



# The London Borough of Harrow



## South Harrow Public Realm Maintenance Services Pilot Evaluation Report New Harrow Project Panel Tuesday, 8 July, 2003

# **LONDON BOROUGH OF HARROW**

## **NEW HARROW PROJECT**

### **SOUTH HARROW PUBLIC REALM MAINTENANCE SERVICES PILOT**

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**LONDON BOROUGH OF HARROW**

**NEW HARROW PROJECT**

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**REPORT TO NEW HARROW PROJECT PANEL, TUESDAY, 8 JULY, 2003**

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## **1. EXECUTIVE SUMMARY AND RECOMMENDATIONS**

### **1.1 Report Summary**

This report provides an overview of the progress and findings of the South Harrow Public Realm Maintenance Services Pilot.

The South Harrow Pilot has clearly demonstrated that:-

- The “Public Realm” can be brought to and maintained at a good standard of cleanliness, presentation and maintenance.
- Customers notice the difference.
- There are many opportunities, which are being developed, to improve collaborative working, internally, with key partners, with customers, (i.e., traders and residents) and with Community Groups.
- The service standards and resource plan approved by the New Harrow Project Panel are realistic and viable.

### **1.2 Recommendations**

Subsequent to consideration of the Audit Commission Inspection Report, the Scrutiny Review Report and the Pilot Evaluation Report, Members are asked to:-

- (i) Determine if the South Harrow Public Realm Maintenance Services Pilot has achieved the objectives agreed by the New Harrow Project Panel.
- (ii) Determine if the service standards and service frequencies are appropriate.
- (iii) Determine if the “Public Realm Maintenance Services” approach, is to be rolled out across the Borough.

Note: The report at Agenda Item 10, proposes a methodology to assist area selection and the Roll Out of Areas 2 & 3.

- (v) Recommend to Cabinet that the balance between cost and benefits/impact be re-examined, as part of the 2004/05 Budget Review process.

## **FOR DECISION**

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### 1.3 The Need for Change

Public Realm Maintenance Services are provided to benefit everyone who lives in, works in and visits Harrow. There are clear links with low standards of maintenance and anti-social behaviour and other crime. The Government has recently developed policies (The Liveability Agenda) to ensure development of Public Realm Services.

The Comprehensive Performance Assessment (CPA) has rated the Council and Environmental Services as weak. Harrow has been one of the lowest spending Authorities on environmental maintenance services for many years, resulting in a steady decline of the Public Realm Infrastructure. Feedback from residents has clearly indicated a significant and growing demand, for the Council to take decisive action, to improve the quality of the Public Realm.

The "Council's Vision and Corporate Strategic Priorities Statement 2002-2006" has placed improvement and management of the environment at the top of the agenda. The CPA and Improvement and Development Agency (IDeA) Review, Improvement Plan, places "improving services for local citizens at "Priority Area 1".

The need to respond to Quality of Life issues in an effective way has been recognised by the Pilot. A concerted and holistic approach to service delivery, will be facilitated through the new Corporate organisational arrangements, area based planning and management, and the development of existing and new partnerships, with strategic partners and key stakeholders.

The South Harrow Pilot was commissioned by the Council, as one of the initial elements of the New Harrow Project.

**There is a clear and pressing need for improvement. The Council has agreed Corporate objectives and the CPA Improvement Plan, to enable necessary changes and improvements to be implemented. Given the magnitude of change required and necessary resource investment, the Council commenced the "South Harrow Pilot", before embarking on a Borough wide programme.**

### 1.4 South Harrow Pilot Objectives

The South Harrow Pilot objectives, were agreed by the New Harrow Project Panel, to enable management and delivery of Public Realm Maintenance Services in a co-ordinated and consolidated way.

The South Harrow Pilot Area has been a useful proving ground, as this area contains examples of most Public Realm Maintenance Service requirements.

A staff team, deployed solely to the South Harrow area, has been recruited and developed to operate as a flexible, multi-skilled team. The team include operational staff, customer service and support staff, and Managers. The Pilot Area has been comprehensively "deep cleaned", the back log of hard maintenance defects cleared, and a day to day operational maintenance schedule implemented, to enable consistently good standards to be maintained.

A "Professional Services Co-ordination Group" has been established, and good progress has been made on a number of initiatives, including projects involving Transport for London and London Borough of Ealing.

A performance management database has been developed, which provides for the first time, consolidated reporting on all Public Realm Maintenance Services. Extensive consultation has been undertaken with residents, community groups, traders and internally within the Council.

The Pilot has provided a useful test bed for new operational processes and the trial of various vehicles and plant. The lessons learnt through the Pilot, will facilitate roll out of Public Realm Maintenance Services across the Borough.

The cost of the South Harrow Pilot in 2002/03 was £614k. This includes replacement of the street lights on Northolt Road, operational infrastructure set up and the initial “deep clean” of the entire area. The operational revenue budget for the Pilot Area in 2003/04, is £1,258,750. However, as a critical mass of additional resources is established, as each operational area is rolled out, the average cost of an operational area in 2006/07, will be approximately £900,000, a reduction of 28.5%, when compared with the gross cost of Area One.

**The Pilot objectives have been achieved and the service standards and frequencies have been met. The Pilot has been delivered within agreed budget targets.**

### 1.5 Evaluation Framework

The Evaluation Framework has been comprised of:-

- Ward Councillors Area Inspections and Feedback.
- Staff Review Workshop.
- Audit Commission Inspection.
- MORI Residents Survey and Focus Groups.
- Residents Newsletter Customer Feedback Cards.
- Performance Management Reports.
- Review by Scrutiny Committee Members.
- Evaluation Report.

**The Evaluation Framework enables customers views, performance management Indicators, staff views, independent inspection and elected Members views, to be incorporated within the overall Evaluation process, prior to the Council deciding if “Public Realm Maintenance Services” should be rolled out across the Borough.**

## 1.6 The Evaluation

Although the South Harrow Pilot commenced on 4 November, 2002, within the Central Area (i.e., Northolt Road), of South Harrow, "Public Realm Maintenance Services", have only been operational within the "Residential Area" (the majority of the Pilot Area) since 3 February 2003. Very good progress has been made in a relatively short period of time. However, the Pilot should be viewed as work in progress, as it will take some considerable time to bring verges, shrubberies, street furniture, etc., to a good initial standard. Once this has been completed, and the broader benefits of good street maintenance have been embedded within the minds of residents, it is anticipated that satisfaction rates should improve further.

82% of residents surveyed by MORI, stated that the streets were "cleaner and brighter".

75% of residents surveyed reported being satisfied with street cleaning. This figure was also reflected, in the residents' newsletter, customer feedback cards.

The Audit Commission Inspectors will report the findings of their inspection, which was carried out w/c 2 June, 2003, to the New Harrow Project Panel on 8 July 2003. At this stage it is anticipated that the Inspectors are likely to be generally supportive of the approach developed through the Pilot.

At the time of drafting this report, Members of Scrutiny Committee were undertaking a review of South Harrow Pilot. The outcome of this review, will be reported to New Harrow Project Panel on 8 July, 2003.

The service standards and frequency targets are generally being met. A number of changes have been implemented, since the start of the Pilot, e.g., increased service frequency of streets classed as "main vehicle routes". Where frequency targets are not being met, e.g., removal of abandoned vehicles, action is being taken to enable performance to be improved.

Members of the South Harrow Operational Staff Team, have demonstrated strong commitment to the Pilot's objectives generally, customer service focus specifically and high levels of operational performance. Members of the staff team have reported high levels of satisfaction and morale.

**Although the South Harrow Pilot has been fully operational for a reasonably short period of time, it is clear that residents are beginning to notice the improvement in their area. The majority of service standards and frequency targets are being met, and the small number that are not e.g., abandoned vehicles, will be achieved in the near future. The staff team is working efficiently and effectively.**

## 1.7 Overall Conclusions

There is an obvious improvement in the quality of Public Realm Maintenance standards within the South Harrow Pilot Area. This is clearly visible to any person who moves into/out of the Pilot Area.

The South Harrow Pilot objectives have been achieved and services are being provided, developed and maintained, within available budgetary resources. However, it should be recognised that whilst the quality standard currently being delivered is very good for Harrow, some other Councils will maintain much higher standards.

Put simply, some Council's may service every street in their Borough once per week (or even more frequently). The fortnightly service frequency, is the maximum service interval recommended for residential streets, if a reasonably good standard is to be maintained within Harrow. The "Public Realm Maintenance Services Resource Plan", which has been incorporated within the medium term budget strategy, will enable achievement of the service standards and service frequencies, documented at Appendix 3 of the report, and proved by the South Harrow Pilot.

The overall "Revenue resources" required to bring the Borough to a good standard of day to day maintenance and presentation is circa £8m. It is essential that "Capital Investment" is ongoing to enable the Public Realm Infrastructure to be secured for the future. Clearly substantial resource investment is now required, but this must be viewed in the context of the Council's very low spending on these essential services and infrastructure, over the past ten to fifteen years.

**82% of residents surveyed, have reported that the streets in the Pilot Area are "cleaner and brighter". 75% of residents surveyed and returning feed-back cards, have reported satisfaction with street cleanliness.**

**52% of residents returning feedback cards, are now satisfied with pavement maintenance, compared with 34% in 2002.**

**Some good progress has been made to "join up" planned maintenance works. For example, the Northolt Road Traffic management/bus priority scheme, has been developed to include new street lighting, resurfacing of a large part of the carriageway, development of proposals, together with L.B. Ealing, to improve traffic flow through Petts Hill Bridge, and commissioning of a review of traffic congestion along the entire length of Northolt Road. The position of CCTV cameras, which are being installed to enforce the bus lanes, have been determined to maximise community safety benefits. On a smaller scale "Planned Highway Maintenance Works" (which may for example be based on footway and carriageway repairs), have been developed, where appropriate, to include lighting and signage. The objective being to provide residents with a new street as part of a single comprehensive project.**

**Extensive consultation has been undertaken with customers (residents and traders) on a day to day basis and more formally, to enable problem issues to be resolved. Where possible e.g., Brooke Avenue and Roxeth Green Avenue, residents are being asked/encouraged to become fully involved in the development of solutions to the problem(s) faced by their street.**

**Operational staff are now regularly thanked by residents as their streets are serviced. During the recent hot weather, it has become common for residents to show their appreciation, by offering operational staff cold drinks.**

**The Pilot has demonstrated that the service standards and frequencies, operational resource plan, and organisational and operational arrangements, which have been developed as a key element of the Pilot, are realistic and viable.**

**The experience of the South Harrow Pilot, will facilitate roll out to Areas 2 and 3 in the current year.**

**The "Public Realm Maintenance Services" approach, will enable good progress to be made to address the Audit Commission's "Four Key Areas for Action", in respect of street maintenance.**



## **2. OVERVIEW OF THE SOUTH HARROW PUBLIC REALM MAINTENANCE SERVICES PILOT**

### **2.1 Why is a New and Different Approach to Public Realm Maintenance Services Necessary?**

There are very few Council services that are provided to benefit every resident living in the Borough, every person working in the Borough and everyone who visits the Borough. Public Realm Maintenance Services are provided for the benefit of everyone. Many of these services are essential if a “healthy and safe” day to day existence is to be maintained. There is a statutory requirement for the Council to provide most of the Public Realm Maintenance Services. The quality/standard of Public Realm Maintenance Services can have a profound impact on the “quality of life”, including crime and disorder, and individual and organisational prosperity. Numerous surveys of the public, throughout the country, have clearly demonstrated that the condition and appearance of the Public Realm, is high on the public’s list of priorities, for Local Authorities to address.

