

Report of	Meeting	Date
Chief Executive	Overview and Scrutiny Performance Panel	17 December

## PERFORMANCE FOCUS: STEETSCENE CONTEXT

### PURPOSE OF REPORT

- To provide contextual information and initial questions for focus to the performance panel for the performance of streetscene.

### RECOMMENDATION(S)

- That the context and questions be discussed at the Overview and Scrutiny performance panel, with a view to understanding performance

Confidential report Please bold as appropriate	Yes	No

### CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy communities		An ambitious council that does more to meet the needs of residents and the local area	✓

### BACKGROUND

- In its terms of reference, the overview and scrutiny performance panel agreed that at each meeting, as well as considering performance reports, one area of service delivery would be identified for a focus at the meeting. For the December meeting, streetscene performance has been selected.
- This report provides contextual information about the current performance in streetscene, and suggests some questions for initial discussion. This will enable the panel and relevant officers and Members to prepare in advance of the meeting.

### PERFORMANCE CONTEXT

#### Performance Indicators

- Performance against the key performance indicators in streetscene is excellent compared to the targets set, with all being achieved.

Indicator	Polarity	Target	Performance
% of streets meeting	Bigger is better	95.4%	97.75%

litter standard on inspection			
% of streets meeting detritus standard on inspection	Bigger is better	94%	94.75%
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	33

### Modernisation

7. The service undertook a modernisation project over the last year, to review the working practises and ensure that they were fit for purpose. The objectives of the review were:
- Identifying areas to improve service delivery, efficiency and giving elected Members policy choices regarding savings and / or additional service improvements.
  - Improving flexibility across the workforce through a 'one team' approach to match resources to service demands and the needs of the business.
  - Developing the workforce to become more responsive at adapting services to meet the complex and individual needs and aspirations of customers.
  - Reducing bureaucracy and utilising technology to improve services making them more efficient and more user friendly.
  - Making sure that all the staff working in Streetscene are engaged with the proposed changes and provided with the necessary support, personal development and training.
  - 'Sweating' the assets and ensuring fleet, plant and equipment is fully utilised.
8. The Strategy was developed during 2012, and approved by the Executive Member on 12 July. The action plan from the strategy is appended at Appendix A.

### Customer Satisfaction

9. A survey is undertaken each month against a sample of customers who have been in contact over the previous month to gather information about their satisfaction and where services could be improved. The latest available figures for streetscene (of satisfaction between April and October) are:
- Satisfaction with parks: 40.9%
  - Satisfaction with street cleaning: 57.7%
  - Satisfaction with waste collection: 75%
  - Overall satisfaction with the council: 60.3%

### Budget investment

10. For 2012/13, the council made investment within streetscene. The investments were:
- £75,000 to replace 300 litter bins (25% of the total stock) – to improve the street furniture but also to improve the operational efficiency by installing larger bins
  - £75,000 for a bus shelter improvement programme.
  - £100,000 for a Clean up Chorley campaign

### **QUESTIONS**

11. To support those involved at the meeting to prepare, and to aid discussion, some initial questions to be addressed are set out below:
- Does the service use any other indicators than those set out above to monitor and manage performance?
  - The appendix includes an action plan to implement the modernisation strategy?
    - Can an update be given about progress made in delivering actions to date?

- What specific benefits have been achieved by implementing the strategy since July?
- Customer satisfaction with some parts of streetscene is lower than the council average. Have the reasons for the lower satisfaction been established? What action has been taken to address any issues?
- Has the investment in new litter bins had an impact on operational efficiency? Has it reduced complaints about the service, or reduced the frequency of emptying?
- What has been achieved through the investment in the Clean Up Chorley campaign?

**IMPLICATIONS OF REPORT**

12. This report has implications in the following areas and the relevant Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Communications	

GARY HALL  
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Chris Sinnott	5337	6 December 2012	Streetscene context and questions

## APPENDIX A – STREETSCENE MODERNISATION ACTION PLAN

1. LEADERSHIP DEVELOPMENT				
Priority H/M/L	Description of Development Action	Responsible Lead Officer	Additional resources required	Completion Date
H	Putting in place regular and consistent face to face team briefs for all operational staff.	BW	SH / AB	AUG 2012
H	Developing measures to communicate up to date, accurate performance data to all staff.	BW	SH / AB	OCT 2012
H	Providing visible leadership style by developing “walkabout” and “back to the floor” initiatives.	JD	BW	ONGOING
H	Providing coaching, mentoring and training support to all staff with formal leadership responsibilities.	JD	HR	SEP 2013
H	Arrange for Streetscene staff to attend community / neighbourhood meetings.	JD	BW	SEP 2012
M	Providing work shadowing and secondment opportunities for Streetscene, Customer Services and Neighbourhoods staff.	JD	SC / AC	ONGOING
M	Reinforcing key behavioural messages using reward, posters, team briefs etc. Selling the success of the teams and individuals at every opportunity	JD	BW	ONGOING
M	Developing an externally focused ‘one team’ approach to proactively respond to a wide range of community based issues and ensuring that this is promoted and championed by managers.	JD	BW	MAR 2013
M	Providing staff with more opportunities to work together with other Council teams and external partners to deliver joint working.	BW	-	ONGOING
L	Developing a protocol on staff engagement in operational changes. Identifying key leading figures within the workforce to develop as ‘service messengers’	JD	BW	MAR 2013

