenue streams whilst maintaining the required improvements in our core standards.

2018 will certainly be a challenging year but I am confident with the systems and teams we will have in place we will rise to the challenge.

- Andy Moulton - Principal StreetCare Officer

Ellesmere Port & Neston Team

Looking Back
In 2017 we managed to see a slight improvement on the previous year's performance. Moving throughout the urban areas of Ellesmere Port began with a three week cycle but quickly slipped to a 4-5 week cycle resulting in an increase in complaint/issue requests for Grass Cutting, Littering and 'Back-up' works, particularly at Member Led Community Action Meetings I attended. In terms of Street Cleaning, particularly following the sad loss of one of the Team, James, who passed away suddenly aged 41, from one Cleaning Staff consisted of one 2 Manual Sweepers and 4/5 Mobile Cleaners and due to the lack of resource I feel that our performance was acceptable. We enjoyed another good year in the Neston Area in all aspects of Streetcare which is a credit to our Lead Officer there. Likewise, there have been no major issues at the Cemetery, which is also a credit to the Lead Officer.

Looking Forward
To address the previous issues of a lack of training and follow up, we have embarked on a **Rebuilding programme** across our area. A residual Herbicide is being used on all obstacles and fence lines which will deliver a massive saving in 'man hours'. The addition of Wildflower Meadows and Bulb Planting which was carried out last November will ease some pressure on the Mowing Teams and re-migrate areas. This scheme is still in its infancy but we will ensure that it continues and we will enhance the Community Engagement element. We are currently looking to add the business with further Community Engagement activities and hopefully to add to the list of customer clear paths that we currently have in place. The addition of Apprentices has and will continue to help the frontline staff and will ensure continuity and given their horticultural training, should bring to an end the situation of skills that we have experienced in recent years. The most exciting element for me is our imminent application to **Rank West in Bloom** for the Ellesmere Port ward, having seen what other authorities have achieved and the way in which finance is gained gives us an excellent opportunity to make great improvements despite our current financial restraints. The re-introduction of Carpet Bedding is another fantastic idea which will prove popular with residents and help in the regeneration of our area.

- Graham Jones - Ellesmere Port Service Delivery Coordinator

Objective

What? Bring North West in Bloom to the Borough starting in Ellesmere Port

What? Lead officers/SOC/ operatives & partners

Resources Systems assessment officer, Localities, Volunteer/ Community Groups

Milestones Production of Mowing Routes

What? August 2018

Good News!!
Working with our local Localities Teams, we have implemented Impact Days at various locations this year, most notably at Elm Grove Park, working alongside the Greenpeace Team and Friends Group and another is due in early Feb 2018. Another visit to City Hill Industrial Estate which many of the Business Owners/Staff worked alongside our Teams to tidy the entire area including some not previously on maintenance checks.

Objective

What? Digitise GM Routes with Maps and Routes

What? Lead officers/SOC / Systems Assessment Officer

Resources Systems assessment officer

Milestones Production of Mowing Routes

What? March 2018

Objective

What? Increase Community Engagement with Impact days and Locality Meetings

What? SOC

Resources? Localities, The Community and FOR Housing

Milestones? The First Locality Partnership Meeting

What? Throughout 2018

Photo: Ellesmere Port Localities and GM Team Bulb Planting

Frodsham, Helsby & The Rurals Team

Looking Back
The new Rural team established itself operationally following staff changes. Successfully addressing how improved working practices may identify and implement efficiencies across their area. The team worked hard to meet their traditional client and have become more adept at programming work required. We have worked directly over the winter period to address long required winter maintenance works and have worked closely with the Mechanical Street teams to get the rural villages sorted. This has been reflected in the manual improvement in the Rural LAM success.