The recent Comprehensive Performance Assessment (CPA) rated the Council as “weak”. The score for Environmental Services was also “weak”. The CPA score incorporates for example, the standard of street cleanliness indicator BVPI199 and the cleanliness satisfaction indicator BVPI89.

The Comprehensive Performance Assessment and Improvement and Development Agency (IDEA) Review, Improvement Plan, provides the framework to enable the Council, to be rated as a “good” Authority by 2006. “Key Theme 1” of the Improvement Plan is to “Improve Services for Local Citizens”. The Improvement Plan recognises the fundamental importance of Public Realm Maintenance, to the quality of lives of the Borough’s citizens.

The New Harrow Project has been put in place to ensure that the Council:-

- Is able to delivery good front line services.
- Can meet elected Member’s expectations.
- Puts citizens first.

The South Harrow Public Realm Maintenance Services Pilot was commissioned by the Council as one of the initial elements of the New Harrow Project (NHP). The other initial elements of NHP being, the new Corporate organisational arrangements and the medium term budget strategy.

The Public Realm within Harrow has been in decline for many years, as result of climatic, economic and social change, and an ageing infrastructure.

Feedback from residents and businesses over an extended period, has clearly indicated our customers expectations and requirements, for step change in the quality of the Borough’s Public Realm Maintenance Services. It should be noted that the requirement to take decisive action in this critical area of Local Authority service provision, is not peculiar to Harrow. Rather, substantial efforts are required on a London wide and Nationwide basis. As far as Harrow is concerned, the point where change and improvement is desirable, has been passed by a significant margin. Our current situation requires fundamental change to be implemented to secure the Public Realm infrastructure, and to improve the quality of life for the entire Borough community. Harrow’s expenditure on many of the services has been amongst the lowest in London for many years. This has resulted in the quality rating for these services also being amongst the lowest.

The Government has recognised the need for effective management of the Public Realm, by launching the “Liveability Agenda” in 2001. The aim of this Policy, is to create a situation where:-

**“Streets are safe and parents feel able to let their children walk to school. Where people want to use the parks, where graffiti, vandalism, litter and dereliction are not tolerated. Where the environment in which we live fosters rather than alienates a sense of local community and mutual responsibility. The “Liveability Agenda” aims to strengthen local communities, to make streets safer, cleaner and better maintained and to provide high quality public spaces”.**

**Prime Minister**

The Audit Commission has published a “Learning from Inspection and Research” Paper on the inspections it has made in respect of Local Authorities Street Maintenance Services. The summary of this paper is set out below:-

### **Summary - Audit Commission - Learning from Inspections and Research - Street Scene Services**

Since everyone has contact with the street scene in some way or other, public expectations about the state of streets are high. The public wants streets to be clean, safe, attractive, and accessible. Local Authorities have key roles to play.....

- Raising awareness of the impact of the street scene, both as a significant asset and as a major contributor to peoples’ quality of life.
- Working with residential and business communities, utilities and other stakeholders to increase engagement and encourage ownership of issues.
- Co-ordinating the services that affect the design, maintenance and management of the street scene.

**This report identifies four key areas for action:**

#### **1. Not all Authorities are engaging users sufficiently.....**

- Consultation with users needs to be strengthened, especially with hard to reach groups.
- Authorities need to ensure ease of movement on the streets.
- Access to the Council, to make enquiries or report any problems, should be improved.
- Information on street scene services should be up-to-date and available in appropriate formats and languages.
- The public should be given a greater role in reporting problems and improving services.

## **2. Street Scene Services could be better coordinated...**

- The coordination of services reflects both what users want and the need for increased service efficiency.
- Coordination between street scene services needs to be reflected at fundamental service design level, and not just in the binding together of separate service areas for a best value review.
- Effective joint working between different agencies and single points of contact for the user have led to tangible benefits for Authorities and users.

## **3. The quality of Street Scene Services is very variable...**

- Rigorous challenge from the Authority is essential to improving service quality.
- Authorities that have embraced change have made improvements.
- Staff are a key resource and need new technologies and sound working practices to ensure that they are skilled and motivated.

## **4. There are serious deficiencies in the effective use of competition.....**

- Authorities need to undertake rigorous analysis of alternative methods of service delivery, including partnerships and outsourcing.
- The market of potential suppliers needs careful exploration, especially where more flexible or integrated contracts are required.

Inspection findings across a range of street scene services have identified a number of examples of good practice, some of which are detailed in this paper (Audit Commission's Report). All Authorities need to examine their own circumstances as part of best value reviews, to see how they can best work towards bringing quality integrated services to the public.

The Council's Street Maintenance Local Public Services Agreement (LPSA) includes "stretch targets" for "high standards of cleanliness" and for reducing time to enable the removal of abandoned vehicles.

### **2.2 Has the South Harrow Pilot Achieved the Stated Objectives?**

Put simply, yes. The Pilot objectives determined by the New Harrow Project Panel in September 2002, have been achieved. Additionally, the Pilot Project has demonstrated that the service standards which were also determined by the New Harrow Project Panel in September 2002, can be achieved and maintained within the constraints imposed by the Resource Plan.

Appendix 1 of the report provides an overview of progress against each of the objectives.

However, the South Harrow operational area, should be viewed very much as work in progress. There is still much to be done to return the Public Realm infrastructure to a reasonable condition.

The points below provide a brief summary of the Pilot objectives and progress in meeting these objectives, to date:-

➤ **Objective 1 - Deploy Staff Team**

A thirty-two person staff team has been established, developed and deployed on a dedicated basis, to service the Public Realm within the South Harrow area. The members of this team, the majority of which are new recruits, have been subject to rapid development over a relatively short period of time, to enable the broad range of services and tasks necessary to maintain the Public Realm, to be undertaken in a co-ordinated way. Additional staff (i.e., additional to the dedicated team) resources were deployed during the initial deep clean phases.

➤ **Objectives 2 & 3 - Cleansing, Presentation and Responsive Maintenance**

There is absolutely no doubt that the appearance of the Public Realm within South Harrow has been transformed, and that good progress is being made, in undertaking a substantial number of minor infrastructure improvements.

The service standards have been amended to reflect the high standards required on main vehicle routes. Service frequencies and standards are being achieved/met.

➤ **Objective 4 - Co-ordination**

A number of streets (i.e., those with greatest need for infrastructure improvement), have been identified for Capital Investment. It is intended that carriageway, footway, lighting and signage, would be upgraded as part of comprehensive refurbishment projects.

An internal Professional Services Coordination Group has been established, and good progress has been made on a number of initiatives involving, Engineers, Enforcement, Environmental Health, Planning, Waste Management and Parking Units. The development of the Northolt Road Traffic Management Project, is an example of the benefits available from collaboration.

➤ **Objective 5 - Performance Management**

The Local Environmental Quality Survey (LEQS), has been adopted to enable progress to be reported in a consistent way. LEQS provides a consolidated report on all elements, e.g., cleanliness, grounds maintenance, footway/carriageway/lighting maintenance, presentation and condition of the Public Realm. LEQS also links with the Capital Standards Scheme, which has been adopted London wide, thereby enabling effective comparison in the future. A comprehensive but very basic performance management database has been developed, to enable operational effectiveness to be monitored and targeting of resources. Customer satisfaction is also being regularly assessed.

➤ **Objective 6 - Consultation**

Extensive consultation has been undertaken with residents, partners, community groups and staff.

It must also be recognised, that although the South Harrow Pilot commenced on 4 November 2002, that the enhanced services were operational only within the "Central Area" at this time. The majority of the Pilot area, i.e., the "residential area", became operational on 3 February 2003. The fortnightly maintenance schedule of the residential area, commenced at 1 April, 2003, following a two month "deep clean".

## 2.3 What Have Been the Main Learning Points from the Project?

### Operational Issues

The Pilot Area organisational and operational arrangements and resource plan, enabled achievement of the Pilot objectives and resulted in much positive feedback from customers, Council Members, staff and informally, the Audit Commission Inspectors.

Absence of enforcement over many years has resulted in significant and blatant abuse of the Public Realm by some residents, motorists, traders, contractors and utility companies.

Maintenance of the main thoroughfares was originally planned as a fortnightly activity. This has been upgraded to daily litter clearance and weekly comprehensive service.

The use of flower beds at strategic locations, has received positive customer feedback.

The deployment of flexible multi-skilled maintenance teams have enabled residential roads to be serviced using the "Single Pass" approach. This has enabled the Council's presence on street to be "highly visible" to residents. It is now possible for a single team to; clear graffiti; fly-posting, fly-tips; remove overgrowing vegetation, prune trees and shrubberies, maintain flower beds and grass verges; clean street furniture; remove litter and detritus; and report infrastructure defects and abandoned vehicles. The range and variety of work undertaken by the Pilot Area Team, has had a most positive impact on morale.

As the Project began to achieve results and residents and traders gave positive feedback to staff, the enthusiasm and motivation of staff increased. Short-term staff absence levels of less than one percent are currently being realised.

The removal/control of graffiti and fly posting, washing of streets and cleaning of street furniture and signs, will be facilitated through the deployment of a permanent vehicle fleet. Most vehicles will in future be equipped with high pressure washing plant. A street washing machine will be sourced and maintained from/by Fraikins at Central Depot.

Removal of graffiti may be delayed during periods of freezing weather, when it is not appropriate to deploy street washing plant.

Small scale "tag" type graffiti is significantly more wide spread than was first thought, particularly on structures previously classified as "private property".

Difficulties were experienced dealing with the removal of cut grass and other vegetation. This has been resolved through the use of "one tonne bags".

Verge maintenance - has now been scheduled as an Autumn task, given problems with ground conditions during January, February and March.

Many other Local Authorities are currently attempting to deal with graffiti, chewing gum, detritus. Therefore specialist vehicles and plant are in short supply within the "ad hoc hire market".

Repair/improvement of grass verges will take a year to complete, given years of neglect and abuse.

## Organisational Issues

Significant resident dissatisfaction with the quality of the footway is clearly apparent. It is likely that the current approach of forming footways using “bitmac” or “hi load paving”, will not necessarily result in customer satisfaction, as these are seen as “cheap materials”, which do not reflect current day customer expectation. Many residents are likely to compare the quality of these materials to the typically high quality investment they make in their home and gardens. Long term Capital Investment is required to bring footways to a good standard.

The design and construction of the highway infrastructure does not reflect current day best practice. Construction materials are utilitarian and unattractive, and the extensive use of guard rails and three metre poles for small parking signs, reflect outdated practice. Long term Capital Investment is required to develop the highway infrastructure and street furniture to a good standard.

