



## **Environmental Issues Workshop Outcomes**

**Report Author: Helen Jones (Corporate Director,  
Economic Growth, Environment and Infrastructure)**

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**1. Background.**

1.1 There have been significant changes in the Directorate recently and there has been concern expressed that, in some service areas, there are real or perceived issues with the quality of those services, leading to complaints from residents and members.

1.2 Workshops have been held with the Corporate Director and the managers for each service area. The Executive Member for Environment and Operations led the second of these workshops. The approach was an honest, open and collaborative one, with the objective of providing clarity about service standards and to identify opportunities to adjust operational practices to improve customers' satisfaction.

**2. 2014/15 efficiencies.**

2.1 A range of efficiencies and policy decisions were made to support the required 2014/15 budget savings. (Please see next page).

## ETO Savings Delivered

Service Area	Description of Saving	Category of Saving	2014/15 £000's	Progress
Highways	Traffic Regulation Orders reduced advertising costs	Efficiency	(15)	Delivered
Parking Services and Enforcement	New parking enforcement contract	Efficiency	(150)	Delivered
Waste Management	Reduce cost of disposing commercial waste	Efficiency	(40)	Delivered
Waste Management	New waste collection contract	Efficiency	(50)	Delivered
Waste Disposal	Waste Disposal Authority - sell off spare capacity	Efficiency	(50)	Delivered
Waste Management	Waste contract reduce inflationary increase	Efficiency	(29)	Delivered
Waste Management	Reduced cost of purchasing replacement bins	Efficiency	(22)	Delivered
Waste Management	Reduce storage cost of replacement bins	Efficiency	(24)	Delivered
Directorate-wide Business Support	Business Support Review	Efficiency	(102)	Delivered
Cross-cutting ETO	Mitigation of inflation cost pressures	Efficiency	(43)	Delivered
Highways Operations	Greater Manchester Road Access Permits	Income	(22)	Delivered
Greenspace Strategy	Allotment fees	Income	(18)	Delivered
Bereavement Services	Bereavement Services	Income	(100)	Delivered
Highway Operations	Verges (delivered by Groundforce)	Policy Choice	(150)	Delivered
Highways	Reduce depot security costs	Efficiency	(60)	

Highways	Management and staffing restructure	Policy Choice	(100)	Delivered
Highways Operations	Highways and Ground force Operations Senior Management	Policy Choice	(40)	Delivered
Bridges	Reduce minor reactive maintenance	Policy Choice	(20)	Delivered
Highways	Road Safety/Travel Coordinator	Policy Choice	(26)	Delivered
Groundforce	Redesign and re-prioritisation of service provision	Policy Choice	(450)	Delivered
Groundforce - Tree Unit	Review operational delivery model.	Policy Choice	(54)	Delivered
Greenspace & Sustainability	Mersey Valley Partnership	Policy Choice	(57)	Delivered
Greenspace & Sustainability	Bollin Valley Partnership	Policy Choice	(50)	Delivered
Waste Disposal	Weekly food waste collection service	Policy Choice	(350)	Delivered
Waste Management	Waste - rationalisation of recycling sites	Policy Choice	(100)	Delivered
Public Protection	Food and Health & Safety inspections	Policy Choice	(15)	Delivered
Public Protection	Management and staffing restructure	Policy Choice	(167)	Delivered
			<b>Total</b>	<b>(2,304)</b>

## ETO Savings in progress

Service Area	Description of Saving	Category of Saving	2014/15 £000's	Progress
Highways	Outdoor media	Income	(80)	Digitisation (£45k-£60k) due to be implemented early September. Implementation of new sites is ongoing. Planning consent now obtained for M60 site and other opportunities for further income generation are being explored. Income will continue to be monitored closely throughout the year
Highways	Festive lights	Policy Choice	(39)	Any expenditure over £40k needs to be covered by sponsorship which will need to be in place in time to advise contractors of level of work to be done.
Groundforce	Parks maintenance	Policy Choice	(250)	Expected to be achieved, although, there will be a shortfall this year due to rephasing of the staff savings (approx. £40k). This will be mitigated through the Economic Growth, Environment and Infrastructure budget.
Highways	Moving traffic offences	Income	(30)	Progress is being made with TfGM in delivering this saving, however it will be implemented part way through the year and there will be some shortfall in the full savings target. It is anticipated that the shortfall will be offset by additional GMRAPS income in current financial year.
		<b>Total</b>	<b>(399)</b>	

- 2.2 In most cases there has been no change in service specifications/standards as a result of these changes. The detail in Section 3 sets out some statistics for each service area and clarifies where service standards have changed.
- 2.3 The approach to the implementation of efficiencies has been, and will continue to be, to deliver a good standard of environmental services within available resources. Where operational arrangements have changed it is hoped that as these arrangements 'bed in', they can lead to a more flexible service and actually improve service standards, working with partners and the public.
- 2.4 Although the workforce has been through a period of major change, the majority of the staff remain committed to delivering good services and are open to doing things differently. A culture of customer focus is being reinforced and staff are being reminded that any concerns about issues can and should be, raised with their managers and that they should remain professional and courteous in their dealings with the public at all times.

### **3. Service Area Details**

- 3.1 This section of the report sets out some headline messages for each section along with ideas about how services can be improved, often by linking up and collaborating with other service areas.

#### **3.2 Public Protection**

##### **Changes:**

A shift in emphasis from enforcement via fixed penalty notice (FPN) to engagement and challenge of anti-social behaviour by a wide range of Council and partner staff, i.e. more engagement less enforcement. Enforcement capacity is still retained for problem cases. Two remaining staff to be engaged on campaign duties to promote the Council's Be Responsible message.