Looking Forward
From 1st April 2018 the team will move to standardised roles and will adopt the joined up 'StreetCare' approach to working. Each area of work (Grass Cutting, Grass and Maintenance and Roads) has a lead officer who has ownership and control of all the work under their remit. The officers will move between teams to meet increasing in service demand and this is a step in part to them being multi skilled and in part due to their 'Team' mentality. We will be working closely with Frodsham Town Council to look at reducing the number of street closures in Frodsham. FIC will provide backing to meet their ongoing needs, StreetCare will then continue to work them through the season.

- Neil Bowler - Frodsham, Helsby & Rural Service Delivery Coordinator

Objective

What? Bid for GM works with Parish Councils and with FIC

What? Rural LM lead officer /SOC/ Commercial Manager / Localities

Resources AN by to bid for internal works

Milestones Additional revenue generation

What? April 2018

Objective

What? Preparation for self funded budget

What? Rural GM lead officer /SOC/ Commercial Manager / Localities

Resources General Government directed spending

Milestones Allocation of machinery, Adequate budget against current demand

Milestones Restriction of expenditure budget

Resources Business plan against expected operating costs

Milestones Assurance of relevant business delivery model against service demand

What? March 2018

Good News!!
We have recently introduced 2 new members of the team under the apprenticeship scheme and we are looking to increase that.

Caldic Park Roadside to Street Care Status

Objective

What? Reopen the rural collection areas and roads the works to make them more efficient.

What? Rural planning lead officer and SOC

Resources Systems assessment officer

Milestones Production of maps and publication of schedules to roads

What? December 2018

Photo: Apprentice Dave Alexander Planting in Caldic Park, Frodsham

Chester & City

Looking Back
2017 was certainly a year that we as a team can look back and learn from. A year that brought more individual, team and department challenges. With the Chester area productivity looking in isolation between the team, the appointment of one Service Delivery Coordinator has allowed us to manage all areas of service delivery under one umbrella. This was the aim of bringing together Chester strengths and shaping Chester to be the very best. A lot of work identified over the past few months was actioned and important for our service delivery and operations. This led to programming works, being a focal point and having a systematic approach moving forward which will drive a successful operation. In the latter part of the year the team played a central part, working with fellow colleagues and partners in Chester, being awarded Purple Flag Status. This started 2018 positively and has given us lots to focus and work on going forward.

Looking Forward
A New Year means new direction and new objectives. To help establish Chester as a distinctive and attractive city we must maximise every opportunity to engage with communities, the public and work closely with our partners. Partnership working between CMC, Chester BID/ Avenue Services for example can go from strength to strength to help us make us achieve the cleaner, safer, more sustainable Chester. This will also support ongoing projects and initiatives that will be rolled out over the next 12 months, such as Purple Flag, Wildflower Meadows and Bulb planting. Enhancing areas across Chester and the rest of the Borough and parks improvements will play a massive part in our work this year. Forward planning across the 4 areas will demonstrate consistency and effective officer working. Investing in infrastructure and current staff will ensure our current staff will and allow us to be better prepared for day to day work and daily challenges. This will also benefit our customers. As well as the team meeting customer expectations and working to current standards, the City team will be aware of current projects and plans to work on such as the 'One City Plan' 2018 will be a year where providing StreetCare and the work we do will be recognised widely and positively.

- Kevin Leonard - Chester City & Urban Service Delivery Coordinator

Objective

What? Explore option to generate income (fly tip) Advertising within City Centre

What? Service Delivery Coordinator / ideas from teams

Resources Action Plan / 70% plus advice - Big Belly

Milestones Additional revenue generated / New ways of promoting

What? Ongoing throughout 2018

Objective

What? Digitise LM Routes

What? Lead officers/SOC / SS Officers

Resources Mapping Systems / Officer time

Milestones Working more efficiently and effectively

What? April/ May 2018

Good News!!
Celebration of Purple Flag Award / setting goals for 2018 are over!
Staff being recognised for helping and assisting customers (recently leading items in the City and returning to Customer) several peers receive this needs to be recognised more often
Continuing to carry out Bulb Planting days with Localities and Community Groups
- Building on the relationship and links with the Police and local Businesses in the City Centre.
Rewarding staff for their ongoing efforts as a partnership

Objective

What? Continue to invest in our plan updates and encourage communication

What? All staff/ SOC / Managers

Resources Communication Task

Milestones Monthly meetings with team

What? Starting February 2018 - ongoing

Photo: Andy O'Hare Emptying a Big Belly Bin in Chester City Centre

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We have started to embark on some changes, hopefully you will see positive improvements on how we manage our resources, work with partners and also how we communicate with you.