The extent of poor quality street lighting is significant. The concrete columns may have been installed in the thirties and are now breaking down. These lighting units provide insufficient illumination. The older steel columns installed in seventies/eighties are rusty and unsightly. Illumination produced by these units is again poor. The relative positions of street lights and trees and limited tree maintenance, reduces the effectiveness of street lighting. Long term Capital Investment is required to bring the street lighting infrastructure to a good standard.

The Magnitude of work within parks, in particular, to prevent further deterioration of the infrastructure is significant. Long term capital investment programme is required to secure facilities, and to enable use of the parks in Twenty First Century to be developed.

Co-ordination of the contributions of the Professional services, has at times been difficult to realise. However, a good start has been made and the establishment of the Urban Living Directorate and reorganisation of staff will ensure this aspect is fully addressed.

Police recognise the benefits of good quality Public Realm Maintenance. The Police have indicated a commitment to work in partnership to deal with issues, as these relate to criminal activities and anti-social behaviour.

In the medium and long term, it will be necessary for the Council and its contractors, to train and develop sufficient numbers of Public Realm Maintenance staff, as competent recruits are not available in the local labour market.

Start dates for area/part area/etc., need to be determined and fixed in absolute terms, at least six months before first day of operation, to enable/facilitate deployment of resources.

## Working With Our Customers

The workload associated with “Community Services/Development” i.e., work with customers over and above Public Realm Maintenance Services, needs to be addressed in the implementation of the new Directorate structures.

Opportunities for residents at street level (e.g., Northolt Road), to meet with Managers, does not guarantee participation. Various approaches will be developed over time, to enable resident participation to be maximised. However, those residents who have participated in meetings, are now contributing pro-actively in the management of “their street” and have indicated a high level of interest in on-going dialogue and a willingness to encourage their neighbours to participate.

It is possible with residents' support, to clear roads of vehicles to facilitate maintenance.

There is a significant expectations on part of residents and traders, that the Council will maintain private property. Issues here include removal of fly tipping, repair of structures subsequent to criminal damage, maintenance of unadopted service roads and alley ways. A concerted information campaign to enable "frontagers" to understand and accept their responsibilities will be developed and implemented.

#### 2.4 Are Our Customers Satisfied with the New Approach?

Market Opinion Research International (MORI) undertook a benchmark survey of residents in November 2002, and this has been followed up with a "progress check survey" in May 2003, fifteen weeks after commencement of operations within the "residential area".

#### **Q4. What, if anything, do you think has got better in the area over the last six months or so?**

The streets are cleaner/brighter	82%
Better maintenance of roads	14%
More flowers, cut grass, neater hedges	11%

#### **Q6. How Satisfied or Dissatisfied you are with the Quality of the Services in South Harrow.**

		Very Satisfied	Fairly Satisfied	Neither	Fairly Dissatisfied	Very Dissatisfied	No Opinion
Refuse Collection	<b>2003</b>	<b>31%</b>	<b>47%</b>	<b>8%</b>	<b>5%</b>	<b>7%</b>	<b>2%</b>
	2002	22%	52%	10%	10%	4%	2%
Street Cleaning	<b>2003</b>	<b>33%</b>	<b>42%</b>	<b>7%</b>	<b>10%</b>	<b>7%</b>	-
	2002	6%	37%	15%	25%	15%	2%
Street Lighting	<b>2003</b>	<b>22%</b>	<b>52%</b>	<b>14%</b>	<b>8%</b>	<b>2%</b>	<b>2%</b>
	2002	14%	56%	11%	14%	5%	1%
Pavement Maintenance	<b>2003</b>	<b>8%</b>	<b>39%</b>	<b>18%</b>	<b>18%</b>	<b>16%</b>	<b>1%</b>
	2002	3%	31%	19%	32%	13%	1%
Road Maintenance	<b>2003</b>	<b>10%</b>	<b>33%</b>	<b>14%</b>	<b>17%</b>	<b>22%</b>	<b>5%</b>
	2002	4%	37%	18%	27%	11%	2%
Traffic Management	<b>2003</b>	<b>6%</b>	<b>26%</b>	<b>19%</b>	<b>20%</b>	<b>23%</b>	<b>5%</b>
	2002	2%	21%	24%	32%	16%	5%
Traffic Congestion	<b>2003</b>	<b>2%</b>	<b>18%</b>	<b>20%</b>	<b>25%</b>	<b>32%</b>	<b>2%</b>
	2002	1%	19%	21%	33%	22%	3%

MORI report that in general:-

"People have become more positive about the street scene in South Harrow".

"This has not necessarily transferred into a more positive assessment of the Council".

"The recent rise in Council Tax in Harrow is very fresh in residents' minds, and it is not unusual to see this colouring their view of the Council, and raise question about value for money".

"The Focus Group discussions uncovered some underlying causes of discontent, not directly related to Council services, these issues affect residents' quality of life, and therefore affect deep-seated values that will not change over the short time that the Project has been in effect".

MORI's "South Harrow Research Summary" report, is attached at Appendix 3.

Issue 2 of the South Harrow Residents Newsletter was distributed during May 2003. The Newsletter asked residents to provide feedback on their satisfaction in respect of street cleaning, footpath maintenance and parks. At the time of drafting this report, 109 feedback cards had been returned. The results are compared below, with the November 2002 MORI survey:-

		<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Unsatisfied</b>	<b>Very Unsatisfied</b>
Street Cleaning	<b>May 2003</b>	<b>26%</b>	<b>50%</b>	<b>17%</b>	<b>7%</b>
	Nov. 2002	6%	37%	42%	15%
Footpath Maintenance	<b>May 2003</b>	<b>16%</b>	<b>36%</b>	<b>30%</b>	<b>18%</b>
	Nov. 2002	3%	31%	53%	13%
The Look of Parks	<b>May 2003</b>	<b>17%</b>	<b>55%</b>	<b>21%</b>	<b>7%</b>
	Nov. 2002	13%	60%	24%	3%

Since the commencement of the Project, fifty-eight unsolicited letters have been received complimenting the Council on “the good work in South Harrow”. Although at first sight this number may be considered relatively small, it needs to be set in the context of compliments, in respect of the Public Realm Maintenance Services, being a very rare occurrence indeed, in past years. Additionally, operational staff (street based and customer service) regularly receive complimentary comments.

## **2.5 Does the New Approach Represent Best Value?**

Best Value sets out the four Cs, which Councils should follow when considering service provision. A fifth “C”, collaboration is also frequently added.

The points below provide an overview of progress against each element:-

### **Challenge**

The South Harrow Pilot is testing a radical approach to maintaining the Public Realm, which is based on area working and integrated service delivery. Unlike many other Local Authorities, integrated service delivery has been interpreted by the Pilot to encompass the strategic planning, professional services and operational service delivery of e.g., street cleaning, grounds maintenance, parks, highway maintenance, public lighting and environmental enforcement services. This is a major change to the way in which services are normally provided and puts Harrow in the vanguard of service development. However, it is clear that there are major benefits in this approach.

Area working in the Pilot encompasses listening to the customer and responding to their concerns. Although this is at an early stage, it seems clear that the public responds positively to this approach. One of the problems which this approach will produce, however, is how to meet residents rising aspirations, as initial concerns, e.g., street cleanliness, pot hole repairs etc., are met.

### **Compare**

Comparisons with other Authorities is extremely difficult, and is not helped by the Audit Commission dropping the BVPIs for the cost of street cleaning, and changing the BVPI for quality of street cleaning. What is clear, is that Councils are increasingly trying to address the Government’s “Liveability Agenda”. In London, the Mayor’s Capital Standards programme is also driving improvement of the Public Realm.



Under the old cost Best Value Performance Indicator (BVPI) for street cleansing, Harrow spent £170k per square kilometre per year. In comparison the average cost for London was £626k.

When the new “Public Realm Maintenance Services” covers the whole Borough in 2007/08, the cost of street cleaning will be £551k, per square kilometre per year. In 2001/02, London Borough of Brent reported costs of £541k. It is becoming clear that some London Boroughs will invest substantial additional resources in the street cleaning and maintenance services, in 2003/04 and beyond.

The chart which follows is based on BVPI 85, “The cost of keeping relevant land free of litter and refuse”, which was last collected in 2001/02. Harrow’s cost per square kilometre has been increased to reflect the additional resources for street cleaning, as NHP is rolled out. The cost for the other Authorities have been simply increased by inflation of 3% each year. It is understood that like Harrow, many Authorities in London, have provided additional resources for street cleaning. These additional resources are not reflected within the chart which follows.

Authority		2002/03 (Est)	2007/08 (Est)
Kensington & Chelsea	(1)	3,088,192	3,580,061
Westminster	(2)	1,729,669	2,005,160
Islington	(3)	924,000	1,071,169
Hammersmith & Fulham	(4)	888,121	1,029,575
Camden	(5)	862,534	999,914
Newham	(6)	849,330	984,606
Tower Hamlets	(7)	838,318	971,840
Greenwich	(8)	819,880	950,466
Waltham Forest	(9)	727,681	843,582
Southwark	(10)	714,948	828,820
Lambeth	(11)	654,529	758,778
Haringey	(12)	593,341	687,845
Brent	(13)	557,755	646,591
Richmond-upon-Thames	(14)	538,611	624,397
Hackney	(15)	503,602	583,813
<b>Harrow 07/08</b>			<b>550,935</b>
Hounslow	(16)	455,139	527,631
Lewisham	(17)	447,492	518,766
Wandsworth	(18)	418,843	485,554
Ealing	(19)	390,436	452,622
Bexley	(20)	262,557	304,376
Sutton	(21)	254,766	295,344
Havering	(22)	236,647	274,338
Croydon	(23)	234,224	271,530
Barnet	(24)	208,060	241,199
<b>Harrow 02/03</b>		<b>202,681 (Act)</b>	
Bromley	(25)	185,869	215,473
Kingston-upon-Thames	(26)	181,419	210,314
Hillingdon	(27)	178,200	206,583
Enfield	(28)	164,951	191,224
<b>Harrow if 01/02 base inflated 3%</b>	(29)	<b>175,372</b>	<b>203,304</b>
Redbridge	(30)	112,871	130,848
Merton	(31)	46,416 #	
Barking & Dagenham	(32)	36,908 #	
Top Quartile		196,964	228,336
Median		455,139	527,631
Bottom Quartile		773,781	897,024

Notes: # These values are unlikely to be reliable.

This chart is based on BVPI 85, which was last reported in 2001/02. Local Authorities are no longer required to report this indicator.

(Est) Values for other Boroughs in each year following 2001/02 have been determined by adding 3% inflation from the 2001/02 base. It should be noted that a number of Councils have increased resources for street cleaning in 2002/03 and that it is likely that some Councils will invest significantly in street scene services, in future years.