##### **What's Working Well:**

The campaign work of the two retained officers is proving effective with reduced complaints and many partners and community groups eager to join in the campaign and help spread the message. In September 2014 the successful "Be Responsible" dog ownership campaign will end after a phased role out in every part of the Borough. A new Be Responsible litter and waste campaign commenced in September to encourage behavioural change and reduce the demand for clean ups of litter and fly-tipping. The new campaign also involves limited enforcement action and seek to raise awareness through successful legal action. Complaints about dog fouling have reduced by 20% from April to September compared to the same period last year (2013). The fact the Council is being proactive is a material factor.

### **Areas for Improvement:**

The problems that have been encountered centre around capacity. Historically, there has been high demand for action to deal with domestic waste related problems, and better coordination of work across service areas dealing with routine problems, e.g. waste that has been placed out incorrectly for collection (on the top, or at the side of the bin), would make a significant contribution to the success of the new approach. The Joint Venture Partner will have a key role in promoting this improved approach through a single delivery partner for all environmental services.

The new CRM system being commissioned will help with the issue of standard letters, fliers, etc. However the current administrative systems and workload are reducing overall effectiveness.

### **Modifications:**

Identification of additional administrative capacity has identified and this will improve overall service delivery. The planned training of frontline Groundforce and Highways supervisors in FPN issue has been implemented.

Partner agencies have been approached to sponsor artwork to change people's behaviour in relation to litter and fly-tipping. This approach has proved successful in the dog fouling campaign work. The 'Be Responsible' dog logo now appears on some Veolia vehicles.

The dog fouling campaign cost approximately £5k. Funding of approximately £10k is needed to maximise the impact of the litter campaign. This will cover design and production of artwork and putting the artwork on street cleaning vehicles. The artwork would be on waste and street cleaning vehicles. There is no cost regarding the waste vehicles, but there will be a cost to putting artwork on street cleaning vehicles.

### **Commitments / Standards:**

- Across the Borough, frontline staff and partner agencies will look out for, and challenge, anti-social behaviour when they see it to help make individuals more aware of their social responsibilities.
- Legal action will be taken against individuals or businesses that do not respond to the 'Be Responsible message' and continue to harm the environment.
- Frontline staff and partner agencies will receive a monthly briefing from the Environmental Working Group (a group chaired by the Head of Regulatory Services) on environmental priorities across the Borough.

- The Council will continue to deliver themed campaigns to promote the 'Be Responsible' message.

### 3.3 **Groundforce**

#### **Changes:**

On 8<sup>th</sup> April this year, Street Scene staff began working to a new rota system that saw them working either an early morning or afternoon / evening shift. Weekend working was also included in the rota.

Parks staff also began working shifts on 16<sup>th</sup> June, following the completion of the voluntary redundancy within the parks staff.

Changes to staff working areas and working practices have been successfully implemented.

In relation to grass verges, box mowing has been reduced to ornamental areas only and weed control (rather than strimming) has been increased.

The mowing frequencies are 12 p.a for open grass and urban road verges. In the summer months it will be more than once a month and less in the winter months.

#### **What's Working Well:**

There has been no reduction in the town centre litter bins schedules. We currently have circa 65 town centre bins and 700 across Trafford (there is also circa 350 additional bins across Greenspace areas). However, there has been an increase in tonnage collected from these and, although small in weight, it is the volume that creates the issue (i.e. fills the bin). Feedback from staff indicates that there is an increasing amount of domestic waste deposited in, and next to, Highway litter bins. This is a particular problem in residential areas and is likely to lead to some enforcement action in specific cases.

Street Scene litter bin teams are working to new routes to ensure that park bins are serviced on a regular basis alongside highway litter bins.

The 10 Dandy\* operatives have been re-designed, keeping 3 Dandy operatives in Urmston, Altrincham and Sale. 6 staff have been mobilised into 2 teams responsible for litter picking the periphery of town centres and villages. These staff will also be responsive to maintenance needs as they arise.

\* Dandy Operatives wheel a portable litter cart around areas with high pedestrian traffic.



*Comparison of the weights, (figures supplied by the weighbridge).*

**April 2013 to June 2013.**

*Detritus	Litter/Bins	Fly tipping.	Total (tons).
1026.77	179.64	63.09	1269.5

**April 2014 to June 2014.**

Detritus	Litter/Bins	Fly tipping.	Total (tons).
1049	223.62	72.05	1344.67

\*Detritus is comprised of rotted vegetation and can also include dust, mud, soil, grit, gravel, fragments of twigs, glass, plastic and other materials that collect in the kerb channel.

To give a perspective to the tonnage data provided above, the Council collected approximately 28,000 tonnes of waste from grey domestic wheelie bins in 2013/14.

Cemetery maintenance teams have been restructured and mobile parks teams now supplement cemetery mowing and strimming.

We have commenced mobilising the teams within parks, open spaces and cemeteries. We already have examples where some parks in Trafford have been monitored against standards set out in our quality assurance system used by professional and horticultural specialists. It creates a benchmark for excellence in recreational areas and maintenance standards of all open spaces.

All operatives with driving licences are currently undergoing CPC training. This is a compulsory requirement for all drivers and whilst every effort is made to accommodate the training with operational need. It has taken some staff off frontline duties on training days.

We currently have 6 Green Flag Parks. Of these, 4 have recently been inspected and 2 have been mystery shopped (inspection without notification). The Council has retained all 6 awards.

Since implementing new working practices, Groundforce has successfully managed the Trafford Marathon, the BUPA 10k run and supported large events such as the Sale and Altrincham festivals.

In addition, Groundforce has worked with the community preserving the Pets Corners and saving them from closure.