## 2. MODERN WORKING ARRANGEMENTS

Priority H/M/L	Description of Development Action	Responsible Lead Officer	Additional resources required	Completion Date
H	Develop a simplified Streetscene standard will clear examples of what the various competencies should look in practice.	JD	HR	NOV 2012
H	Review of overtime arrangements with a target to improve efficiency by 10%.	JD	BW	DEC 2012
H	Providing bespoke customer service training centred on the services staff deliver and including this as part of induction process.	HR		MAR 2013
H	Reviewing shift patterns, working hours and arrangements for seasonal work.	JD	BW	MAR 2013
H	Putting in place a staff suggestion scheme that supports an 'eyes and ears' style initiative.	BW		DEC 2012
H	Review downtime and unproductive activity and processes.	JD	BW	MAR 2013
H	Establish regular operational meetings to support closer working with the Neighbourhood teams to co-ordinate resources and develop stronger links link with neighbourhoods / community working.	JD	BW	ONGOING
M	Developing methods to champion good behaviours and addressing poor performance.	JD	BW	DEC 2012
M	Reviewing recruitment and induction practices and processes to ensure that from day one staff are clear the required Streetscene standard.	BW	HR	DEC 2012
M	Review of out-of-hours call-out arrangements to provide a more streamlined system with a target to improve efficiency by 10%.	JD	HR	MAR 2013
M	Establish regular service update meetings with Customer Services.	JD	SC / AK	SEP 2012
M	Continue to closely manage sickness absence and communicate performance to staff together with preventative measures – seasonal flu jabs and free health checks.	JD	BW	ONGOING
L	Business process re-engineering all service areas and developing the use of new technology.	JD	BW / POLICY	SEP 2013

### 3. SERVICE DELIVERY AND SUPPORT SERVICE ISSUES

Priority H/M/L	Description of Development Action	Responsible Lead Officer	Additional resources required	Completion Date
H	Mobile working technology embedded into the Streetscene operations: <ul style="list-style-type: none"> <li>• Unscheduled work (service requests)</li> <li>• Scheduled work (grounds maintenance &amp; street cleansing)</li> </ul>	BW	ICT	JUL 2012 DEC 2012
H	Explore and consider the Streetscene structure and implement any changes identified.	JD	HR	OCT 2012
H	Implement the fleet management strategy with a target to realise 10% efficiency improvements.	JD	BW	MAR 2014
H	Develop the vehicle tracking technology to manage day to day operations and allocation of resources.	BW	-	MAR 2013
H	Ensure that the future service needs are fully considered and incorporated into the new Bengal Street depot relocation.	JD	BW	OCT 2013
M	Undertake service cost benchmarking with other local authorities to fully understand service delivery efficiency.	JD	POLICY	MAR 2013
M	Review of future training needs and succession planning.	BW	HR	DEC 2012
M	Review arrangements for vehicle maintenance including options for joint vehicle procurement.	JD	Procurement / BW	MAR 2013
M	Implement business process re-engineering to reduce bureaucracy and improve Streetscene processes.	BW	POLICY	MAR 2013

## 4. BUSINESS DEVELOPMENT OPPORTUNITIES

Priority H/M/L	Description of Development Action	Responsible Lead Officer	Additional resources required	Completion Date
H	Agreement for longer term arrangements to undertake the outer Chorley area grass cutting with LCC.	JD	Finance	MAR 2013
H	Reviewing the costs and arrangements for charging out additional work to the parish councils.	JD	Finance / BW	JAN 2013
M	Identify and consider further opportunities to transfer land into community management.	JD	BW	MAR 2013
M	Considering the options for joint working with other local authorities such a tree inspections, annual play area inspections and vehicle procurement.	JD	Procurement / BW	MAR 2013
M	Agreeing operational arrangements for the delivery of Streetscene services across the Buckshaw Village boundary.	JD	BW	MAR 2013
M	To continue to evaluate parcels of work to identify the best procurement option	JD	BW	ONGOING
L	Developing the probation service arrangements and community / voluntary group work and ensuring that it links into the priorities identified through the neighbourhood / community forums.	BW	NH	MAR 2013
L	Further consideration of public realm improvements with LCC such as enforcement of obstructions on the highway and roundabout maintenance.	JD	SC	MAR 2013