Harrow's Values

The Chartered Institute of Public Finance Accounts (CIPFA) report comparison of costs from a range of service groupings, including:-

Extract from Finance & General Statistics 2002/03

	Transport, Planning, Policy & Strategy (138)	Traffic Management and Road Safety (139)	Roads & Bridges - Construction, Structural & Routine Maintenance	Parks & Open Spaces (147)	Community Safety (150)	Waste Collection (151)	Street Cleaning & Litter Responsibilities (154)
	£/head	£/head	£/head	£/head	£/head	£/head	£/head
Harrow	1.11	2.56	13.87	8.56	0.63	10.31	5.67
Average Outer London Boroughs	2.5	3	25.36	11.51	1.9	13.2	11.95

Note: The above figures are “draft” and relate to provisional outturn in 2002/03.

Service standards are extremely difficult to compare as there is no published data. Variations are very wide. In some of the inner London Boroughs, service varies from continuous 24 hour provision to 3 times/week. In Hillingdon’s residential areas, street cleaning occurs once every 5 weeks in the North of the Borough.

Once the Roll Out of New Public Realm Maintenance Services is complete in 2006/07, the additional cost to each household, for good standards of Public Realm Maintenance, will be £1.90 per week.

**Consult**

Within the Pilot Area, the Council has consulted extensively with customers, stakeholders and partners, both formally and informally.

**Compete**

The Council has a long history of working effectively with private sector partners, in the provision of Environmental Maintenance Services. However, to facilitate service development, the approach being followed in the Pilot Area has been developed through the deployment of staff employed directly by the Council. Assuming that “Public Realm Maintenance Services” are rolled out across the Borough, it is recommended that operational areas 2 to 6, should be initiated through the deployment of “in-house” staff and partnership working with existing partners (e.g., Serviceteam). If the integrated service delivery and area based approach is to be confirmed, the Council needs to develop a procurement strategy that is based on “joined up” service delivery. It would not be desirable for competition to result in the return of the client/contractor split.

The existing in-house street cleansing contract has effectively been superseded by the new arrangements. In a similar way the existing grounds maintenance contracts (which are split between Contract Services and Serviceteam) have also been effectively superseded - although the Serviceteam contract is still operational. Responsive Highways Maintenance and Public Lighting Contracts are due to be renewed next year, along with Planned Highways Maintenance. The new approach will absorb some of the current functions in these contracts, such as “lights out scouting” and this will need to be taken on board when they are re-let. A strategic programme framework is currently being developed, for consideration by Members in the near future.

In order to address the wider issue of competition, consideration will be given to Areas 7, 8 and 9, be let as a single contract, starting in April 2005. The contract would encompass all the functions carried out by the Area Management and Operational Teams. The development of an effective partnership, based on service outcomes, the customer services ethos and wider community development role, similar to the Pilot, will be fundamental to the success of the procurement process. The partner would be expected to become a fully integrated element of the Council's performance management system.

### **Collaboration**

Collaboration is one of the key elements of the Council wide New Harrow Project. Within the South Harrow Pilot Area, collaboration with the Police has been particularly effective. Inter-departmental collaboration is being developed to very good effect and work with traders is already showing good results in dealing with graffiti and waste.

The Council has well developed arrangements for collaborative working, these include:-

- Harrow Strategic Partnership.
- West London Alliance.
- Transport for London.
- Joint project with Ealing in respect of the Petts Hill Bridge.
- Investigating opportunities to work with London Borough of Barnet on a street lighting PFI project.
- Working with Primary Care Trust on the Local Improvement Finance Investment Company (LIFT Co).

These collaborative partnerships will be developed over time, to enable service development and delivery to be focussed, to meet the specific and differing needs of each area of the Borough.

Effective collaboration with the private sector will be a vital element of the procurement strategy outlined in the previous section.

### **2.6 Are the Operational Service Standards Set at an Appropriate Level?**

The improved service standards have resulted in - significant improvement in the cleanliness and visual amenity of the streets and parks. There have also been a significant improvement in responsive highways maintenance. In addition, it has also been possible to carry out some of the repairs to the highways infrastructure which the previous organisational arrangements were not able to address. However, these standards have had to be adjusted/upgraded where they have been inadequate. The most obvious example of this has been the main thoroughfares where the original fortnightly service has had to be increased to daily litter clearance and weekly servicing.

The extended operational hours in the shopping areas appear to have contributed to the reduced fear of crime, and to have prevented new incidents of graffiti and vandalism once the old incidents had been cleared.

Provision of integrated services mean that it would be inappropriate to reduce service frequencies in residential roads. Grass verges would be unacceptable if serviced at a longer interval. One of the main advantages of integrated service provision is the visibility of the Public Realm Maintenance Team. Breaking this link would reduce visibility.

Most other Boroughs are raising their standards in response to the C.P.A. and if a good comparable standard is to be maintained in the future, it is difficult to identify which areas could be reduced without affecting the overall performance.

Although residents have generally welcomed the improved standards, some comments have been received suggesting that a reduced standard and reduced cost would be acceptable.

The Audit Commission Inspectors commented that while the South Harrow standards were much higher than elsewhere in the Borough, they were comparable with other Boroughs engaged upon the improvement of the street scene.

## **2.7 What are the Added Value Benefits of the New Approach?**

If the new approach is rolled out across the Borough, the additional cost per household per week will be in the order of £1.90. This covers a range of services (i.e., street cleansing, grass verge maintenance, parks, responsive highways maintenance and improved enforcement) all of which contribute to an improved "Public Realm".

In the past three months, no claims for falls and trips have been made by the public in the South Harrow Area. Last year, there were sixty five successful insurance claims against the Borough which cost approximately £160k to resolve. Rolling out of the new approach can therefore be expected to reduce these claims substantially. The cost to the NHS of treating accident victims, and the personal cost to claimants of pain, injury, loss of earnings, inconvenience etc., also need to be factored into this equation. In an ageing population, trips and falls can have far-reaching implications for individuals, and can lead to increased costs for Social Services.

A less obvious benefit of the new approach is the reduction in fear of crime, particularly in the older population. Anecdotal evidence from the Manager of Sainsburys' and others, suggests that the elderly are more willing to shop later into the evening than they were before.

The Audit Commission Inspectors enquired whether the improvements to the local area had increased house prices. This is difficult to answer. However, there is clearly a perception that the area is more pleasant to live in. A well maintained environment will make the area more attractive to house buyers, and this will inevitably be reflected in house prices.

Liaison with the Police has improved significantly as a result of this project. The Divisional Manager (Operations) now attends the weekly Police Tasking meeting, which targets Police resources for the next week.

The Police Inspector responsible for Borough Intelligence attended the Staff Development Workshop. Staff are encouraged to contribute intelligence information directly to the Police. Intelligence feeds back into the crime prevention and detection process - also assisting with reducing crime and the fear of crime.

The new approach has enabled residents concerns to be brought to the forefront. A prime example of this is the Enforcement Notice, which was served on the derelict building in Northolt Road. An issue raised by Brooke Avenue and South Hill Avenue residents. The Audit Commission cited this as a good precedent for the future. The building had been neglected for over twenty years, and was a major eyesore in the area. There is little doubt that without the new approach, the problem would be unlikely to have been addressed. Action is continuing with the adoption by the Development Committee of a design brief for the redevelopment of the site.

Area based service delivery has also resulted in the residents concerns about Roxeth Green Avenue being considered. An integrated scheme addressing residents parking, verge damage and traffic flow obstruction, is to be developed following a meeting with residents in May.

The area based approach and the use of LEQS to survey a broad spectrum of issues, has also influenced the planned and responsive maintenance programmes within the area. In particular, this will allowed some of the substandard lighting and poor condition street lighting columns to be replaced. By the end of 2003/04, all Grade 4 (spalling concrete column with dim orange lighting) street lights should have been replaced in the area.

Staff satisfaction, morale and motivation has clearly improved. Absence levels are significantly reduced, and over time staff turnover is expected to reduce and recruitment become easier, as candidates “queue up” to join a successful well regarded organisation.

Potentially key suppliers will want to be associated with an innovative and successful Council, and may offer long term trials of new plant and equipment at zero cost to the Council. Additionally, unit purchase prices may improve as suppliers work to ensure that they can add the Council to their list of clients.

## **2.8 What are Other Local Authorities Doing to Improve Public Realm Maintenance Services?**

Improving the Public Realm is seen as an increasingly important objective by a number of Local Authorities. This is both to meet the Government’s Liveability Agenda, and to address the issues raised by the Audit Commission, through the Comprehensive Performance Assessment (CPA). The following examples are taken from the Audit Commission’s “Learning from Inspections”, publication and other sources.

Camden is seen as a leader in improving services with its Boulevard Project. Where the Project has been introduced footways are being washed rather than just swept, and footway surfaces are being tested so that they can withstand high pressure washing. ENCAMS have identified a 15% to 27% improvement in street cleanliness. Insurance claims have fallen from 152 in the previous years to zero (saving costs of £395,000).

Camden has also improved its working relationship with its contractors by working closer with them. There is a joint NVQ training programme for their Street Environment Services and the adverse relationship no longer exists.

In Richmond, problems with parked cars is being addressed by undertaking road clearances across nearly half of the Borough, to allow cleaning to occur.

In Brent, new technology has been introduced in the form of hand-held personal computers and call logging systems. Enquiries are logged by post code, which increases the accuracy of service delivery, and ensures speed when monitoring progress.

In Sunderland, cleaning complaints have been reduced by increasing the number of rapid response crews, changing working hours for this to 12.00 Noon to 8.00p.m. Service delivery is now provided in six areas and local Managers liaise with the residents and tenants, and have the flexibility to adjust work patterns to address persistent problems.

Barnsley Metropolitan Borough Council has created an integrated service for the Public Realm. Neighbourhood Pride teams now handle all street cleaning, grounds maintenance and (aspects of) Council Housing. Local Supervisors have the ability to respond to local residents. Teams are encouraged to deal with problems when they see them, rather than wait for the next cycle or season.

Lewisham has introduced Access\*Point, a one-stop shop offering an integrated approach to customer service. 25 staff provide access to a range of services to 520 personal callers a day, 130,000 callers a year. The Centre is open from 8.00a.m. on Monday and closes at 7.00p.m., on Thursdays. At other times it is available 9.00a.m. to 5.30p.m., and until 1.00p.m. on Saturdays.

In Kensington and Chelsea, the Council is committed, under a LPSA agreement, to improving the cleanliness of the North of the Borough by 30%, and the South of the borough by 20%, over the next three years.

In Greenwich, street cleaning and grounds maintenance service delivery has been combined, and the service is now delivered on an area basis (the Borough being divided into areas).

## 2.9 What are our Customers Expectations in the Medium and Long Terms?

Residents have been asked to provide feedback on their “priorities for the South Harrow area in the future”, at Focus Groups facilitated by MORI, and through the use of comment cards. A summary of feedback received is:-

MORI Focus Groups:-

- Community safety and policing.
- The provision of activities and facilities for young people.
- Maintenance of the area.
- Educating children and the public on the importance of keeping the area clean.
- Enforced cleaning.

Resident Comment Cards:-

- Resolving broad range of issues associated with parking of vehicles.
- Resolving a broad range of issues associated with traffic management and congestion.
- Improving roads and pavement conditions.
- Continuous improvement of day to day street maintenance.
- Improving parks and leisure facilities.