A number of improvement schemes have been carried with the support of Friends and Community Groups and Greenspace Development Officers. Of note has been pruning work done in Woodstock Park which has made maintenance more manageable and further schemes are planned in other parks. Operations Officers and Greenspace Development Officers will continue to work together and encourage the voluntary sector to work in partnership with us.

The new rota system that staff are working to gives us greater flexibility to respond to complaints in the evenings and at weekends. In many cases this is has been an instant response.

### **Areas for Further Improvement:**

#### **- Grass verges and rye grass:**

The warm and wet weather over the summer has had a significant effect on verge mowing this season with long grass along the edges looking unsightly. We are using our rotary ride on mowers to bring the verges to an acceptable standard. Once cut to an acceptable standard, the edges will be sprayed to contain them.

#### **- Town Centre bin sizes:**

A number of smaller type bins are being reputedly filled to overflowing, making the street unsightly.

### **Modifications:**

We are making an assessment of the smaller type bins and gradually replacing them with larger ones. We will continue this exercise particularly near bus stops.

We have made localised adjustments to rotas to enable staff who work in the town centres to start earlier. This ensures the bins and hard surface areas are cleaned with minimum disruption to pedestrians. The early morning cleans on Saturdays and Sundays are welcomed by town centre businesses.

### **Commitments / Standards:**

We are committed to responding to our customers' requests in a polite, courteous and efficient manner. Where possible we will engage with customers through personal visits and ensure service requests are followed up within given timescales.

It is acknowledged that standards currently vary and some parks are well maintained whilst there are some where standards need to be improved. Additional resources have

been applied where appropriate to these sites. Of notable success has been the retention of all our Green Flag Awards.

The aspiration of the street cleaning service is to maintain all areas to a B grade or above. If the standard of cleanliness falls below grade B, we seek to restore grade B within agreed timescales, so far as is practicable, in accordance with CoPLR (Codes of Practice of Litter and Refuse) guidelines. This information will be captured on the Quality Assurance assessments. These are random inspections carried out on a cross section of streets throughout the borough. The report is shared with the team or individual and is an essential part of their Personal Development Review. Recent inspections in the Stretford and Bowdon areas found the team working to a B grade.

The mobile teams are aligned to their skill base and abilities and have direct input into sites allocated to them to ensure they can deliver an acceptable standard of maintenance within the confines of their round. The QA system provides feedback to Managers and Friends Groups and is key to the Team's Personal Development Review.

The Groundforce Service Plan for 2014-2016 is attached as Appendix A.

### 3.4 **Waste Management**

#### **Changes:**

Between May and September 2013, Trafford Council introduced changes to the frequencies of some services as follows:

- a weekly collection of food/garden waste, (green bin)
- a fortnightly collection of general household waste, (grey bin)

This has improved recycling rates from 48% in 2012/13 to 58% in 2013/14. Further improvements are expected in the recycling rate for 2014/15, with a recycling rate in excess of 60% being forecast when the full year impact of the changes made in 2013 are realised. This will give Trafford one of the best recycling rates of all local authorities in the Country.

The change in service has resulted in approx. £1.2 million savings per annum on waste disposal costs. No changes were made to the 4 weekly collection frequencies of the pulpable, (blue bin), or co-mingled, (black bin), recycling collections.

### **What's Working Well:**

The transition of the collection frequencies was carried over 5 phases spanning 6 months and was completed with a minimum of disruption to the residents of Trafford. A positive effect has been reflected in the general improvement of the recycling/composting performance, as previously indicated, and the significant reduction of waste sent for disposal as 'landfill'. These factors have contributed positively to Trafford's overall position in the National Recycling performance listing and realised significant financial savings as a result of the changes.

The residents, in the majority, have adjusted to the service and observations regarding the collection services, outside of routine reports, (missed collections), are relatively small in number. Monitoring of the services indicates that the incidents of uncontained general waste placed on top/side of the grey bin is small and incidents of grey bins being presented with lids raised is minimal.

Provision was made, and continues to be available, for larger households, or residents with special circumstances, for a larger grey bin, (240 litre or in extreme cases 360 litre capacity), e.g. medical conditions and larger families of 5+, to be made available. The availability is controlled through an application process and the on-going requirement is reviewed routinely every 2 years or as directed.

The waste management team, 6 permanent FTE, has delivered approx. £1.7 million savings in the last two years, and has achieved one of the highest recycling performance in Greater Manchester and receive a low level of complaints given the amount of public contact with the service.

Waste Management continue to work closely with the Greater Manchester Waste Disposal Authority (GMWDA) in promoting recycling and waste awareness through a variety of campaigns and education projects. However, an Environmental Education Officer would enable a coordinated approach to environmental issues and concerns to be taken directly to the public at a local level.

Waste Management has undertaken Customer Consultation and Satisfaction Surveys, using external providers, to gauge public reaction and views, the last report was in 2008. There is a potential to conduct a further satisfaction surveys, to include all aspects of Environmental Operations, particularly following the last service change to waste which was completed in October 2013.

### **Areas for Further Improvement:**

It is recognised that some areas of the Borough are experiencing some problems with deterioration in the local environmental conditions – particularly in service entries at the side and rear of properties. These areas are mainly dense terraced properties, with a potentially large transient population, and are generally located within the North of the Borough – Old Trafford/Gorse Hill.

Historically these areas have always represented a significant challenge to the Council's Environmental Services. Incidents of 'fly tipping' and littering have been evident prior to any changes in the Recycling and Waste Services and have not been eradicated, in spite of local initiatives and significant Council resources ( in time, manpower and finances), to encourage residents to maintain their local environment to an acceptable standard. Not all entries have been adopted by the Council.

A number of entries, in Old Trafford, and some other areas within the Borough, have had alley gates installed under a Council sponsored initiative. These were erected to control access to residents and services only as part of the move to reduce/control criminal activities etc.