Personally, I think it important that I listen to your views and ideas on how we can shape our service, we now have the staff newsletter, staff panels and suggestion scheme, but I have also asked to meet each of you on a one to one and will be doing so throughout the year.

Finally I would like to thank you for your hard work, patience and contribution.
- Mark Brazil Senior Manager StreetScene



Photo: Trafford Hall Staff Event Mapping Exercise

Principal StreetCare Officer

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Budgets remain a challenge and we must all work towards increasing revenue streams whilst maintaining the required improvements in our core standards.

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- Andy Moulton Principal StreetCare Officer

Ellesmere Port & Neston Team

Looking Back

In 2017 we managed to see a slight improvement on the previous year's performance. Mowing throughout the urban areas of Ellesmere Port began with a three week cycle but quickly slipped to a 4-5 week cycle resulting in an increase in complaint/service requests for Grass Cutting, Strimming and 'Back-up' works, particularly at Member Lead Community Action Meetings I attended. In terms of Street Cleansing, particularly following the sad loss of one of the Team, Darren, who passed away suddenly aged 41, front line Cleansing Staff consisted of only 2 Manual Sweepers and 4/5 Mobile Cleaners and due to the lack of resource I feel that our performance was acceptable. We enjoyed another good year in the Neston Area in all aspects of Streetcare which is a credit to our Lead Officer there. Likewise, there have been no major issues at the cemeteries, which is also a credit in the main to the Lead Officer.

Looking Forward

To address the previous issues of a lack of strimming and follow up, we have embarked on a **Herbicide programme** across our area. A residual Herbicide is being used on all obstacles and fence lines which will deliver a massive saving in 'man hours'. The addition of Wildflower Meadows and Bulb Planting which was carried out last November will ease some pressure on the Mowing Teams and reinvigorate areas. This scheme is still in its infancy but we will ensure that it continues and we will embrace the Community Engagement element. We are currently looking to aid the business with further Community Engagement activities and hopefully to add to the list of volunteer litter pickers that we currently have in place. The addition of Apprentices has and will continue to help the frontline staff and will ensure continuity and given their horticultural training, should bring to an end the dilution of skills that we have experienced in recent years. The most exciting element for myself is our imminent application to **North West in Bloom** for the Ellesmere Port ward. Having seen what other authorities have achieved and the way in which finance is gained gives us an excellent opportunity to make great improvements despite our current financial restraints. The re-introduction of Carpet Bedding is another fantastic idea which will prove popular with residents and help in the regeneration of our area.
- Graham Jones Ellesmere Port Service Delivery Coordinator

Objective

What? Bring North West in Bloom to the Borough starting in Ellesmere Port

Who? Lead officers/ SDC/ operatives & partners

Resources Systems assessment officer, Localities, Volunteer/ Community Groups

When? August 2018

Objective

What? Digitise GM Routes with Maps and Rounds

Who? Lead officers/ SDC / Systems Assessment Officer

Resources Systems assessment officer

Milestones Production of Mowing Routes

When? March 2018

Objective

What? Increase Community Engagement with Impact days and Locality Meetings

Who? SDC

Resources? Localities, The Community and FOR Housing

Milestones? The First Locality Partnership Meeting

When? Throughout 2018

Good News!!