It will be essential, if resident satisfaction ratings are to be improved, for the Council, through the New Harrow Project and in collaboration with our Strategic Partners, to ensure that a concerted plan of action is developed and implemented, to address these issues in the medium and long terms.

## 2.10 How Will Continuous Improvement be Enabled and Assured

“Continuous improvement” of the “Public Realm Maintenance Services”, subsequent to completion of the initial deep clean of each area, will be enabled through the development of a comprehensive improvement plan.

The improvement plan will be based on the “How to Improve” framework, promoted by the Audit Commission in the report “Street Scene - Learning from Audit Inspection and Research”.

The improvement plan will be compiled using the framework below:-

- Focussing on the User -
  - User Consultation
  - Ease of movement on the street
  - Access to the Council
  - Information provision
  - User involvement
  - Service specific solutions
  
- Co-ordinating Services -
  - Joined-up working
  - Single point of contact
  - Different levels of coordination
  
- Managing Quality -
  - Performance management, measurement and analysis
  - Working practices
  - Willingness to change
  - Maximum resources
  - Managing conflicts
  
- Embracing Competition -
  - Procurement strategies
  - Skills and expertise
  - Market consultation and analysis
  - Options appraisal
  - Partnerships
  - Outsourcing

Additionally, subsequent to a decision by Cabinet on 15 July 2003, to roll out Public Realm Maintenance Services, priority action will be taken to resolve the issues below:-

- Dropped kerbs on the “ladder roads” which adjoin the central part of Northolt Road.
- Problems at Northolt Road/Brooke Avenue, associated with the sale of Khat.
- Enable abandoned and/or dangerous vehicles, whether on the highway or on private land, to be managed in accordance with the Service Standards time targets.
- Long term management and maintenance of private service roads.
- Quality and service standards in respect of “Housing land”.
- Promote the safety benefits in parks of permanent staff deployments.
- Develop “positive diversionary” opportunities/activities for young people particularly within parks.

- Compile the design standards and maintenance standards manuals, for formal adoption by the Council.
- Office based customer service staff to be provided with regular opportunities to familiarise themselves with on-site service delivery. Managers and operational staff to experience the customer service role.
- Develop education campaigns, using the residents Newsletter and other media, covering e.g.:- Litter, chewing gum, graffiti, verge parking, domestic contractors on the highway, maintenance of service roads, etc.
- Ensure that residents are provided with “all relevant information” in respect of Public Realm Maintenance, within each operational area.
- Ensure that the Council presence on the street is “highly visible”; i.e., Council vehicles carry Corporate Logo, staff in uniform, staff using private vehicles on Council business displaying magnetic Council Logo signage.
- Establish an inter Directorate, inter Agency Project Team to enable customers longer term expectations to be managed in an effective way.
- Devise a training and development plan to ensure that competent staff remain available in the long term.
- Deploy competent management and technical staff resource to facilitate Roll Out to Areas Two to Nine; to include Surveyors/Inspectors, Engineers/Clerk of Works, Staff Trainers, Performance Management.



### **3. BACKGROUND**

The quality of the Council's Public Realm Maintenance Services have declined markedly over the last decade. The resourcing of day to day maintenance services, has not reflected climatic, economic and social changes, or the increasing cost of maintaining an ageing infrastructure.

Harrow has been one of the lowest spending Authorities in the country on street cleansing for many years. The costs of the Refuse Collection (wheeled bin operation) and Grounds/Parks Services were amongst the lowest in London. The relatively low level of resourcing available to these and all of the other Public Realm Maintenance Services has resulted in the steady decline of operational performance and infrastructure quality.

Organisational arrangements which were implemented and developed during the 1990s, in response to Compulsory Competitive Tendering, resulted in the creation of rigid service silos e.g., Refuse Collection, Street Cleansing, Grounds Maintenance, Highways Maintenance, Lighting Maintenance etc. This was reinforced by the Client and Contractor functions, which did not focus adequately on service outcomes. There is almost certainly duplication of effort within each of the silos, with resulting diseconomy of scale and a nett reduction in overall capacity. Investment in technology has been limited, further constraining the capacity and development of the services.

Current organisational and operational arrangements do not therefore recognise the "Public Realm" as a single entity. Although "consultation" takes place between the many Service and Management Units, the efficiency and effectiveness of this internal consultation, need to be significantly enhanced as part of the New Harrow Project organisational arrangements.

There is no clear understanding of the "customers identity" and arrangements for the management of customer services, are as fragmented as those for service development, planning and delivery.

Services are typically organised on a Borough wide "one size fits all" basis. This arrangement does not recognise the differing needs of the various distinct areas and communities, which combine to form the Borough.

Put simply, from our customers perspective, the Public Realm infrastructure is looking increasingly dilapidated, dirty and overgrown. The response to defects reported by customers and customer enquiries, is at best inconsistent. The appearance of neglect has undoubtedly encouraged anti-social behaviour.

The Comprehensive Performance Assessment (CPA) score for the Environmental Services was two, from a maximum possible score of four. This equates to a "weak" rating.

In June 2002, the Council adopted a new Corporate Vision and Corporate Strategic Priorities Statement. This statement placed "Enhancement of the Environment in Harrow" at the top of the Council's agenda.

The CPA and IDeA Improvement Plan, places "Improved Services for Local Citizens" at "Key Theme 1".

The South Harrow Public Realm Maintenance Services Pilot, was commissioned to enable a new approach to the management, development and operation of Public Realm Maintenance Services, to meet the specific needs of the South Harrow area, and our customers living in, working in and visiting the Area.

The South Harrow pilot has concentrated on Public Realm Maintenance Services, but a number of quality of life issues have emerged in parallel from the local community. These clearly need to be addressed and will draw on a wider range of Council services than have currently been operating for the “clean and green” agenda. They include anti-social behaviour issues, fear of crime and social inclusion.

In addition, two school clusters (of which one is based in South Harrow) have engaged senior Council officers in interesting debate about the contribution which they could make to the rolling out of the New Harrow Project and the support which they would need to make this commitment. Both school clusters are actively engaged in the development of the LPSA with regard to improving achievement and attendance levels among more disadvantaged pupils.

Internal work is now underway to examine how area-based service delivery may be achieved within the People First Directorate in the light of the identified needs of the communities which the two school clusters serve. The notion of the extended (community) school will be a key part of these considerations. People First services include those which have a universal approach such as Early Years and Childcare, Libraries, and the Youth and Connexions Service. They also include those which are targeted and focused on very specific needs of individual service users, such as the current Children and Families Service, Domiciliary Care and Learning Disability Services.

In due course, it is hoped that Community Services will also include, subject to consultation and agreement with partners, those which are PCT based and those which are offered by the voluntary sector.

A chronological summary on the South Harrow Pilot is set out below:-

Pilot Preparation commenced	-	1 August 2002	
Pilot Commissioned	-	24 September 2002	- NHP Panel
Central Area Start (Northolt Road)	-	4 November 2002	
Progress Report	-	3 December 2002	- NHP Panel
Resource for Residential Areas Approved	-	14 January, 2003	- Cabinet
Residential Area Start	-	3 February, 2003	
Funding 2003/04 Approved	-	18 February, 2003	- Cabinet
	-	23 February, 2003	- Council
Progress Report	-	3 March, 2003	- NHP Panel
Audit Commission Inspection	-	w/c 2 June 2003	
Scrutiny Inspection (initial feedback)	-	30 June, 2003	
Evaluation Report	-	1 July, 2003	- NHP Panel
Formal Evaluation	-	15 July, 2003	- Cabinet

Key features of the area which are relevant to service planning and delivery are:-

- Wards - Roxeth, Roxbourne, West Harrow (Part)  
Harrow on the Hill (Part)
- Area - 461.7 Hectares = approx. 9% of Borough.
- Housing - Approx. 12,100 residential properties - (15% of Borough total)  
16% of dwellings are Council owned (Borough total = 9%)  
1,735 dwellings Council owned (30% of Borough total)  
500 dwellings owned by registered Social Landlord (26% of Borough total)  
280 sheltered dwelling units (15% of Borough total)
- Population - Estimated at 29,000 people (14% of Borough total)
- Ethnicity - The 2001 Census shows that 41.2% of Borough residents were from a minority ethnic group.
- The figures for the South Harrow Pilot Area are expected to be available in July.

The map which follows, shows the streets which make up the area and the operational zones, which provide the framework for day to day maintenance services.

**MAP GOES HERE**

#### **4. OVERVIEW OF FINANCIAL RESOURCES**

##### South Harrow Pilot Area

The table below provides an overview of the cost of the South Harrow Pilot in 2002/03 and 2003/04, as summarised below:-

Category	Oct 02 to Mar 03 Pilot Area Set Up Orig.Est.	Oct 02 to Mar 03 Pilot Area Set Up Rev 1	Oct 02 to Mar 03 Pilot Area Set Up Rev 2	Projected Outturn 2002/03	Actual Cost 2002/03	Budget Total 2003/04
Staff/Uniforms/Training	385,000	352,062	335,616	330,000	327,283	755,000
<b>Total Staff</b>	<b>385,000</b>	<b>352,062</b>	<b>335,616</b>	<b>330,000</b>	<b>327,283</b>	<b>755,000</b>
Vehicles	56,670	49,938	45,384	45,384	21,690	111,750
<b>Total Vehicles</b>	<b>56,670</b>	<b>49,938</b>	<b>45,384</b>	<b>45,384</b>	<b>21,690</b>	<b>111,750</b>
Plant	38,000	38,000	38,000	38,000	53,557	54,500
<b>Total Plant</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>53,557</b>	<b>54,500</b>
Operating Costs	30,000	30,000	30,000	29,500	28,690	65,000
<b>Total Operating Costs</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>29,500</b>	<b>28,690</b>	<b>65,000</b>
Equipment/Materials & Waste Disposal	91,500	70,000	65,000	65,000	58,780	100,000
<b>Total Equip/Materials</b>	<b>91,500</b>	<b>70,000</b>	<b>65,000</b>	<b>65,000</b>	<b>58,780</b>	<b>100,000</b>
Support Services	111,000	91,000	91,000	91,000	68,703	77,500
<b>Total Support Services</b>	<b>111,000</b>	<b>91,000</b>	<b>91,000</b>	<b>91,000</b>	<b>68,703</b>	<b>77,500</b>
Development	183,830	70,000	45,000	45,000	55,000	95,000
<b>Total Development</b>	<b>183,830</b>	<b>70,000</b>	<b>45,000</b>	<b>45,000</b>	<b>55,000</b>	<b>95,000</b>
<b>Total Additional Cost</b>	<b>896,000</b>	<b>701,000</b>	<b>650,000</b>	<b>643,884</b>	<b>613,703</b>	<b>1,258,750</b>

The additional cost of maintaining the enhanced service, within the South Harrow Pilot Area, as economies of scale build as a result of the Roll Out programme, will reduce to £900,000 from 2005/06.