The main problem of excess waste, uncontrolled littering and depositing of large items of unwanted furniture in entries can mainly be associated with identifiable and known entries and are not generally widespread throughout the locality. It is possible to address the issues by improved coordination of the work of our services areas and encouraging residents to change their behaviour.

However, unless the behaviour of residents, in some localised areas, is addressed initially through Environmental Education (the 'Be Responsible' Campaign) and then followed by positive, targeted and selective Enforcement action, the environmental standards within the local areas will not improve.

### **Modifications:**

The employment of a fixed term Environmental Education Officer, with suitable experience, qualifications and self-motivation, would enhance the development, promotion, coordination and execution of all environmental campaigns – particularly in local areas to where specific issues are apparent. This resource would be co-ordinated as part of the 'Be Responsible' campaign.

It is acknowledged that certain areas of the Borough have not adapted or adjusted their attitude and habits to environmental matters as it impacts on their local environment. This can only be addressed by attempting to educate the residents on their responsibilities to their local environment and the general management of their waste

and unwanted items. It should be noted that attempts have been made previously with limited long term success.

It is not recommended that any alterations be made to collection frequencies within localised areas.

**Commitments / Standards:**

The Waste Management Team, in close association with the Waste Contractor, has carried out significant changes over the term of the Contract. These have involved a change to a number of operational methods, rationalising the services to improve efficiency, making all recycling services available to all households throughout the Borough. The implementation has resulted in an improved recycling rate from 21% in 2004/5 to the current 58% in 2013/14

3.5 **Highways**

**Changes:**

The recent changes within the Highways Service are as follows:

- Traffic Regulation Orders reduced advertising costs
- Implementation of the Greater Manchester Road Access Permits Scheme - income
- Reduction of minor reactive maintenance budget for bridges
- Reduction in the number of Road Safety/Travel Co-ordinators posts
- Reduction in depot security costs
- Combined the Traffic & Transportation and Transportation & Road Safety Managers posts
- Reduction in available capital for Highway Maintenance.

### **What's Working Well:**

The standards of service have been generally maintained.

The Council is currently working with colleagues in Greater Manchester, through TfGM, to lobby the Department for Transport for changes to traffic regulation management measures such as the unnecessary illumination of some traffic signs. The DfT is now currently consulting on this matter with highway authorities, which could result in a future energy and maintenance saving. The Council has also recently raised the issue of archaic requirements with regard to the advertising of traffic orders, which is also being considered by DfT. In the meantime the Council has successfully reduced the amount of money spent on advertising of traffic orders.

Although the amount of income from the Greater Manchester Road Activities Permits Scheme has been lower than projected from the initial TfGM business case, this was anticipated by the Council and the team is currently successfully managing the implementation of the scheme within budget.

The introduction of an un-staffed security system i.e. electronic surveillance at Carrington Depot has been successfully implemented, which has reduced depot security costs

### **Areas for Further Improvement:**

#### Traffic, Transport and Road Safety:

The response times for requests for service needs to improve. Additional administrative resources are being considered to address this issue.

#### Highways:

The planned highway structural maintenance and carriageway resurfacing (capital) budget is approx. £1.5m for 2014/15. This budget is fully committed. A pipeline of schemes is worked up to ensure that any additional funds can be deployed effectively.

Potholes continue to be an on-going maintenance issue. The reactive maintenance revenue budget is being supplemented with additional government grants of £248k in this current financial year.

#### Bridges:

Following a significant investment in capital bridge repairs during the 1990's, which dealt with most of the major bridge repair works required at that time, there has subsequently been some deterioration of the Council's bridge stock, as reducing available resources have been mainly concentrated on repairing road surfaces. In

particular preventative maintenance such as concrete repairs, bearings and expansion joints have not been undertaken to the extent that would be preferably required. However it is not envisaged that any structures on major routes will have to be weight restricted at this moment in time.

#### Flood Risk and Drainage:

Flood risk management is a relatively new statutory requirement, which includes the production of flood risk asset management plans. The requirement for the Council to operate as a SAB (sustainable drainage approving body) appears to have been reconsidered and is currently out to consultation. This consultation document proposes to:

- Strengthen planning policy to make clear that the expectation is that SUDS will be provided in new developments (subject to thresholds).
- Seek approval via the Local Planning Authority rather than the SAB.
- Amend planning guidance to be based on the draft SUDS National Standards and Specified Criteria which include a hierarchy of acceptable discharge solutions
- Apply only to major development (i.e. residential developments of 10+ houses). Minor development would continue to be subject to existing planning policy.
- Attach conditions to a planning permission for a development requiring that provision is put in place so that the sustainable drainage systems to be constructed must be maintained to a minimum level of effectiveness.
- The developer will maintain the sustainable drainage systems themselves or to negotiate with, and secure the agreement of, a third party to maintain the sustainable drainage systems e.g. maintenance companies, water and sewerage companies, local government.
- The approval body to form its own judgement of what is reasonably practicable in respect to design and constructions costs and economically proportionate in terms of the costs incurred by consumers for the use of an effective drainage system, connecting directly to a public sewer, which would have been built but for the National Standards.

The outcome of this consultation and hence the implications should be known by the end of the year, which will require further consideration with regard to budgets.



## **Modifications:**

### Street Lighting:

The service is one of the JVC lots, which will increase its resilience, if carried through to completion. Proposals for LED roll out will also be considered as part of the JVC, which could significantly reduce maintenance costs.

### Traffic, Transport and Road Safety (TTR):

Alternative service provision/integration between Planning and TTR is currently being considered following the integration of ETO and EGP into a single Directorate; Economic Growth, Environment and Infrastructure.