Working with our two Localities Teams, we have implemented **Impact Days** at various locations this year, most notably at Elm Grove Park, working alongside the Greenspace Team and Friends Group and another is due in early Feb 2018. Another was at Clay Hill Industrial Estate when many of the Business Owners/Staff worked alongside our Teams to tidy the entire area including some not previously on maintenance schedules.



Photo: Ellesmere Port Localities and GM Team Bulb Planting

Looking Back

The new Rural team e working practises the down traditional silos the winter period to t teams to get the rural

Looking Forward

From 1st April 2018 th approach to working. ownership and contro service demand and t working closely with F provide bedding to mi

What? Bid for GM w with LEAs.

Who? Rural GM Lead Manager / Localities

Resources Ability to l **Milestones** Addition generation.

Urban? April 2018

Frodsham, Helsby & The Rurals Team

Looking Back

The new Rural team established itself operationally following staff changes. Successfully adopting new improved working practises they identified and implemented efficiencies across their areas. The teams worked hard to break down traditional silos and have become more adept at programming works required. We have worked tirelessly over the winter period to tackle long required winter maintenance works and have worked closely with the Mechanical Brush teams to get the rural villages swept. This has been reflected in the marked improvement in the Rural LAMS scores.

Looking Forward

From 1st April 2018 the team will move to standardised rotas and will adopt the joined up "StreetCare" approach to working. Each area of work (Street Cleansing, Grounds Maintenance and Parks) has a lead officer who has ownership and control of all the work under their remit. The officers will move between teams to meet increases in service demand and this is due in part to them being multi skilled and in part due to their "team" mentality. We will be working closely with Frodsham Town Council to look at reducing the number of tiered planters in Frodsham. FTC will provide bedding to match their hanging baskets, StreetCare will then undertake to water them throughout the season.

- Neil Bowdler Frodsham, Helsby & Rural Service Delivery Coordinator

Objective

What? Bid for GM works with Parish Councils and with LEAs.

Who? Rural GM lead officer /SDC/ Commercial Manager / Localities

Resources Ability to bid for internal works

Milestones Additional revenue generation.

When? April 2019

Objective

What? Reorganise the rural collection areas and route the vehicles to make them more efficient.

Who? Rural cleansing lead officer and SDC

Resources Systems assessment officer

Milestones Production of maps and publication of schedules to web.

When? September 2018



Photo: Apprentice Dave Alexander Planting in Castle Park, Frodsham

Objective

What? Preparation for self-funded budget.

Who? Rural GM lead officer /SDC/ Commercial Manager / Localities

Resources Central Government directed spending. Allocation of machinery.

Adequate staffing against service demand.

Milestones Publication of expected service budget. Business plan against expected operating costs.

Acceptance of relevant business delivery model against service standards

When? March 2019

Good News!!

We have recently introduced 2 new members of the team under the apprenticeship scheme and we are looking to increase this!

Castle Park Retained its Green Flag Status



Photo: Andy O'Hare emptying a Big Belly Bin in Chester City Centre

Chester & City

Looking Back

2017 was certainly a year that we as a team can look back and learn from. A year that brought many individual, team and department challenges. With the Chester area previously working in isolation between the teams, the appointment of one Service Delivery Coordinator has allowed us to manage all areas of service delivery under one umbrella. This was the start of bringing together Chester strengths and shaping Chester to be at its very best. A lot of works identified over the past few months are action orientated and important to our service delivery and expectations. This led to programming works, being a lot smarter and having a systematic approach moving forward which will drive a successful operation. At the later part of the year the team played an integral part, working with fellow colleagues and partners in Chester being awarded Purple Flag Status. This started 2018 positively and has given us lots to focus and work on going forward.

