

Street Services Business Plan Update – January 2019

Service Priority	'Must do' Actions	January 2019 Update
<p>To deliver the Plymouth City Council 100 pledges for which the service is responsible.</p> <p>Why: to respond actively to what customers have told us are a priority for them in order to improve the city we live in.</p>	<p>Proactively monitor the progress of each pledge Street Services is responsible for delivering (See Appendix 5) to ensure timely delivery.</p>	<p>Pledge delivery continues to be a focus within the service, working with officers across the council and partners to achieve progress. Pledges continue to be monitored on a regular basis and are aligned to the existing performance management arrangements. Each pledge is discussed regularly within the service and at the department management level as well. In addition, regular discussions are held with the Portfolio Holder to ensure delivery is in line with the spirit of the pledge and within an appropriate timeframe.</p> <p>The service has now signed off 2 of the 11 pledges:</p> <ul style="list-style-type: none"> ▪ Pledge 79: Increasing parking within the west of the city ▪ Pledge 17: relates to our program of pavement repair. <p>Progress is being made against the remaining pledges with more expected to be completed within this financial year.</p>

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<p>To ensure that the Service has a safety first culture.</p> <p>Why: for the wellbeing of our staff, residents and to ensure we learn when things do not go as well as they should have</p>	<p>Embed and deliver the full Coaching for Safety programme of activities across the Service. The programme provides a rounded approach to creating a healthy, efficient and safety focused culture.</p> <p>Delivery the Health and Safety Executive (HSE) Improvement Plan to ensure we improve the management and wellbeing of Grounds Maintenance staff.</p>	<p>The Coaching for Safety initiative has been superseded by a wider Health, Safety and Wellbeing programme of activities to improve our approach across the service this includes a focus on creating a healthy, efficient and safety focused culture. This programme includes training, coaching, briefings and targeted communications.</p> <p>Delivery of the Health and Safety Executive (HSE) Improvement Plan continues. This is improving the management and wellbeing of Grounds Maintenance staff.</p> <p>To ensure the service continue to improve, a long term strategic action plan is being developed to guide the future direction of Health Safety and Wellbeing of the service.</p>
<p>Delivery of the Street Services Information Management System (SSIMS) across the entire service.</p> <p>Why: to optimise the delivery of services to ensure maximum efficiency and value for money. To collect valuable data to ultimately improve the front line delivery of services.</p>	<p>Delivery of the detailed programme plan which carries a significant number of discreet actions for both Plymouth Highways and Street scene and Waste. A key requirement is aligning back office processes, procedures and data capture to ensure they fit neatly with new electronic systems.</p> <p>A significant cultural shift is required along with other elements of the modernisation work underway within the service.</p>	<p>Waste 'in cab' technology devices have been fitted into refuse vehicles with all 22 crews now reporting waste collection issues on devices. This helps to inform follow up action by the service to improve service delivery, compliance and participation.</p> <p>We are now looking at how we can allocate specific 'ad hoc' tasks using a software system already used by the council which is used to manage all customer contacts. This is in the early stages of implementation.</p>

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		<p>The SSIMS project team are working alongside the service management to help embed the new processes and cultural shift.</p> <p>Street cleansing and green space schedules are being input into SSIMS along with the mapping of all our green spaces, trees and cleansing locations.</p>
<p>Improve the customer experience following contact for service requests. Why: to get things right first time, avoiding duplication, wasted efforts but mainly to ensure our customers receive the best possible service.</p>	<p>Delivery of the Service Improvement Programme of activities within the Street Services Modernisation Plan to inform potential efficiencies and opportunities for reduced costs, better practice and improved service provision. The end to end review will include:</p> <ul style="list-style-type: none"> ▪ Reviewing customer contact processes from end to end to consider opportunities for more efficient alignment of processes within Street Services or within the Contact Centre, ▪ Overhauling and optimising back office processes and operational procedures to ensure both day to day service delivery and the fulfilment of service requests is efficient, consistent and reliable, <p>Actions are monitored through a bi weekly working group and supported</p>	<p>Our key performance information, evidences that we have improved our performance against our Service Standards.</p> <p>The processes for managing customer requests has been redeveloped to ensure all service requests and complaints are dealt with quickly and effectively. Significant improvements have been made between those administrating task queues and the frontline service.</p> <p>A revised approach to Casework Management to centralise the coordination, rolled out in late 2018, has helped improve Councillor response times.</p> <p>We are improving our use of intelligence to support continued improvements to delivering an effective waste collection service, for example Team Leaders are now able to cross reference SSIMS data captured by waste crews against customer requests around missed bins.</p>

