

1 Vision

To improve and optimise the safe delivery of front line operational highways, fleet and garage, and street scene and waste services to ensure they meet the expectations of our customers; are considered good value; and help the City become a cleaner, greener and more vibrant place to live.

2 Purpose of the Service

2.1 Street Services contributes to the Values of the Council through:

We are **Democratic**: Plymouth is a place where people can inform our service about the improvements and changes that need to be made to the Highways and Streets in their area, the services they receive and facilities they use that are important to them.

We are **Responsible**: The service continually seeks to meet our customers' expectations and when we do not, we take responsibility for our actions, ensure any impact is minimised and work with other services and our contractors to do the same.

We are **Fair**: The service operates in an open and transparent way and champions fairness to ensure everyone receives the level of service they need.

We are **Co-operative**: We work together with other service, contractors and the community to help the city become a cleaner, greener and more vibrant place to live.

2.2 The purpose of Street Services is to:

Deliver a range of highly visible and valued frontline services which are focused on keeping the city moving; maintaining the highway network; helping ensure a vibrant economy whilst maximising revenue through car parking to support the delivery of transport services; providing sustainable household waste, commercial waste and recycling services; and maintaining civic pride by keeping the streets and green spaces clean and tidy.

2.3 Outcomes the Service aims to deliver:

Street Services are structured into two delivery arms: Plymouth Highways alongside Street Scene and Waste.

2.3.1 We deliver this purpose through **Plymouth Highways** by:

Network Management - This is the means by which we manage the flow of traffic around our city. Through monitoring, responding to traffic disruptions, management of utility companies and third parties working on the highway and supporting the emergency services to maintain safe roads for the travelling public.

Maintaining highway assets - Proactively planning for preventative maintenance to reduce the need for expensive repairs. We achieve this by investing in highway maintenance at carefully planned intervals over the life cycle of the asset. Our approach is in line with the Code of Practice promoted by the Department for Transport.

Road Safety - Our vision is to reduce deaths and serious injuries on the City's roads to zero. We are working towards this ambitious target through identifying sites, routes and areas which will benefit from cost effective engineering improvements. We are also instilling safe

working practices on the highway; the development of intelligence led effective programmes to improve road user behaviour; maintenance and promotion of cycle routes; and the monitoring of CCTV cameras throughout the city.

Bridges and Structures – our work involves maintaining bridges and structures in a safe and serviceable condition. With regular inspections in line with national guidance to ensure that the asset team has access to accurate condition data.

Living Streets Local Improvement Projects – prioritisation and delivery of School safety initiatives and general neighbourhood schemes as identified by Councillors and residents.

Street lighting – there are 35,000 lighting units in the city which includes 28,500 street lights and 5,400 illuminated signs. As part of an asset led approach our aim is to maintain these assets in a safe and serviceable condition to maximise their service life and to reduce ongoing energy usage and reactive maintenance costs.

Drainage – Highways drainage assets include gullies, slotted and grilled drainage channels, catch pits and manholes. We work to minimise flooding by maintaining and improving the condition of our highway drainage assets by taking a risk based approach, prioritising those in high risk areas.

Parking Services – Parking services is responsible for managing the Council's car parks and the delivery of on street and off street decriminalised parking enforcement, business and residential parking permit schemes.

CCTV Service - The CCTV Service is responsible for managing the operation of the Council's CCTV cameras and CCTV control centre, with over 250 strategically located throughout the city.

Fleet Service – The Fleet Services team manage the Councils fleet of plant and vehicles, ensuring all plant and vehicles are maintained in accordance with the requirements of the Councils Operating Licence, Legislation and Law, together with promoting a safe and responsible driver culture.

Garage Service – The Garage Service undertakes the maintenance, inspection and repairs to the Councils fleet of plant and vehicles, together with the delivery of commercial MOT and Servicing.

2.3.2 We deliver this purpose through **Street Scene and Waste** services by:

Street cleansing and grounds – maintaining the city's green spaces, trees, play parks, sports grounds and other assets through a programme of regular maintenance, vegetation management and litter collection. The service also delivers the Business Improvement District contracts and keeps the city clean by dealing with flytipping, flyposting, hazardous waste and dog fouling.

Household waste services – most of the city's 118,560 households are provided with alternate weekly collection of general waste and recycling. Additionally there is a seasonal kerbside collection of garden waste and also a bulky collection service for larger items.

Commercial waste services – with over 850 customers the Council has a robust share of the commercial waste market in the city and has aspirations to capitalise on its assets to grow this share.