Looking Forward

A New Year means new direction and new objectives. To help establish Chester as a distinctive and attractive city we must maximise every opportunity to engage with communities, the public and work closely with our partners. Partnership working between CH1 Chester Bid / Avenue Services for example can go from strength to strength to help us strive to achieve the cleanest, safest most sustainable streets. This will also support ongoing projects and initiatives that will be rolled out over the next 12 months, such as Purple Flag, Wildflower meadows and bulb planting. Enhancing areas across Chester and the rest of the Borough and gateway improvements will play a massive part in our work this year. Forward planning across the 4 areas will demonstrate consistency and effective / efficient working. Importantly investing in apprentices and current staff will expand our current skill set and allow us to be better prepared for day-to-day work and daily challenges. This will also benefit our customers. As well as the teams managing customer expectations and working to current standard's, the city team will be aware of current projects and plans to work too such as the 'One City Plan'. 2018 will be a year about promoting StreetCare and the work we do so it's recognised widely and positively.

- Kerrie Leonard Chester City & Urban Service Deliver Coordinator

Objective

What? Explore options to generate income (Big Belly Advertising within City Centre)

Who? Service Delivery Coordinator / ideas from teams

Resources Action Plan / 3rd party advice – Big Belly

Milestones Additional revenue generated / New ways of promoting

When? Ongoing throughout 2018

Objective

What? Digitise GM Routes

Who? Lead officers/ SDC / SS Officers

Resources Mapping Systems / Officer time

Milestones Working more efficiently and effectively

When? April/May 2018

Good News!!

Celebration of Purple Flag Award / working group formed for 2018 as a result.

- Staff being recognised for helping and assisting customers (recently finding items in the City and returning to Customer) potential press release. This needs to be recognised more often.

- Continuing to carry out Bulb Planting days with Localities and Community Groups

- Building positive relationships and links with the Police and local Businesses in the City Centre. Recent graffiti offender cleaning graffiti as punishment.

Objective

What? Continue to embed culture plan actions and encourage communication







Who? All staff/ SDC / Management

Resources Communication Tools

Milestones Monthly meetings with teams

When? Starting February 2018—ongoing



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T.H.R.I.V.E Statements

Teamwork

As a team, we will encourage all to build a service that promotes trust and commitment, to each other, our partners and our residents.

Honesty

We will be open in all that we do with Colleagues, Customers and Partners. Engaging in open dialogue in relation to all elements of 'Our Service' and 'Our Future', ensuring we give feedback when possible.

Respect

We will be respectful to the rights, dignity and integrity of all, embracing cultural and community values across the borough by reaching out and engaging . We value everyone's contribution to our service.

Innovation

We will be open to all ideas and involve everyone in shaping the service. We will listen to and value feedback on each others suggestions.

Value for money

By optimising resources and following best practice, we will strive to provide an efficient, high quality service to our communities, visitors and service users.







Empowerment

We will encourage all to take ownership of our values and actions and challenge the way we work and the decisions we make.

**What
do the
staff
think?**





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How we've been working







- Staff and lead officers hand book
- Removal pre-determined holiday
- Removal of pre-determined rotas
- New training skilled based with progression onto accredited courses
- Introduction of iPads mobile working and report faulting
- Return to in house working (mixed approach)
- Income moved from 2015 from £1000 per annum to 2018 £60,000
- New Fleet

Looking Forward

2019 changes

- Fully scheduled hand held routing system with acknowledgment.
- SMART Team
- ASIST Team
- Developing a new suite of KPIs
- Social Media Savvy (Demand Management)
- Developing New Service Standards (shaped by not told too)