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	<p>by a bi-weekly performance group who look at the reasons behind trends and route cause analysis when issues occur.</p>	
<p>Put in place and review current processes and systems that are used to monitor our service standards</p> <p>Why: to ensure robust monitoring of customer satisfaction with the services we provide by being confident we are meeting our own standards and customer expectation.</p>	<p>Delivery of the Service Improvement Programme activities within the Street Services Modernisation Plan. This includes successful implementation of electronic recording systems (SSIMS/HIMS) to ensure efficient working practices inform strategic service intelligence with which evidence based decisions can be made to improve the customer experience.</p>	<p>The Street Scene and Waste policy and associated service standards are being reviewed and monitored as part of the Street Services Modernisation Programme.</p> <p>The intelligence used for evidencing the efficiency of our working practices are reports which include the volume of cases raised and the average time taken to close the cases. This is then compared to the service standard to understand how each process is performing. Back office administration processes have also been reviewed and amended to create further efficiencies within our practice. This data is reported to the Street Service Modernisation Board.</p> <p>This information is also fed into Street Services bi-weekly performance meetings which then inform evidence based decisions which are focused on improving the customer experience.</p> <p>To increase our understanding of our performance we have adopted use of the Association for Public Sector Excellence street cleanliness inspection tool. Inspections are being undertaken bi-monthly.</p>

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<p>Improving back office processes, systems and scheduling of activities, including tree maintenance, maintaining green spaces, play parks, street cleansing, litter bin collection and residential waste collections.</p> <p>Why: to ensure service delivery balances quality with the optimisation of resources to ensure value for money.</p>	<p>Delivery of the Service Improvement Programme of activities within the Street Services Modernisation Plan. This includes overhauling and optimising back office processes and operational procedures to ensure both day to day service delivery and the fulfilment of service requests is efficient, consistent and reliable. Actions are monitored through a bi weekly working group and supported by a bi-weekly performance group who look at the reasons behind trends and route cause analysis when issues occur.</p>	<p>The scheduling of service activities is gradually being digitised away from paper records. This will provide greater transparency and allow for the better use and allocation of resources.</p> <p>Where possible, schedules are being matched against assets to provide a record of maintenance.</p> <p>Processes and systems are under development to support digital tasking for inspections such as playgrounds, litterbins and trees, as opposed to relying on paper records</p>
<p>Increase domestic recycling rates to 50% by 2034 as set out in the Joint Local Plan.</p> <p>Why: the current recycling rate is 40% (as at June 2018). The stretched target is necessary as part of the city's aspirations to be cleaner and greener.</p>	<p>The service will continue to work in partnership with other internal and external agencies to encourage improved recycling rates. This forms part of an ongoing communications and engagement strategy targeting positive waste messaging.</p>	<p>We are tackling communal bulk bin recycling contamination by working with housing providers. We have trialled new restricted aperture bin lids which has been successful in reducing incorrect use of the bins. This has led to high quality recyclate being collected. A Business Case to roll out this type of bin to the 10-12% of households who have this type of collection has been written and will be considered.</p> <p>We are using information from the new 'in cab' technology to better support households to improve their recycling. The current focus is on ensuring that identified households have access to recycling facilities and householders understand what can be recycled.</p>

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		<p>A case study of a specific area with various persistent issues has occurred. The findings are being used to improve the quantity and quality of recycling. Further pilots will help us review our waste education approach.</p>
<p>Review contracts managed within the service including onward disposal contracts at the Household Waste and Recycling Facilities and any subcontracting.</p> <p>Why: to ensure both compliance and that the Council is getting best value.</p>	<p>Benchmarking and regular reviews of performance.</p>	<p>We are updating the contract specification for managing Wood Waste before the tender process starts.</p> <p>A review of the Green Waste contract, currently in year four of a five year contract, is underway. There is consideration of a two year extension for this contract.</p> <p>Review and evaluation of contracts continues, in order of value.</p>
<p>Maximise new and existing commercial opportunities to increase market share within Plymouth and surrounding areas. Specifically related to the Commercial Waste Team and the Prince Rock garage.</p> <p>Why: to capitalise on resources and infrastructure to win and retain new business</p>	<p>Improve back office business processes and systems, including better capture of customer intelligence data.</p> <p>Improved marketing and promotion of services to raise profile.</p> <p>Review existing service and identify any requirements to modify or upgrade equipment to meet needs of the market.</p>	<p>A Business Case is being developed to secure investment for improving systems.</p> <p>External advice is being obtained to identify methods of improving the market share of the trade and commercial waste sector. This includes the bulky waste collection service.</p> <p>Work is currently underway to explore how we can maximise opportunities to increase commercial income at the garage.</p>