### Service Requests and Administrative Support:

A review of administrative support is currently being undertaken and the introduction of the new CRM system will be a great contributor to helping the service respond for example to over 7,000 requests for service a year in Traffic & Transportation.

### Highways:

The Council will continue to spend the allocated highway funds as effectively as possible using a combination of planned, preventative and reactive works. Schemes will continue to be prioritised on the basis of asset management principles.

The Highway Maintenance Inspection Policy will continually be kept under review to keep the amount of reactive maintenance work to a minimum.

Revenue budgets and pressures will be continuously monitored and pressures responded to throughout the year.

### Bridges:

The Council will continue to spend its capital allocation as effectively as possible to help minimise revenue spending.

### Flood Risk and Drainage:

The Council will continue to ensure that developers comply but are not discouraged from developing in Trafford, by ensuring effective and efficient SuDS (Sustainable Urban Drainage Systems) are provided within the planning application framework process

## **Commitments / Standards:**

### Street Lighting:

The Street Lighting Service currently has a number of service standards relating to service delivery e.g. percentage of allowable outages at any one time.

### Traffic, Transport and Road Safety

Deliver the agreed Integrated Transport works capital programme.

Fulfil the Council's statutory road safety duties as they relate to road safety education and accident investigation.

Undertake 1 road safety education visit to each primary and junior school in the Borough per year.

Implement on-street disabled parking bays in accordance with new standards.

Fulfil the Local Highway Authority's duties as a consultee to planning applications

### Highways:

Highway condition indicators for classified and unclassified roads will continue to be collated and used as a barometer for the effectiveness of the allocation of highway spend.

Highway reactive maintenance spend will continue to be based on responding to repairs determined by the Highways Maintenance Inspection Policy.

### Bridges:

The condition indicators of the bridge stock will be continually compiled and monitored to risk manage the bridge maintenance allocation.

### Flood Risk and Drainage:

Flood asset management inventories and local plans will be developed and used as a baseline to improve flood risk resilience.

## **4. Proposals for one-off Investment across the Directorate.**

### **Please see Appendix C for Business Cases.**

1. Maximise impact of the 'Be Responsible' Litter and Fly-Tipping Campaign.

2. Small refuse collection vehicle, specifically designed to collect small quantities of waste from litter bins. This will address the increased use and abuse of litter bins and have a positive impact on service delivery.
3. Replacement of open-top litter bins with boxed trap litter bins.
4. A fixed-term Education Officer to cover a range of environmental issues.
5. Notice boards to be provided to all parks as agreed with Leader and Friends Groups.
6. The planned capital works for 6 parks could be enhanced with additional capital investment.

## **5. Recommended Key Actions to Improve Customer Satisfaction.**

- 5.1 There needs to be a focus on better communication across teams and also better communication in response to queries and complaints along with proactive communication about successes and positive feedback.
- 5.2 A culture of doing the best possible job on site and delivery about commitments made in accordance with timescales given needs to be embedded at all levels in the directorate.
- 5.3 Along with better communication in general, there needs to be more clarity with the public about what will be delivered and how the Directorate will be working with partners to maintain good standards in a sustainable way.
- 5.4 Supporting the 'Be Responsible' Campaign to change behaviours and reduce demand for services will be a key focus for the Directorate.

# **(ETO) Groundforce Service Plan**

## **2014-2016**



**TRAFFORD**  
**COUNCIL**

## This vision

This document sets out the vision for Groundforce for 2014-2016.

## Business Units

5 business units will be created from 1<sup>st</sup> April 2014. These business units will deliver the Groundforce service.

Staff will work in teams, with working patterns that meet business and customer demand, which enables vehicles and equipment to be used to their full potential. These business units are:

Business unit from 1 <sup>st</sup> April 2014	Proposed Staff
Street Scene	48
Parks	18
Cemeteries and Crematoria	12
Infrastructure	3
External Grounds Maintenance	3

The Staff within these units have generic job roles (groundforce). As these business units develop it is recognised that we may need to develop additional skills and roles relevant to the individual Business Units customer requirements.

All staff will have core skills which will facilitate mutual support across the units if required, in addition to this each unit will complete a skills audit to ensure its staff can be multifunctional within its core activities.

## Our staff will:

- Promote and support the strategic objectives of the Council, and the aims and objectives of all relevant strategies and Service Plans
- Deliver maintenance regimes with professionalism and pride, and produce high quality work
- Work in partnership with all agencies delivering services in the public realm, and promote community involvement by being supportive to community groups, volunteers, etc.

- Be approachable and act as front line ambassadors for the Council
- Act proactively, promptly and positively to correct problems as soon as they become aware of them
- Promote sustainability by avoiding the unnecessary use of peat or chemicals and to protect and develop wildlife and its habitats in the course of their work.

### **Street Scene Business Unit**

There are over 500 miles of public highway in Trafford, which equates to approximately 2,000 miles of channel and footway sweeping. In addition, the unit is responsible for the Volume Grass and Highway Verges, Shrub Beds (Volume), cleaning of public rights of way, passageways, central reservations, bollard islands, Council car parks and recycling sites.

There are four town centres, and over 50 village and neighbourhood shopping centres, each with unique cleaning requirements. In addition, there are numerous planned and unplanned events including sporting events, concerts and other events at large venues in the Borough

Services Functions:

- Street cleaning
- Footpath cleaning
- Mechanical Sweeping
- Removal of fly tipping from public land
- Treatment of spillages
- Removal of dead animals
- Emergency cleaning
- Mud on road cleaning
- Special events cleaning
- Graffiti removal
- Cleaning of areas under bridges
- Subway cleaning
- Market cleansing
- Collection of leaf fall
- Weed growth and unwanted vegetation control
- Volume Grass & Highway Verges
- Shrub Beds (Volume)

## **Outcomes**

The Council seeks a cleanliness target of more than 80% of relevant land and highways being assessed as Grade B or above of the Code of Practice for Litter and Refuse (CoPLR), using former NI195 as a basis for monitoring performance of street cleaning staff and teams on a local level.