Budgetary resources are available within the current year 2003/04, to enable the South Harrow Area to remain operational and the roll out of Areas 2 and 3:-

Area 1 - South Harrow	£1,258,750 (12 months)
Area 2	£ 767,000 (6 months including set up/deep clean)
Area 3	£ 443,250 (3 months including set up/deep clean)

## **Proposed Roll Out Programme 2004 to 2006**

The table below provides an overview of the proposed roll out programme for Areas 4 to 9.

2004/05	Area 4	July 2004
	5	October 2004
	6	January 2005
2005/06	Area 7	July 2005
	8	October 2005
	9	January 2006

The medium term budget strategy has taken account of the additional resources necessary to enable implementation of the new arrangements.

2003/04	£2,469,000
2004/05	£5,130,000
2005/06	£7,255,000
2006/07	£8,129,000

The above figures have taken account of the economies of scale, which will build as each new area is brought into operation, and existing services are consolidated within "Public Realm Maintenance Services".

Put simply, economies of scale which will be realised, when all of the nine areas are operational, equate to approximately 28% of the gross cost of Area 1.

In addition, £1.2m of the Capital Programme in 2003/04, is allocated to the NHP "Clean and Green".

<b>“Staff Deployment”</b>	<b>Establish and develop staff teams, which operate in a flexible and collaborative way, to enable customer needs and expectations to be met.</b>
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<p><b>This objective has been achieved.</b></p> <p><b>The South Harrow Staff Team has been established and developed to enable all day to day maintenance services to be undertaken as part of “normal operations”.</b></p> <p><b>Customer feedback clearly demonstrates that good progress is being made to enable customers needs and expectations to be met.</b></p>
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Overview of Staff Resources

A thirty-two person team, dedicated to the South Harrow Area, has been established and is now working for the Council’s customers, located within the South Harrow area. The staff team is comprised:-

Operational Managers	x 4	7 day rosta - 06.00 - 22.00
Customer Services and Support Staff	x 3	6 day rosta - 08.00 - 18.00
Team Leaders	x 3	7 day rosta - 06.00 - 18.00
Street Scene Maintenance Team Members	x 8	7 day rosta - 06.00 - 22.00
Highway Maintenance Specialists	x 2	7 day rosta - 08.00 - 17.00
Sweepers	<u>x 12</u>	7 day rosta - 06.00 - 22.00
Total South Harrow Staff:-	<u>32</u>	

Twenty-seven members of the staff team are additional resources (i.e., deployed since 4 November 2002), funded from the budget provided for the NHP South Harrow Pilot.

Four members of the team are deployed from the pre-existing Grounds Maintenance Service and one member of the team from the Street Cleaning Service.

Nineteen members of the team (59%) are new recruits to the Council.

Staff Deployment

It is intended that the majority of staff currently employed as sweepers, will be provided with development opportunities, to enable them to undertake the “Street Scene Maintenance Team Member Role”, within twelve months of the initial deployment as a sweeper.

The “Street Scene Maintenance Team Members” are being developed to enable them to undertake all “soft maintenance” tasks, thereby enabling the “single pass” approach to street maintenance to be permanently embedded.

The four-person Management Team have four key roles:-

Service Delivery - Enabling and ensuring delivery of all Public Realm Maintenance Services, i.e., the maintenance of logistics.

Customer Services - Providing an on-site interface with individual or small groups of residents and traders.

Initially this is about problem resolution. However, this contact will be essential to enable “Local Communities” to be energised, to enable problems, e.g., anti-social behaviour and service road ownership, to be managed and controlled in an effective way.

This contact will also be used to enable the development of profitable revenue streams e.g., commercial waste; enforcement penalties and recharge; soft/hard maintenance of private property; in the medium and long terms.

Inspection and Performance The Area Operational Managers maintain regular on site contact with operational staff, to provide support, supervision and quality control, which in turn, will enable consistently high standards of service to be maintained.

Every street is subject to fortnightly inspection to enable maintenance defects to be identified and prioritised for action, and for quality standards to be assessed using the Local Environment Quality Survey (LEQS).

Highways Enforcement “Low Level Highway Enforcement” will be undertaken by the Operational Managers, as part of the regular inspection process, and in response to customer reports.

Action to date has focussed on over-running of grass verges and footways by vehicles to access front garden parking and the reporting of abandoned vehicles. Additionally “informal liaison” has taken place with domestic building contractors using the highway as work and storage areas.

The members of the Management Team will undertake training as necessary to enable them to develop, in particular, highway inspection, performance management and highway enforcement (including abandoned vehicles) competencies.

Three customer services staff provide the initial “office interface” with customers, dealing with any matter relevant to Public Realm maintenance. Additionally, the customer services staff will connect customers with colleagues in other Departments/Units, relevant to enquiries in respect of other matters.

The customer service and support staff will be provided with opportunities to become “operationally familiar” with the South Harrow Area, and the work undertaken by the operational staff teams. Additionally, the Managers and Team Leaders in particular, will be required to spend time working with customer service staff each month.



The South Harrow Area has been organised as eleven zones; the Central Zone, i.e., Northolt Road and residential roads leading directly from it where commuters and shoppers parking is most evident; and residential area Zones One to Ten. The Central Zone which includes the South Harrow Major Shopping Area, is subject to continuous daily servicing and the residential Zone a fortnightly service.

All members of the South Harrow Staff Team are involved in the development of services. This is enabled through regular staff meetings and half yearly review/development workshops.

**“Soft Maintenance”**

**Carry out a comprehensive “deep clean” of the Pilot Area.**

**Determine the resources and operational schedules necessary to maintain consistently high standards.**

**This objective has been achieved.**

**Customer feedback clearly demonstrates that there has been a significant improvement in the state of street cleaning and presentation.**

**The thirty-two project staff team is adequate to enable consistently good standards of maintenance to be maintained and gradually improved.**

The initial deep clean, i.e., the removal of accumulated waste material, detritus and overgrowing vegetation, was substantially complete at 31 March, 2003.

The operational standards and service frequencies agreed at the commencement of the South Harrow Pilot, have generally provided an effective structure through which consistently high levels of soft maintenance can be achieved and maintained. However, some amendment of the standards and service frequencies is required. A revised service standards schedule is attached at Appendix 3.

**Northolt Road Shopping Area**

Is subject to on-going street cleaning throughout each day between 06.00 and 22.00 Hours. Additionally, the residential roads, within the “Central Area”, which adjoin the Northolt Road, are subject to alternate days of street cleaning and litter picking.

The evening staff deployment has undoubtedly resulted in a significant reduction, within the core shopping area, in the incidence of graffiti, fly-posting, fly-boarding and fly tipping and criminal damage e.g., to bus shelters.

Flower baskets are currently being installed on the new lighting columns, which have been commissioned as part of the Pilot Programme.



## **Petts Hill Junction**

The layout of the “Petts Hill Junction” creates a “Gateway” to the Borough. Prior to the commencement of the project, motorists and pedestrians were confronted by a “jungle” of overgrowing vegetation and litter.

The entire area has been transformed. Overgrowing vegetation has been eliminated, new fencing to separate railway land erected (with gates for service access), the bridge parapets have been painted, and extensive planting of spring flowering daisies was undertaken. More recently, summer bedding has been prepared.



## **Shopping Areas**

The eight minor shopping areas located throughout South Harrow, are comprehensively serviced before 08.00 Hours each day. Litter picking and litter bin emptying, is carried out each evening, once school pupils have passed by.

### **Main Thoroughfares Litter Picking**

Main thoroughfares; e.g., Alexandra Avenue, Eastcote Lane, Roxeth Green Avenue, Porlock Avenue and Lacelles Avenue; are litter picked each day. The originally stated fortnightly frequency was wholly insufficient for these areas. The grass cutting schedule, particularly at the commencement of the growing season, will in future, be undertaken weekly in these high profile areas.

**Grass Verges**

The work associated with the edging and repair of grass verges is phenomenal. The South Harrow area has a particularly large amount of grassed area to be maintained, compared with some other areas of the Borough, e.g., Kenton. In many areas verges which have been repaired, have been subject to vehicle over-running immediately following the repair.

It is likely therefore, that it will take at least a year to bring the majority of grass verges to a good standard. The cycle period for “removal/filling in ruts etc., on grass verges and reseeding” will need to be reviewed.

It is intended to introduce various design solutions, as part of Planned Highway Maintenance Projects, to prevent overrunning of verges, where this is a significant problem.



## Litter Bins

Approximately 160 litter bins have been installed within the shopping areas, along main vehicle routes and at bus stops. It appears that good use is being made of the litter bins, and there has been a marked reduction in the amount of litter carelessly discarded by the public in these areas. The bins are being emptied daily and cleaned as required.

## Graffiti

With the exception of Northolt Road, the incidence of graffiti appear to have increased significantly since the commencement of the project. However, it is more likely that the area wide inspection process has resulted in the full extent of the problem becoming clear.

Graffiti is now routinely removed from shopping areas on a daily basis. Significant daubings require the use of high pressure washers. However, small isolated daubs on e.g., telecommunication boxes, are removed by staff using solvents, or touch-up paint.

Subject to a successful evaluation outcome, it will be possible to deploy a permanent vehicle fleet. Most vehicles will then be equipped with pressure washing plant. This will enable graffiti, fly-posting, grime, etc., to be dealt with as operational staff encounter it within the area, rather than relying on a single vehicle with necessary equipment.

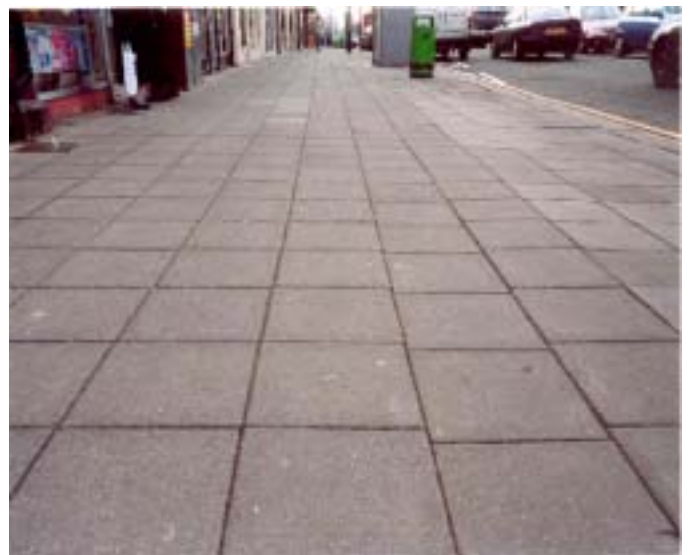


## Chewing Gum Removal, Grime and Footway Staining

During November and December 2002, various methods were trialled, to enable the removal of chewing gum, grime and staining from the footway, within the South Harrow Area.

The entire footway area was successfully cleaned using a combination of high pressure steam/hot water and a mechanical street washing/scrubbing/vacuum vehicle.

The street washing/scrubbing vehicle was deployed under ad-hoc hire, and mechanical problems were experienced, which the supplier was unable to rectify in a timely way. Assuming a successful evaluation outcome, it is intended that a new street washer/scrubber vehicle will be sourced through Fraikin (the Council's vehicle supply partner), who will undertake maintenance at the Central Depot Workshop. Fraikin staff will undertake training provided by the vehicle manufacturer, to enable efficient support to be provided.



