

**THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA  
ENVIRONMENT SELECT COMMITTEE – 6 DECEMBER 2021  
EXECUTIVE DIRECTOR, ENVIRONMENT & COMMUNITIES  
STREET MANAGEMENT (CREST) UPDATE**

This report provides an update on the Customer and Resident-focused Environmental Services Transformation (CREST) programme, the operational progress to date and the integration of IT and Information Management systems.

**FOR COMMENT**

## **1. EXECUTIVE SUMMARY**

- 1.1 CREST was introduced in 2019 to combine all the Council's street-based functions into a customer centric integrated service. The aim was to improve resident satisfaction with how streets are managed, deliver savings and efficiencies, and offer residents a single point of contact, and trackable case resolution.
- 1.2 This report sets out how the operations have effectively integrated to date through the implementation of a Construction Management Team and a Warden Service as well as greater matrix management, and an update on integration of IT and information management.

## **2. CURRENT CREST OPERATIONS**

### **CREST Teams**

- 2.1 The teams are made up of resident-facing officers. The 6 teams in CREST are the Community Wardens, Network Management, Waste and Street Scene Enforcement, the Parks Police, the Noise and Nuisance Team and the Construction Management Team.

### **Hours of work**

- 2.2 CREST teams have officers on duty from 7:00am until 3:00am Sunday – Thursday and until 5:00am Friday and Saturday nights. The Noise and Nuisance officers also cover the Borough Duty Officer role when the Team is on duty late into the night.

### **Increased collaboration – Wardens and other Council Teams**

- 2.3 Joined up collaborative working is key to the success of CREST. An example of increased collaboration amongst teams is how changes to tables and chairs

licensing and the reopening of licensed premises was coordinated. This successfully involved a number of enforcement teams, such as the Noise and Nuisance Team, the Wardens, and teams from Environmental Health (Licensing Team and the Health and Safety Team) along with Waste and Street Scene Enforcement working together and engaging with businesses and the local community to ensure licences were operating as agreed and issues were resolved in a timely fashion.

- 2.4 Increased collaboration also occurs due to increased coordination and use of data, at weekly tasking meetings. These tasking meetings include CREST teams, a range of other Council teams and the Police, help prioritise work and coordinate resources. This allows new CREST teams to focus upon the most pressing and current resident concerns as well as developing new collaborative initiatives such as acoustic cameras to tackle vehicle noise.
- 2.5 The Wardens were established in 2020 to work across the Council, and with police stakeholders and residents, to tackle anti-social behaviour. They have proved an effective engagement and enforcement resource adding value to the work programmes of Council services and the Police and providing a flexible resource to bear down on anti-social behaviour. The Wardens were at the vanguard of the Council's Street Ambassadors work which saw multiple teams engaging with business, residents, and visitors to keep the borough Covid safe. They have the capacity to respond swiftly and have received a broad range of training from other CREST colleagues.

### **Future Opportunities**

- 2.6 The success of the Wardens' scope of work has resulted in formal requests for their services to be targeted in certain wards. The ward funding of Wardens will result in an increased level of the Wardens' Service in certain areas of the borough.
- 2.7 Additional resource opportunities will be explored with future Business Improvement Districts (BIDs) and further NCIL funding, to enhance the CREST offer with additional Wardens and increased partnership working.

## **3. ACHIEVEMENTS TO DATE AND FUTURE OPERATING MODEL OPTIONS**

- 3.1 The CREST teams have been working across 3 departments over the past 18 months - Transport and Regulatory Services; Cleaner, Greener and Cultural Services, and Communities. The programme is on target to deliver significant savings (£750k over three years). As described above, we have also achieved greater join up in tackling street-based issues. A review of the current matrix working is being undertaken, with initial suggestions being to continue to embed this approach, including;
  - the colocation of the teams at Pembroke Road Council Offices
  - rotas to be shared
  - further joint tasking.
- 3.2 A more detailed piece of work is now required to analyse the different responsibilities of the street-based teams and decide how much the distinctive

elements of ASB vs. environmental enforcement vs. engagement vs. contract management require different disciplines, posts and operating models.

- 3.3 This follow up review will also allow time for the newly appointed Director of Transport & Regulatory Services to bring his knowledge from other London boroughs and be part of shaping any new arrangements.

#### **4. INFORMATION MANAGEMENT AND IT SOLUTIONS**

- 4.1 The Council currently uses a system provided by Netcall for reporting issues identified by the public. We have a project underway to provide a replacement for the current reporting system to add additional functionality.

- 4.2 This project is due to be delivered by the end of December 2021 and will include the following improvements:

- Contact recording functionality for three areas that currently have no system (Trees, Parks and Fraud)
- Email status notification now available for all reports
- Improved ordering of questions and better, more streamlined journey for residents reporting an additional incident for an existing noise and nuisance case
- Easier access for residents to status information on reported cases/complaints

- 4.3 We have also developed the 'CREST' mobile app used by building enforcement and wardens. The functionality of this mobile app includes:

- schedules for inspections
- the ability to log infringements etc remotely

#### **Proposed Customer Relationship Management (CRM) arrangement**

- 4.4 Officers have undertaken the scoping of a CRM system that will eventually encompass all access points for residents, businesses and other users of RBKC Services.

- 4.5 The scoping of this programme of works is currently underway, and we are working alongside the Customer Access Strategy (CAS) Programme to help define the future ways of working.

- 4.6 Work has commenced to develop requirements for enhancements to the report it forms and tracking experience. CAS programme is working with service stakeholders to carry out analysis, define future user journeys, and develop detailed requirements to improve the user experience. Initial scoping and prioritisation with services occurred in October 2021, and analysis is currently taking place. Terry Oliver has been identified as the sponsor of the work.