The aspiration of the service is to maintain all areas to a B grade or above. If the standard of cleanliness falls below grade B, we seek to restore Grade B within agreed timescales, so far as is practicable, in accordance with CoPLR guidelines

Other desired outcomes are:

- All litter bins will never be more than two thirds full.
- Gullies and grates on drainage channels will be free from litter, leaves and other debris at all times.
- We aim to react promptly to emergency and hazardous situations, such as diesel and oil spillages, animal carcasses, needles and syringes. All spillages will be removed from all surfaces on a daily basis or as discovered.
- Any graffiti or other defacement will be removed from any Council owned or leased surface or feature within 20 working days of being discovered. Any offensive graffiti will be removed or concealed within one hour of notification.
- Grass verges neatly mown and edged off. Beds weed and litter free with any plants pruned appropriately.
- Hedges that are neat and well maintained with no overhang or causing any obstruction to sightlines.

## **Working Patterns.**

Staff will work a double shift pattern, on a rota over 7 days a week. This will increase the use of vehicles and equipment, and reduce hire costs. Weekend shifts will cover town centre cleaning, weekend tasks and events, in order to reduce overtime costs.

## **Parks Business Unit**

Trafford Council is responsible for managing over 40 public parks covering 243 Hectares, 50 amenity Greenspaces, 21 recreation/sports grounds, 41 woodlands and 6 linear Greenspace routes. Accessible Greenspace accounts for over 10% of Trafford's total area including 346 Greenspaces covering 1,275 Ha of land.



Trafford currently has 6 Green Flag award winning parks at Flixton House and Gardens; Hullard Park; Worthington Park; Walkden Gardens; Denzell Gardens and The Devisdale and Victoria Park.

#### Services Functions:

- Ornamental landscape features
- Seasonal Floral Bedding
- Hanging Baskets and Containers
- Rose Beds
- Shrub Beds (Ornamental)
- Shrub Beds (Naturalised)
- Hedge Maintenance
- Herbaceous Borders
- Ornamental Grassed Areas
- Amenity Grass
- Bowling Greens & Pitch and Putt
- Sports pitches
- Nature Development
- Ponds & Water Features
- Hard Surface Areas
- Footpaths
- Parks Buildings & Toilets
- Leaf Clearance

#### Outcomes

- A clean, safe, well presented, welcoming environment for users and visitors.
- Grassed areas neatly mown and edged off or reformed. Beds weed and litter free with any plants pruned appropriately.
- Hedges that are neat and well maintained with no overhang or causing any obstruction to sightlines.
- Building / shelter /site furniture that are clean properly presented and correctly positioned.
- Bins that are never full.
- Playgrounds should be free from litter, weeds, debris, glass and dog fouling.
- Sites free from vandalism, graffiti and litter.
- Sites free from dog fouling on paths and areas of high public usage.
- Pathways that are clean, free from litter and debris, with gullies and grids in good working order.
- Sites fully accessible during opening hours and facilities, which are available and fit for purpose.

- Sites at which, during periods of snow and ice, reasonable precautions are taken to make the site safe.

### **Working Patterns.**

8am – 4pm, 7 days a week, including one Saturday and one Sunday over an 8 week rota. Weekend shifts will cover unlocking/locking sites, weekend tasks and events, in order to reduce overtime costs.

### **Cemeteries and Crematoria Business Unit**

Trafford Council is responsible for managing 5 cemeteries/crematoria.  
The Cemeteries and Crematoria are responsible for:

Services Functions:

- Cemetery Maintenance
- Excavation of Graves
- Internments
- Exhumation
- Maintenance of Headstone Borders / Grave Channels
- Pruning Operations

### **Outcomes**

- A clean, safe, well presented, welcoming environment for users and visitors.
- Grassed areas neatly mown and edged off or reformed. Beds weed and litter free with any plants pruned appropriately.
- All bereavement service operations including grave digging, carried out in a professional and sensitive manner.
- Hedges that are neat and well maintained with no overhang or causing any obstruction to sightlines.
- Buildings that are clean and properly presented.
- Bins that are never full.
- Sites free from vandalism, graffiti and litter.
- Sites free from dog fouling on paths and areas of high public usage.
- Pathways that are clean, free from litter and debris, with gullies and grids in good working order.
- Sites fully accessible during opening hours and facilities, which are available and fit for purpose.
- Sites at which, during periods of snow and ice, reasonable precautions are taken to make the site safe.

## **Working Patterns.**

8am – 4pm, 7 days a week, including one Saturday and one Sunday over an 8 week rota. Weekend shifts will cover unlocking/locking sites, weekend tasks and events, in order to reduce overtime costs.

## **Infrastructure Business Unit**

Trafford Council is responsible for managing over 40 public parks, 21 recreation/sports grounds, 5 cemeteries/crematoria, 41 woodlands, 86 children's playgrounds, 6 linear Greenspace routes and 35 allotment sites. The infrastructure unit is responsible for first line inspection and maintenance of:

Services Functions:

- Parks Furniture
- Playgrounds
- Signage
- Buildings
- Landscape works

## **Outcomes**

- A safety inspection of each playground will be carried out on a daily and weekly basis to ROSPA (*The Royal Society for the Prevention of Accidents*) standards.
- Play facilities regularly maintained in a safe condition and fit for purpose.
- Equipment should be kept free from graffiti and the play area should be free from litter, weeds, debris, glass and dog fouling.
- Any safety hazard identified should be resolved immediately or the equipment or area be taken out of public use.
- Playground surfaces should be maintained in a clean and tidy condition free from moss, litter, debris, glass and dog fouling.
- Repairs to playground surfaces to ensure safety of users
- Minor repairs to parks buildings carried out and other minor landscape works.