Disposal and recycling of waste – The Service contract manages two Household Waste and Recycling Centres at Chelson Meadow and Weston Mill, in addition to the Materials Recycling Facility at Chelson Meadow. The Energy from Waste plant managed by MVV

Environment on behalf of the South West Devon Waste Partnership provides an effective solution for residual waste treatment.

Street Services is also supported by other complimentary services such as, and Customer Services, and Public Protection. We also work collaboratively with housing providers and other non-government organisations, including the University of Plymouth. Together, we are all able to provide a joined up approach to meeting the needs of our customers.

2.4 Street Services deliver statutory/regulatory responsibilities in relation to:

- Obligation to collect and recycle household waste, in line with the Waste Hierarchy.
- Ensure all waste under our control is safely disposed of and treated to ensure any threat to the environment is minimised.
- Keeping the streets, back lanes and green spaces clean and tidy.
- Duty to maintain the Public Highway.
- Duty to address flooding on the Public Highway.
- To manage winter maintenance / treatments on the Public Highway.
- To reduce collisions on the highway network.

3 Service Priorities for 2018/19

Service Priority	'Must do' Actions	Dependencies	Monitoring Arrangements
<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>Leaders Office</p>	<p>Monthly Pledge Report</p>
<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 in relation to hand and arm vibrations.</p>	<p>Health & Safety Team</p> <p>Engagement with staff and unions</p> <p>Organisational Dev Team</p>	<p>Balanced Scorecard</p> <p>Risk Register</p>
<p>Delivery of the Street Services Information Management System (SSIMS) across the entire service.</p>	<p>Delivery of the detailed programme plan which carries a significant number of discreet actions for both Plymouth Highways and Street scene and</p>	<p>Delt Shared Services Ltd</p> <p>Place Business Support Team</p>	<p>Street Services Modernisation Board</p>

Service Priority	'Must do' Actions	Dependencies	Monitoring Arrangements
<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>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>Engagement with staff and unions</p> <p>Organisational Dev Team</p>	
<p>Improve the customer experience following contact for service requests.</p> <p>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 by a bi-weekly performance group who look at the reasons behind trends and route cause analysis when issues occur.</p>	<p>Engagement with staff and unions</p> <p>Organisational Dev Team</p> <p>Place Business Support Team</p> <p>Customer Services (contact centre and digital services)</p>	<p>Service Standards</p> <p>Balanced Scorecard</p>
<p>Put in place and review current processes and systems that are used to monitor our service standards</p>	<p>Delivery of the Service Improvement Programme activities within the Street Services Modernisation Plan. This includes successful</p>	<p>Staff</p> <p>Delt Shared Services</p>	<p>Service Standards</p> <p>Balanced Scorecard</p>

Service Priority	'Must do' Actions	Dependencies	Monitoring Arrangements
<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>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>Place Business Support Team</p> <p>Digital Services Team</p>	<p>Risk Register</p>
<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>Delt Shared Services</p> <p>Place Business Support Team</p> <p>Digital Services Team</p>	<p>Service Standards</p> <p>Balanced Scorecard</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>Communications Team</p> <p>Digital Team</p> <p>Low Carbon, Natural Infrastructure, Plymotion and Community Connections Teams.</p>	<p>Balanced Scorecard</p> <p>Risk Register</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>Procurement</p> <p>Legal</p> <p>Other Local Authorities though APSE</p>	<p>Balanced Scorecard</p> <p>Risk Register</p>

Service Priority	'Must do' Actions	Dependencies	Monitoring Arrangements
<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>Finance Communications Corporate Property Delt Shared Services Legal services</p>	<p>Balanced Scorecard Risk Register</p>
<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>Health, Safety and Wellbeing Children's Services Concierge Public Protection</p>	<p>Balanced Scorecard Risk Register</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>South West Highways South West Water</p>	<p>Risk Register</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 requirements to have an effective and efficient network.</p>	<p>Reviewing existing restrictions to ensure they are still required.</p>	<p>Economic Development Strategic Planning and Infrastructure</p>	<p>Service Standards</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</p>	<p>Economic Development Corporate Property</p>	<p>Service Standards</p>

Service Priority	'Must do' Actions	Dependencies	Monitoring Arrangements
	and cutting edge asset management tools.	Strategic Planning and Infrastructure	
<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 have a more robust defence when facing litigation.</p>	Undertake a Training Needs Analysis to identify the requirement and help prioritise any intervention.	Organisational Development	Balanced Scorecard
<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>	Maintain and periodically review existing mapping and definitions. Also review and update following new strategic developments.	South West Highways Economic Development Strategic Planning and Infrastructure	Risk Register

Appendices to the Service Plan

1. Budget
2. Balanced Scorecard
3. Risk and Opportunity Register
4. Service Standards
5. Pledges