- 4.7 Once the scoping stage is complete, we will use an experienced CRM Programme Manager to work alongside the CAS Programme Teams and business units to agree on the first deliverable as mentioned above.

- 4.8 Officers plan to use a 'configure' rather than 'code' approach, which means we will look to purchase a prebuilt solution rather than creating one from scratch. We have started engaging with potential partners who have defined products that could be configured to meet our requirements with this approach in mind. Starting this engagement now will speed up the selection process when the first project kicks off next year.

#### **New customer service offer**

- 4.9 The proposed new look and improved capture of residents' complaints and enquiries will benefit the CREST offer. With the improved customer interface that the Council will be able to offer, the complaints and enquiries will be more efficiently directed to the correct CREST team in the first instance.
- 4.10 The new customer service proposals look to join the way the complaints are received by the services, so the sharing of information is done at the start of the process rather than relying on the teams to share information after complaints have been entered on the databases. The success of the combined working at the moment often relies on the good communication of the teams to make it happen as there is no joined up way to see the complaints being made.
- 4.11 With the change in customer services offer, accountability for the complaint or enquiry will be easier and more straight forward from an early stage.

### **5. CUSTOMER PERFORMANCE DATA**

- 5.1 The extensive work undertaken by CREST is set out in the Appendix to this report, and shows how this is distributed by ward.

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**Background Papers used in the preparation of this report:** None other than previously published reports.

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## Performance Data

**CREST Key Performance Table (30/08/20-30/08/21)**

Team	Actions/Incidents/Service Requests
Construction Management Team	1625
N&N	14496
Parks Police	1207
Wardens	7581
Waste and Street Scene Enforcement	14769

**Performance by ward 30/08/20 – 30/08/21**

Ward	Team	Actions/Incidents/Service Requests	Total	Rank 1 – high 18 - low
Abingdon	Construction Team	114	2154	9
	N&N	790		
	Parks Police	0		
	Wardens	417		
	WSSE	833		
Brompton and Hans Town	Construction Team	105	3000	3
	N&N	1144		
	Parks Police	0		
	Wardens	767		
	WSSE	984		
Campden	Construction Team	106	2699	6
	N&N	858		
	Parks Police	3		
	Wardens	650		
	WSSE	1082		
Chelsea Riverside	Construction Team	50	1384	14
	N&N	828		
	Parks Police	75		
	Wardens	80		
	WSSE	351		
Colville	Construction Team	33	3373	1
	N&N	987		
	Parks Police	17		
	Wardens	410		
	WSSE	1926		

Courtfield	Construction Team	62	2115	10
	N&N	888		
	Parks Police	0		
	Wardens	379		
	WSSE	786		
Dalgarno	Construction Team	4	1288	17
	N&N	524		
	Parks Police	58		
	Wardens	66		
	WSSE	636		
Earl's Court	Construction Team	33	3083	2
	N&N	1061		
	Parks Police	5		
	Wardens	844		
	WSSE	1140		
Golborne	Construction Team	16	2717	5
	N&N	1306		
	Parks Police	43		
	Wardens	208		
	WSSE	1144		
Holland	Construction Team	70	2926 (2099 excluding Holland Park)	11
	N&N	650		
	Parks Police	827		
	Wardens	628		
	WSSE	751		
Norland	Construction Team	73	944	18
	N&N	342		
	Parks Police	0		
	Wardens	84		
	WSSE	445		
Notting Dale	Construction Team	8	1384	15
	N&N	768		
	Parks Police	31		
	Wardens	119		
	WSSE	458		

Pembridge	Construction Team	76	2189	8
	N&N	538		
	Parks Police	0		
	Wardens	489		
	WSSE	1086		
Queen's Gate	Construction Team	75	2733	4
	N&N	903		
	Parks Police	0		
	Wardens	970		
	WSSE	785		
Redcliffe	Construction Team	93	2234	7
	N&N	932		
	Parks Police	19		
	Wardens	408		
	WSSE	782		
Royal Hospital	Construction Team	76	1379	16
	N&N	450		
	Parks Police	4		
	Wardens	463		
	WSSE	386		
St. Helen's	Construction Team	36	1785	12
	N&N	655		
	Parks Police	0		
	Wardens	320		
	WSSE	774		
Stanley	Construction Team	62	1477	13
	N&N	813		
	Parks Police	32		
	Wardens	252		
	WSSE	318		

## Construction Management Team

	2020 to 2021	Description
Number of Planning related Enforcement Notices served	4	Planning enforcement notices relating to breaches of Construction Traffic Management Plans (including where suspended bays are required for building work).
Visits to construction sites	966	This includes construction bond visit (Initial Site Visits, Chargeable Inspection Visits), as well as pro-active visits, CTMP checks, parking suspension checks, and reactive complaint visits.
Number of unauthorised works investigated by the team	189	Work carried out on behalf of Building Control – unauthorised works reported back to building control for enforcement
Number of Initial Notices rejected for non-compliance	72	Work carried out on behalf of Building Control – non-compliant works reported back to building control so that they become responsible for inspecting the works rather than private inspectors (i.e. income stream).
Number of S60 Notices served	581	Pro-active notices to control site working hours and regulate noise controls, served as a result building control inspections and construction bond sites.
Number of S61 Notices served	60	Legally binding agreements, issued prior to works starting, to control site working hours and regulate noise controls.
Number of Highway and Waste Enforcement Fixed Penalty Notices	272	Served in relation to construction-related offences e.g. unlicensed skips and scaffolding, blocking of the highway, etc.