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<p>To ensure the safe operation of the Council's fleet and promote a safe driver culture, complying with our Operator's Licence issued by VOSA.</p> <p>Why: to ensure the Council is meeting its obligations for its Operator Licence.</p>	<p>Ensuring there is a formal Fleet Operating Policy and comprehensive set of written processes and procedures for all activities undertaken.</p> <p>Provide skills and training required across the organisation to properly manage fleet vehicles and drivers.</p>	<p>A Fleet Manager was appointed in late 2018 and the Fleet Operating Policy continues to be developed.</p> <p>A Drivers Handbook is being developed with a view to implement in 2019.</p> <p>Annual Driver Licence checks have been completed for 2018.</p> <p>Adherence with the requirement for staff to have Certificate of Professional Competence qualifications is ongoing to meet September 19 deadline.</p>
<p>Fully adopt a risk based approach to highway inspections as per the new Highways Code of Practice.</p> <p>Why: to enable the Council to robustly defend against litigation</p>	<p>Reviewing asset management and inspection policies relating to each highways asset type, including gullies, carriageways, footways and structures.</p>	<p>A new Highways Inspection Manual has been developed. This was reviewed in consultation with other Local Authorities, Legal and Insurance advice. The manual gives clarity to what the City Council considers a safety defects to be for each asset. It describes how the Council will adopt a risk based approach as recommended in the new national Code of Practice. In addition all of our inspectors have been trained and accredited to ensure consistency and demonstrate good level of competency.</p>
<p>Maximise the efficiency of the highway to support those who live, work and visit Plymouth in line the Council's integrated network approach.</p> <p>Why: to balance the ever increasing parking demand for parking alongside the</p>	<p>Reviewing existing restrictions to ensure they are still required.</p>	<p>Work has been undertaken to review existing highway restrictions against the latest guidance, road safety principals and national standards to identify where any existing restrictions can safely be removed. This is linked to work being undertaken around the delivery of pledge 13 to create 1,000</p>

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<p>requirements to have an effective and efficient network.</p>		<p>spaces and work on the delivery of Controlled Parking Spaces. Each current Controlled Parking Scheme considers the most effective use of the Highway network based on local demand and the aforementioned principals and standards of road safety.</p> <p>There is a current programme of Controlled Parking Zones, incorporating reviews to ensure effective and efficient use of highway, over the next 12 months.</p>
<p>To provide a highway network that is excellent value.</p> <p>Why: giving customers confidence in the maintenance investment decisions we make.</p>	<p>Basing investment programmes around data and risk led methodologies such as whole life costings, mechanical surveys and cutting edge asset management tools.</p>	<p>Our new Asset Management Framework, consisting of a Policy, Strategy and Plan, demonstrate how we have adopted best practice with regard to the investment decisions we make. We now understand our highways assets better than ever before. Whole life costing and depreciation modelling of assets using our new Highways Information Management Systems mean that we have a data and evidence led approach.</p>
<p>All appropriate competencies for roles are identified and overlaid against existing establishment to identify gaps.</p> <p>Why: to ensure we have a competent level of staff delivering best value decisions, leading to the Highway Authority having a more robust defence when facing litigation.</p>	<p>Undertake a Training Needs Analysis to identify the requirement and help prioritise any intervention.</p>	<p>All roles have new role profiles which clearly identify core competencies, training and qualification requirements. These have been benchmarked against industry best practice, an independent gap analysis and other leading LA role profiles. Officers in post are already in the process of/or have already completed identified requirements e.g. Safety Inspectors Accreditations, Chapter 8 Traffic Management Training, Highways Asset Management Toolkit and educational qualifications. In addition to</p>

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		individual role requirements a generic Health and Safety and New Starter Training Matrix has been developed for all Plymouth Highways.
<p>Within the highway network hierarchy the resilient network is continued to be given priority for maintenance and other treatment measures.</p> <p>Why: in order to maintain economic activity and access to key services, including prioritising interventions during extreme weather events.</p>	<p>Maintain and periodically review existing mapping and definitions. Also review and update following new strategic developments.</p>	<p>The Resilient Network has been reviewed again this year following the severe weather events of last winter, and have taken into account new developments. We have also worked with the NHS to further improve access to facilities during snow events. In addition, we are one of a limited amount of authorities to have adopted a Footway Resilient Network in addition to the carriageway. This recognises that sustainable travel plays a major part in how the city travels and our commitment to keeping the city moving. We have prioritised this network as it carries the most movements which serves major locations of employment and main routes around the city.</p>

Likely areas of focus for 19/20:

- Ensure a Safety First Culture by continuing to improve health, safety and wellbeing processes, monitoring and management across the Service,
- Continue to deliver improvements to the consistency, efficiency and quality of the service, including:
 - Improved use of intelligence to inform operational delivery and targeted information and advice to residents
 - Digital scheduling
 - Quality management
 - Workforce development
- Ensuring the right level of capacity is within the Service to deliver the service standards,

- Continue to deliver improvements to customer service standards,
- Increase the market share and efficiency of commercial activities,
- Continue to deliver the remaining Plymouth City Council Pledges,
- Continue to roll out of the Street Services Information Management System (SSIMS) across the Service,
- Continue to improve the Depot facilities for the Health, Safety and Wellbeing benefit of all employees,
- Identify opportunities for using technology and systems within the Parking service to make it even easier for customers to use our facilities.
- Evaluate the impact of emerging government waste strategy,
- Increase household recycling rates by increasing the quality and quantity of recyclate collected by:
 - Ensuring that every household has access to recycling facilities, and
 - Improving recycling and waste education and awareness.