## Shrubberies on Main Vehicle Routes - Introduction of Flower Beds

“Low Maintenance Shrubberies” are located on many streets within the Pilot area. A number of these shrubberies which were in prominent positions, e.g., Petts Hill, Alexandra Avenue, Roxeth Green Avenue, Lacelles Avenue, have been cleared and will be planted with Summer bedding and then in the Autumn with Spring flowering Pansies.



## Replacement Trees

Rotting tree stumps and empty tree pits are to be found throughout the area. These are gradually being replaced with new trees.

At Roxeth Recreation Ground, young trees which had been planted as a gift by local Scouts and Guides, had been destroyed by vandals. These have now been replaced with well developed trees, and supported by a reasonably substantial protective frame. Local Scouts and Guides held a rededication ceremony.





## Parks

Roxeth Recreation Ground and West Harrow Recreation Ground are now maintained by a street scene maintenance team member, deployed on a permanent basis at each location. These two staff are supported by the mobile maintenance team, who also maintain Alexandra Park and Newton Park.

Day to day maintenance of grassed areas and litter control is now being maintained at a consistently good standard.



## Vehicles, Plant and Equipment

Extensive trials of, in particular, mechanical sweepers, street washing plant, grass cutting plant, have been undertaken as part of the Pilot Project.

Fraikin have indicated to manufacturers, the Council's anticipated requirement for vehicle and plant, assuming that additional resources are required, and pending the outcome of Cabinet on 15 July, 2003. This has enabled provisional "build slots" to be reserved with manufacturers. This will enable necessary vehicles and plant to be available, to enable staff training to be undertaken, prior to implementation of Area 2.



**“Hard Maintenance”**

**Enable and ensure that responsive maintenance requirements are actioned in a timely way.**

**Determine the resources and operational schedules necessary to maintain consistently high standards.**

**This objective has been achieved.**

**Footway, carriageway and lighting defects are now identified and rectified in a timely way.**

**A two-person “hard maintenance team”, which is part of the thirty-two person South Harrow Maintenance Team, has been deployed and is sufficient to enable service standards to be achieved in the medium and long term.**

A two-person hard maintenance team has been deployed as part of the South Harrow area. This resource is sufficient to enable a timely response to all hazardous carriageway and footway defects.



In addition, the soft maintenance staff team carry a bitumen compound as part of standard maintenance team resources, to enable minor hazards, particularly within shopping areas, to be “made safe” as part of day to day operations.

The hard maintenance team also undertake repair and installation of street signs, parks fencing and bollards to protect verges and footways, particular within the shopping areas.

Illuminated street furniture is subject to inspection using pre existing “scouting resources” and NHP staff to ensure achievement of service frequency target.

Minor improvement works and capital works programmes have been determined.

Trial road closure to enable unrestricted access to the road for maintenance purposes, have been successfully undertaken in collaboration with residents.

**“Collaboration” and  
“Co-ordination”**

**Enable all maintenance, enforcement, and operational planning functions, to work in a collaborative and co-ordinated way, to ensure efficient and effective delivery of services.**

**Create a single point for overall control of responsive and planned maintenance, and for customer “First Contact”.**

**Some good progress has been made in respect of this objective, in particular in the area of Partnership working and customer communication.**

**However, given the magnitude of change required internally, both operational and cultural, it is likely that significant progress can only be made through a comprehensive restructure of existing organisational arrangements. This restructure is planned as part of the wider New Harrow Project.**

**A customer service, “First Contact” facility has been successfully established and is developing well.**

**Useful “Partnership Working” projects are being developed.**

A “Professional Services Co-ordination Group” has been established and has met on a number of occasions throughout the period of the Project.

The Managers participating in the Co-ordination Group, have been drawn from various Management Units within Environmental Health, Property and Development Services, Environment and Transportation Services, Contract Services and Planning Services, Divisions.

Members of the Co-ordination Group are now beginning to recognise the potential of effective collaboration, and it is anticipated that operational benefits will be realised during the second half on 2003/04.

The “Professional Service Co-Ordination Group” has:-

- Development of the Northolt Road, Transport for London bus priority scheme project, to include resurfacing, new street lights, CCTV coverage, and comprehensive congestion study, Petts Hill Bridge feasibility study jointly with L.B. Ealing.



- Repairs to the facade of the derelict property and adoption of a Planning Brief for the site.



- Development of a consolidated Planned Maintenance programme to enable the streets with greatest maintenance needs/requirements, to be comprehensively refurbished.
- Development of a design guide for Borough wide application.
- Development of a new approach to customer consultation where major maintenance works are required.
- A concerted plan of action, to enable anti-social behaviour issues at Brooke Avenue/Northolt Road to be resolved. This will involve the Co-ordination Group working in partnership with the Metropolitan Police Service, Customs and Excise, Inland Revenue, Medical Advisory Agency, Somali Khat Project, the local media, Primary Care Trust and colleagues in Legal Services and People First.
- An application to bid for "Invest to Save Budget - Round 6". Funding, in partnership with the Metropolitan Police Service and the Primary Care Trust.
- Close links with the Police has been established. Jerry Hickman, Divisional Operations Manager, has been invited to the Police Tasking Group, which meets weekly at Harrow Police Station. Peter Edwards, Police Inspector, Borough Intelligence Unit, participated in a recent staff development workshop (South Harrow area staff), to enable the operational street based staff, to provide intelligence to Police on a real time basis.
- Contact has been made with "OFTEL" to enable the "Thus Telephone Boxes" (eyesores) to be resolved.

Additionally, a “First Contact” style customer service facility commenced operation in November 2002.

The customer service and support staff team, provide customer service Monday to Saturday, 08.00 to 18.00 Hours. The residents of South Harrow can now contact the Council:-

Telephone: 0845 225 2600

E-Mail: southharrow@harrow.gov.uk

Fax: 020 8424 1239

Web Site: [www.harrow.gov.uk/southharrow](http://www.harrow.gov.uk/southharrow)

Telephone Text Message: 07816 225290 (SHarrow)

Free Post Address: South Harrow Customer Service Centre  
London Borough of Harrow  
FREEPOST (PAM 6213)  
P.O. Box 147  
Harrow  
Middx  
HA1 2BR

Roxeth Library Information Desk

South Harrow Newsletter - Comment Cards

The customer service facility was originally operational on Sundays. However, calls to the service on a Sunday never exceeded five in number, and were very frequently zero.

The customer service staff take “multiple enquiries” from customers, and either provide a co-ordinated response or arrange for the customers to be put in touch with appropriate staff. Put simply, the service “takes the hard work out of communicating with the Council”.

All contact with customers is recorded, and works orders and/or performance reports are produced, and logged for progress chasing.

**“Performance Management” Determine, implement and maintain efficient and effective performance management arrangements.**

**Demonstrate and report continuous improvement.**

**This objective has been achieved. Service standards have been developed against which operational performance can be judged. Additionally, Performance Indicators and targets have been established covering all Public Realm Maintenance activities. Management reports enable resources to be deployed in response to continuously changing circumstances.**

**A database has been developed in-house, to enable all Public Realm Maintenance activities within South Harrow, to be monitored using a single electronic application.**

**Improvement in service quality can be demonstrated using photographs, customer feedback, formal surveys and operational inspection and performance management reports.**

### Local Environment Quality Summary

The Local Environment Quality Survey (LEQS) which has been developed by the Government as part of the “Capital Standards” programme, has been used as the framework to demonstrate operational progress and service quality improvements.

The charts set out at “Table 1” provides a graphical illustration which summarises the appearance and condition of the street scene:-

- January 2003 - Before commencement of operations within the residential area on 3 February, 2003.
- May/June 2003 - Progress to date.
- March 2004 - Target for the South Harrow Pilot Area, following one year of operation and capital investment to improve significant infrastructure defects.

Each street within the South Harrow area is inspected once every two weeks, for quality control purposes, and to enable hazards, defects, soft maintenance works, non-compliance with Regulations and abandoned vehicles etc., to be identified.

Where action is required this is recorded within the maintenance database, together with customer enquiries and reports, so that progress chasing of relevant tasks can be monitored to completion of necessary works.

### Residents’ Newsletter

Customer satisfaction is being assessed by using customer feedback forms which were included within the May 2003 issue of the Residents’ Newsletter.

Approximately 12,000 Newsletters were distributed in May 2003. At the time of drafting this report, approximately 110 feedback forms have been returned.

The chart at “Table 2” provides a graphical illustration of customer feedback to date.

## MORI Survey

Market Opinion Research International (MORI) has undertaken two surveys as part of the Pilot Project. The first survey in November 2002, provided a benchmark prior to the commencement of the project. It will be possible to measure change, over time, in customer satisfaction, perceptions and expectations, in respect of a broad range of quality of life issues.

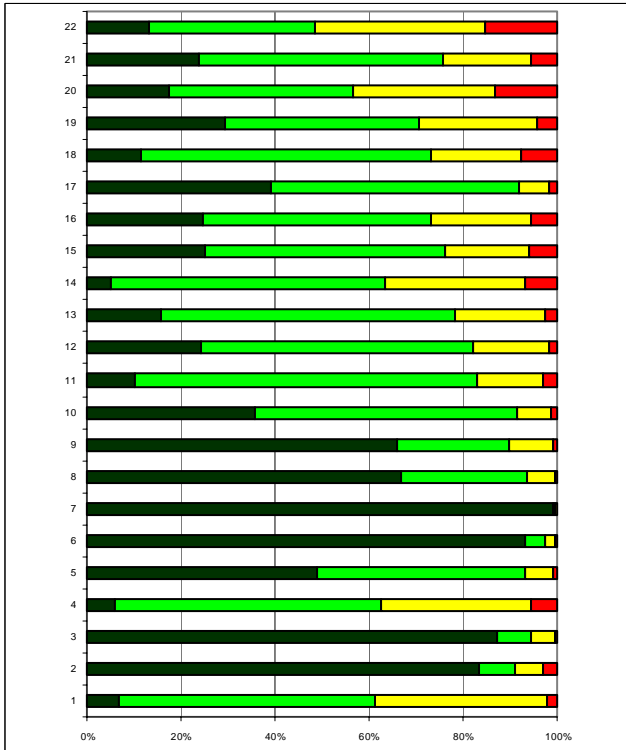
“Table 3” provides a comparison, in respect of the key Public Realm Maintenance indicators, between the November 2002 and May 2003 survey.