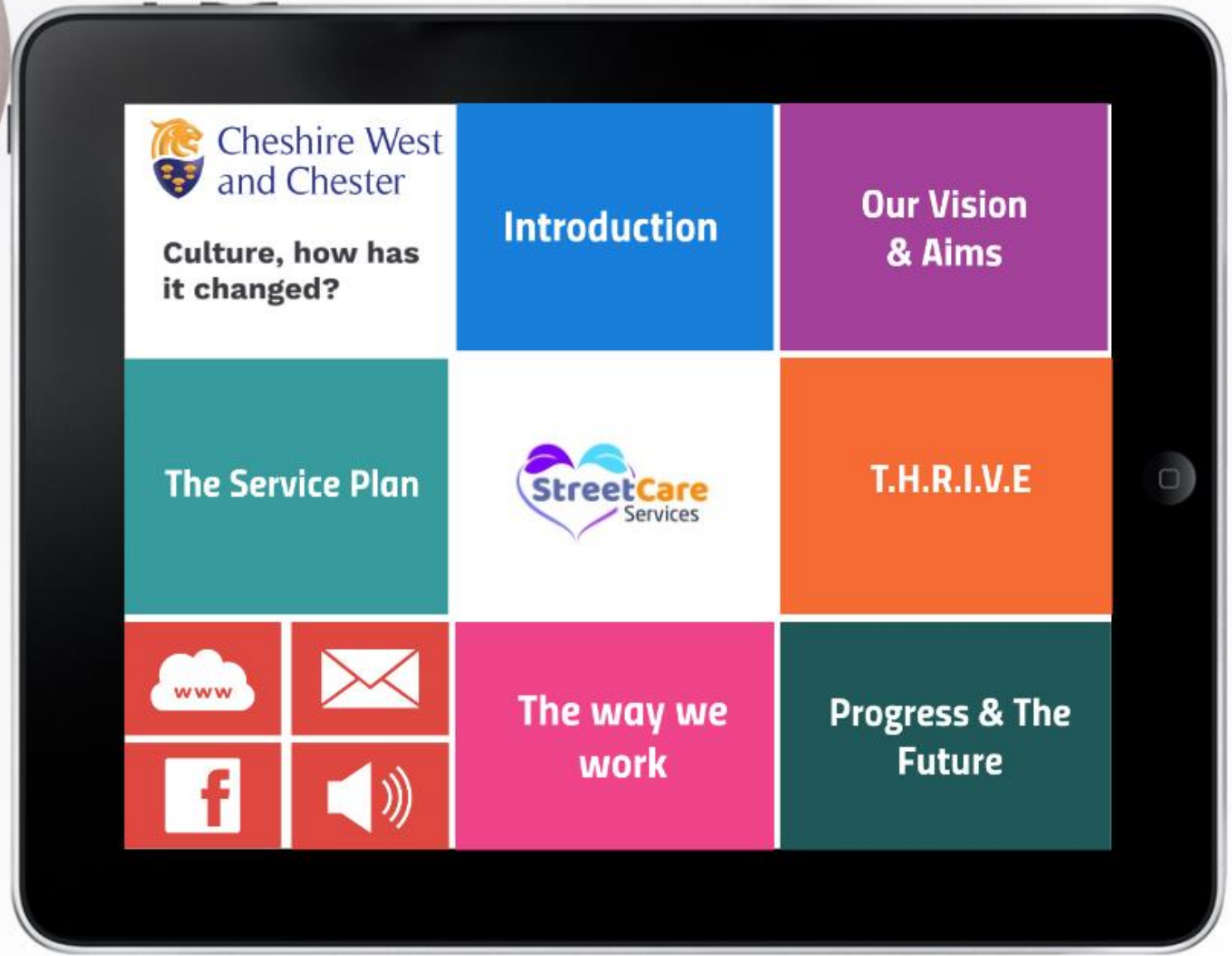
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Has it worked?

- While Council-wide engagement rose from 41% in 2013 to 59% in 2017, the IIP feedback rate from the Streetscene Service was 68% - well above the Council average
- Recent IIP interviews found that StreetCare interviewees were able to not only describe THRIVE as an acronym for the values but were also able to give examples of what this means to the Council and in their role
- 80% of Streetscene staff agreed that 'the Council empowered and involved people,' while 76% of staff agreed that they were 'living the organisation's values and behaviours.' These results were more positive than many other areas of the Council and significantly improved from previous years
- Reduction of Service Request by 1000 per annum
- Reduction in MP letters by 30%

What we've achieved so far..





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