## **Working Patterns.**

8am – 4pm, 5 days a week.

## **External Grounds Maintenance Business Unit.**

The service currently has 7 external customers which encompasses a holistic grounds maintenance service. This will be required to recover all costs and develop its customer base to 10 in 2014-16.

Services including:

- Schools Grounds Maintenance
- Schools playing fields/Sports pitches
- Volume Grass
- Shrub Beds & Hedges
- Footpaths
- Leaf Clearance

### **Outcomes**

- The provision of a professional, well-presented service to external clients such as schools and colleges
- Grassed areas neatly mown and edged off or reformed. Beds weed and litter free with any plants pruned appropriately.
- Grass and all weather playing surfaces that are fit for play with sport markings clearly visible.
- Pathways that are clean, free from litter and debris, with gullies and grids in good working order.
- Hedges that are neat and well maintained with no overhang or causing any obstruction to sightlines.

### **Working Patterns.**

8am – 4pm, 5 days a week.

For more details about this Service Plan/vision contact Phil Valentine

## **SERVICE PLEDGE**

### **Bin collections, Bulky Refuse and Recycling**

We are committed to providing high quality recycling and refuse services, which meet the expectations of our customers and the needs of all residents in the Borough.

We will:

- Provide a regular scheduled collection of household waste.
- Provide a regular scheduled kerbside collection of at least five recyclable materials, including glass bottles, cans, plastic bottles, paper and card.
- Provide a regular collection of food and garden waste to those properties requiring the service.
- Collect all waste and recyclables from the edge of the curtilage of the property with the public highway.
- Collect all waste and recyclables on the same scheduled collection day.
- Return all containers to the collection point after they have been emptied.
- Replace all lost and damaged wheeled bins within five working days of request.
- Resolve any missed collections within 24 hours or 1 working day following notification.
- Advise you in advance of any service changes, such as changes to collection dates and times.
- Collect, upon request, bulky household waste items on an appointment based system within 7 days for which we will charge customers.
- Provide assisted collections for those residents who are physically unable to put out wheeled bins for collection.

- When approached, offer a chargeable commercial waste collection service to businesses in Trafford.
- Inform you of our progress in improving our services and meeting our recycling targets.
- Regularly promote waste minimisation and recycling initiatives and activities.
- Work with schools and educational establishments in raising awareness of recycling and waste minimization.

Staff will be:

- Welcoming and value your comments, complaints and suggestions about how we run our services.
- Polite and helpful at all times.
- Suitably trained.

What if we fail?

- We will use customer feedback, observations and complaints to help us improve and develop our services.
- We will investigate all complaints, correct any failures in service provision and inform you of the outcome.
- Respond to correspondence within 10 working days.

How are we doing?

- If we are failing to meet these standards, please let us know:
- Call 0161 912 4000
- Email: [wastemanagement@trafford.gov.uk](mailto:wastemanagement@trafford.gov.uk).
- Write to: Trafford Council, Waste Management, Talbot Road, Stretford, M32 0TH
- Open between 9.00 a.m. and 5.00 p.m. Monday to Friday

## Proposals for one-off Investment across the Directorate

1.	Scheme / Proposal	What are the costs	How will this be implemented	What are the benefits	How will benefits be measured	Timescales for implementation	Funding Source
	To produce artwork and supporting literature for the "Be Responsible" campaign which will move its focus from dog fouling to litter and fly-tipping in September 2014.	<b>£10k</b>	Working closely with the Communications Team the Environmental Improvements Team will deliver road shows and publicity events across the borough raising awareness of issues related to litter and waste disposal. Banners, leaflets, posters and stickers will be produced carrying the campaign message.	The benefits of this approach have already proven successful during the "Be Responsible" dog fouling campaign. There would be a reduction in litter and fly-tipping and working closely with the proposed fixed term Education Officer a reduction in issued related to the disposal of domestic waste.  There would be a reduction in the amount of litter and waste resulting in a	Base line information on the number of complaints received by the council around litter, fly-tipping and domestic waste issues is available through the CRM. Combating these issues at a local level would see a reduction in the number of complaints received.  Information is also available on the amount of waste collected by Groundforce. Ensuring information is available to	The funding would be spent during the 8 month phase of the Be Responsible Campaign Oct-May 2015.	One-off revenue balances from previous years

				cleaner and safer borough. Public perception of Council activity increases greatly for modest cost.	residents around the correct disposal routes for litter and waste would see a reduction in the amount of waste collected.		
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2.	Scheme / Proposal	What are the costs	How will this be implemented	What are the benefits	How will benefits be measured	Timescale for implementation	Funding Source
	<p><b>Small Refuse Collection Vehicle.</b></p> <p>Specifically designed to collect small quantities of waste from street litter bins.</p>	<b>£16k</b>	Short term hire, realignment of mobile teams to utilise.	Reduction in down time, significant increase in capacity. Also assist in addressing increase in side waste.	This will address the increased use and abuse of litter bins and have a positive impact on service delivery facilitating bins being emptied more frequently.	Two weeks for authorisation to delivery of vehicle on short term lease following authorisation.	One-off revenue balances from previous years



3.	Scheme / Proposal	What are the costs	How will this be implemented	What are the benefits	How will benefits be measured	Timescale for implementation	Funding Source
	<b>Replacement of Street Litter Bins</b>	<b>£10K</b>	Replace 20 / 25 small open top litter bins(LBV1) in key hot spots with boxed trap litter bins	Stops litter bin form being used for side waste. Stops wind blow and overfilling and defers the placing of inappropriate rubbish.	Contribution to 80% cleanliness targets. Reduce customer complaints. Improve corporate identity as they have Trafford logo on them.	Two – Four weeks following authorisation.	One-off revenue balances from previous years