## Reporting

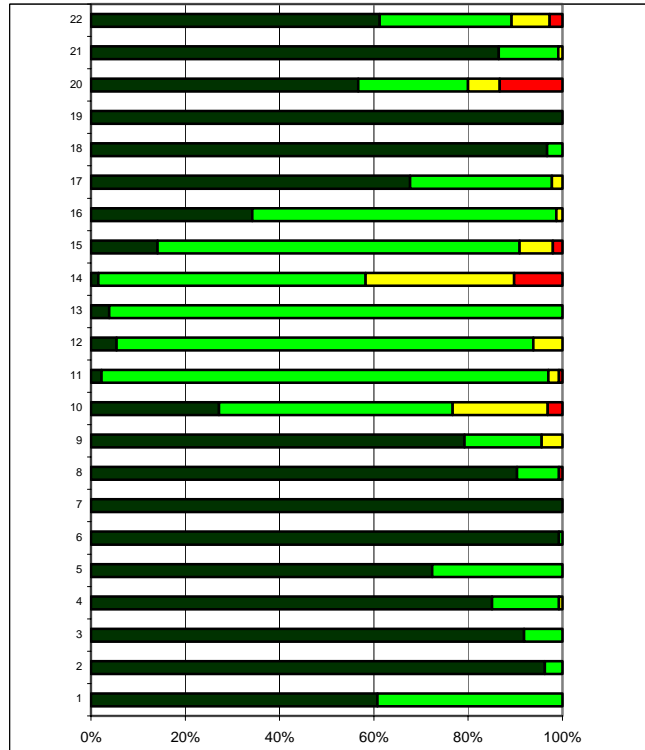
Regular reports have been submitted to the New Harrow Project Steering Group, New Harrow Project Panel and Environment Portfolio Holders Group.

**TABLE 1**

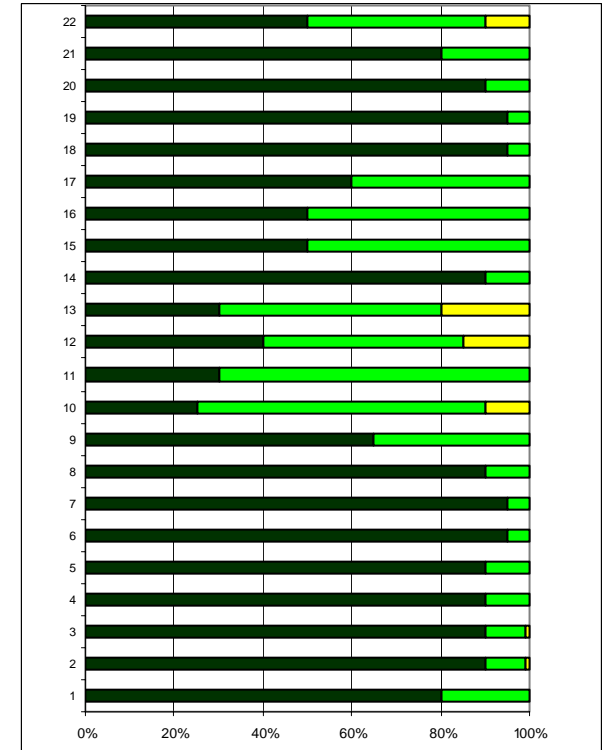
**Jan 2003**







**May/June 2003**



**March 2004**



**KEY:**

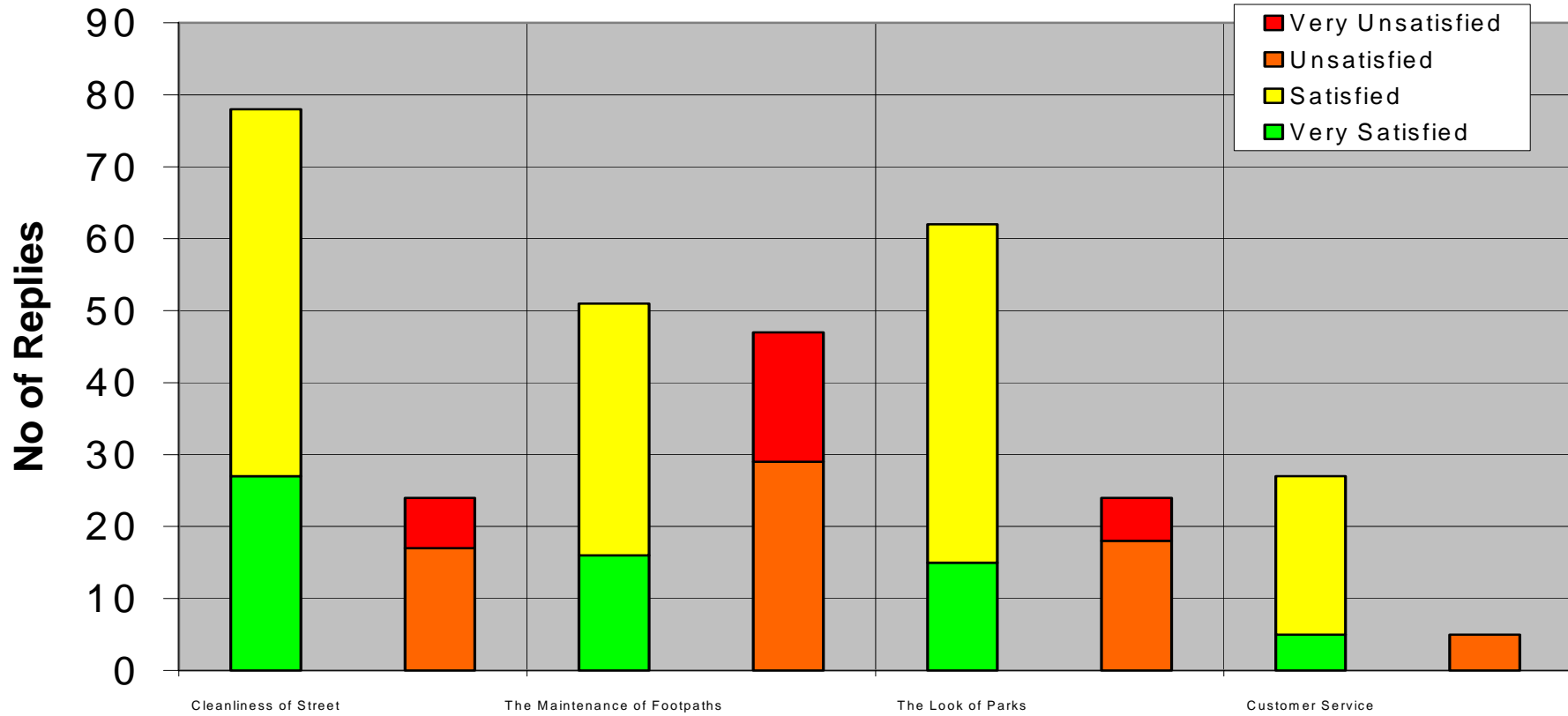
-  High standard
-  Acceptable
-  Below standard
-  Requires urgent action

**LEQ CATEGORIES:**

- 22 LANDSCAPING MAINTENANCE
- 21 CLEANSING CLEANSING
- 20 LITTERBINS DEGREE OF FILL
- 19 CONDITION
- 18 CLEANSING
- 17 STREET FURNITURE BUILDINGS/BOUNDARY STRUCTURES
- 16 OTHER STREET FURNITURE
- 15 PUBLIC SIGNS
- 14 POSTS AND LAMPPOSTS
- 13 HIGHWAY INFRASTRUCTURE CARRIAGEWAY CONDITION
- 12 CHANNEL CONDITION
- 11 PAVED AREA CONDITION
- 10 CHANNEL OBSTRUCTION
- 9 PAVED AREA OBSTRUCTION
- 8 CLEANSING RELATED GRAFFITI
- 7 FLYPOSTING
- 6 STAINING
- 5 WEED GROWTH
- 4 DETRITUS
- 3 CLEANSING STANDARD LEAFFALL
- 2 FLYTIPPING
- 1 CLEANSING



# Customer Reply Cards Summary



**Q. How Satisfied or Dissatisfied you are with the Quality of the Services in South Harrow.**

		Very Satisfied	Fairly Satisfied	Neither	Fairly Dissatisfied	Very Dissatisfied	No Opinion
Refuse Collection	<b>2003</b>	<b>31%</b>	<b>47%</b>	<b>8%</b>	<b>5%</b>	<b>7%</b>	<b>2%</b>
	2002	22%	52%	10%	10%	4%	2%
Street Cleaning	<b>2003</b>	<b>33%</b>	<b>42%</b>	<b>7%</b>	<b>10%</b>	<b>7%</b>	<b>-</b>
	2002	6%	37%	15%	25%	15%	2%
Street Lighting	<b>2003</b>	<b>22%</b>	<b>52%</b>	<b>14%</b>	<b>8%</b>	<b>2%</b>	<b>2%</b>
	2002	14%	56%	11%	14%	5%	1%
Pavement Maintenance	<b>2003</b>	<b>8%</b>	<b>39%</b>	<b>18%</b>	<b>18%</b>	<b>16%</b>	<b>1%</b>
	2002	3%	31%	19%	32%	13%	1%
Road Maintenance	<b>2003</b>	<b>10%</b>	<b>33%</b>	<b>14%</b>	<b>17%</b>	<b>22%</b>	<b>5%</b>
	2002	4%	37%	18%	27%	11%	2%
Traffic Management	<b>2003</b>	<b>6%</b>	<b>26%</b>	<b>19%</b>	<b>20%</b>	<b>23%</b>	<b>5%</b>
	2002	2%	21%	24%	32%	16%	5%
Traffic Congestion	<b>2003</b>	<b>2%</b>	<b>18%</b>	<b>20%</b>	<b>25%</b>	<b>32%</b>	<b>2%</b>
	2002	1%	19%	21%	33%	22%	3%

**“Consultation” Review, implement and maintain efficient and effective arrangements for Stakeholder involvement.**

**This objective has been achieved.**

**The Project has been formally introduced to a number of Partnership and Stakeholder Groups. Groups of residents at street level have been consulted on Public Realm Maintenance issues relevant to their neighbourhood. Regular contacts have been established with retailers.**

Extensive consultation has been undertaken as part of the Pilot Project:-

- At a strategic level with Harrow Partnership Stakeholders, the Community Consultative Forum, Community Groups and with Ward Councillors.
- With all South Harrow residents using the South Harrow Area Residents' Newsletter. To date, two editions of the residents' newsletter have been published.

Feedback was sought from residents, using pre-paid reply cards, by asking:- “What are your priorities for action/future action to improve the quality of life in South Harrow?”.

- Consultation has taken place with various groups of residents at street level, including Northolt Road, Brooke Avenue, Roxeth Green Avenue, Brookside Close, Shaftesbury Circle, etc.

The Brooke Avenue consultation has developed very well and should ultimately, enable anti-social behaviour issues, associated with the sale of Khat to be eventually overcome.

- Extensive contacts “on site” with residents and traders; and through day to day correspondence and telephone communications.
- A section of the Harrow Live Web Site has been developed to promote an interactive interface with South Harrow residents and traders.
- Two web chats have been held, one specifically aimed at young people.
- All residents have been consulted on the Project through articles published in the Harrow People.
- South Harrow residents have been asked to “tell us (the Council) what you think” through an area poster campaign.
- A mini exhibition has been developed and presented at various South Harrow retail outlets and Northolt Road Library. The exhibition will also be present at Schools and Health Centres over the next few weeks.
- With staff generally through the NHP Newsletters, regular discussions with Unison and briefing seminars.
- With Area Operational staff through regular staff meetings, and day to day contact between staff, Team Leaders and Managers.
- All action heroes recruitment campaign.