4.	Scheme / Proposal	What are the costs	How will this be implemented	What are the benefits	How will benefits be measured	Timescales for implementation	Funding Source
	<p><b>To employ an education officer on a fixed term contract until 31<sup>st</sup> March 2015.</b></p>	<p><b>£15k</b></p>	<p>Utilise the Council's HR team for recruitment (or alternatively seek a graduate placement). The resource would be managed by the environmental improvement team to link in with the Be Responsible campaign and also work closely with the waste management team.</p>	<p>The benefits of this approach would be improved education in environmental hot spots e.g. tackling additional waste / fly tipping, particularly in alleyways.</p>	<p>A cleaner borough will be evident. Main areas where improvement would be noticed are terraced property areas.</p> <p>This could be measured through number of fly tips reported.</p>	<p>1 month.</p>	<p>One-off revenue balances from previous years</p>

5.	Scheme	Existing Proposal	Additional	Implementation	Benefits	Measures	Timescales for implementation	Funding Source
	<b>Park Noticeboards</b>	<b>£12K</b>	Provision of park notice boards where requested by Friends. We currently have requests from Dainewell, Broadway, Walton, Sale Water Park and Moss for notice boards.	Procured by SGSS team and installed by Groundforce infrastructure team or contractor.	Improved local information in parks where Friends Groups can commit to maintain and update information on a regular basis.	Notice boards installed on site.	Four – Six week following authorisation.	One-off revenue balances from previous years

### Greenspace Strategy – Proposals for Enhanced Capital Delivery 14/15

Greenspace Strategy – Proposals for Enhanced Capital Delivery 14/15								
6.	Scheme	Existing Proposal	Additional	Implementation	Additional Cost (£000)	Benefits	Measures	Funding Source
	Woodstock Park (Broadheath)	<ul style="list-style-type: none"> <li>£40k scheme – footpath, entrances, seating and soft landscape improvements (tree and shrub planting)</li> </ul>	Toddlers play improvements	Design through SGSS team in consultation with Broadheath Partnership and construction undertaken by Landscape Contractor	£20k	Improved younger children’s provision and redesign of failed hard surfaced youth area prone to vandalism and ASB	Project delivered on site. Reduction in maintenance liabilities.	Prioritise from re-phased capital schemes
	Victoria Park (Stretford)	<ul style="list-style-type: none"> <li>£15k allocated for safety surfacing repairs following vandalism</li> </ul>	Bridge funding gap between allocation (15) and quoted cost (35)	Let contract for works following already completed tender process.	£20k	Improved, safer play environment with extended lifespan	Project delivered on site. Elimination of maintenance issue.	Prioritise from re-phased capital schemes
	Longford Park	<ul style="list-style-type: none"> <li>£70k allocated for car park,</li> </ul>	Enhanced Under 8s play	Design through SGSS team in	£30k	Improved U8s play provision	Project delivered on	Prioritise from re-

	(Stretford)	entrance, toddlers play and Pet's Corner improvements	provision close to café and Pets Corner	consultation with Friends Group and Uprising Coop and construction undertaken by Landscape Contractor		in popular park hub due to café success, plus support for redevelopment of Pets Corner with 3 <sup>rd</sup> sector partner(Uprising Coop)	site. Reduction in maintenance liabilities. Improved disabled access to park for non-car users.	phased capital schemes
	Worthington Park (Sale)	<ul style="list-style-type: none"> <li>£25k allocated for safety surfacing repairs to address deterioration</li> </ul>	Bridge funding gap between allocation (25) and quoted cost (50)	Let contract for works following already completed tender process.	£25k	Improved, safer play environment with extended lifespan	Project delivered on site. Elimination of maintenance issue.	Prioritise from re-phased capital schemes
	Davyhulme Park (Urmston)	<ul style="list-style-type: none"> <li>£20k committed for MUGA improvements to address damage from vandalism and improve facility.</li> </ul>	Bridge funding gap between allocation (20) and projected cost (35) plus improvements to basketball court and play area structural maintenance repairs (20)	Design through SGSS team and construction undertaken by Landscape Contractor	£35k	Improved opportunities for informal sport and youth activities plus potential link up with Lancs CCC Foundation – youth and diversionary work	Project delivered on site. Reduction in maintenance liabilities.	Prioritise from re-phased capital schemes
	Cross Lane Park (Partington)	<ul style="list-style-type: none"> <li>£40k committed for masterplan, play area, infrastructure</li> </ul>	Complement existing allocation to deliver circular multi user	Design through SGSS team in consultation with the Friends Group and	£20k	Improved accessibility e.g. children on bikes, wheelchairs,	Project delivered on site. Reduction in complaints	Prioritise from re-phased capital schemes

		and access improvements with potential for enlarged bmx area via external bid.	footpath linking existing entrances.	construction undertaken by Landscape Contractor		pushchairs, joggers plus improved play environment	regarding lack of provision.	
				<b>Total</b>	<b>£150k</b>			

<b>7.</b>	<b>Scheme / Proposal</b>	<b>What are the costs</b>	<b>How will this be implemented</b>	<b>What are the benefits</b>	<b>How will benefits be measured</b>	<b>Timescales for implementation</b>	<b>Funding Source</b>
	M16 pilot area - large capacity Eurobin trial	Up to £10k	Provision of 9 Eurobins in locations to be arranged.	More convenient refuse collection and potentially better alternative to wheeled bins.	Less fly-tipping and litter.	January / February 2015.	One-off revenue balances from previous years