

Streetscene Service Review – Appendix 4

Action Plan 1 – Staffing Structure (September 2012)

Area of Concern	Comment / Action needed within the service	Process Change
Communication not relevant to all staff and not consistently received by everyone.	<p>Newsletter to cover all employee issues and to be produced monthly</p> <p>Newsletters to be sent to staff by email and to operational staff by post</p>	
<p>Lack of available staff within the technical teams</p> <p>Low morale in the technical teams because promised training plans have not been delivered – staff are still working in historical areas</p>	<p>A technical officer profile is to be produced ASAP and the officers matched against it. This will allow a training plan for each to be developed following appraisals with all staff. – Nov 2012</p> <p>The training plan for technical officers is essential to provide the competencies to carry out all of the duties required of the post. It is felt that with a fully skilled technical team there would be sufficient resource to cope with the complete range of duties required by the service.</p> <p>The appraisal will highlight any competency issues with the staff which will be dealt by following the agreed process</p>	
<p>Inconsistent performance of Supervisors</p> <p>Supervisors losing wintime hours during a standard week</p> <p>Imbalance workload in Streetscene areas</p> <p>Team Leaders taking on the duties of the supervisors to compensate for skill shortfalls</p> <p>Poor planning of daily work schedules</p>	<p>A Supervisor profile is to be produced ASAP and the officers matched against it. This will allow a training plan for each to be developed following appraisals with all staff. – Nov 2012</p> <p>The appraisal will highlight any competency issues with the staff which will be dealt by following the agreed process</p> <p>Streetscene Areas to be reviewed taking into consideration workloads generated in each area.</p> <p>Team Leaders to receive coaching and training during appraisals</p> <p>Introduce a central planning arrangement within the service</p> <p>Refine the buddy arrangement for supervisors with working hours defined – one working an early and one a late shift.</p> <p>Identify good practise and move staff with a proven history of delivering various elements to assist those having difficulty in delivering the service</p>	<ol style="list-style-type: none"> 1. Review the Streetscene Area's based on workload 2. Changes to Structure to reassign the Team leader role in Logistics
Insufficient supervisors in waste	<p>This particularly problematic whilst the service is split between Alltami and Standard. Once the depot move has been completed the number of supervisors is thought to be sufficient.</p> <p>In the intervening period an additional supervisor in waste management</p>	<ol style="list-style-type: none"> 3. Temporary appointment of waste supervisor – 12 months

	should be engaged through the 'temporary supervisor' route	
Lack of control of County wide functions e.g. gully emptying, large sweeping etc	The coordination of these activities should move to a central 'core' team within the trunk road group. This will allow the area teams to work on local issues using their dedicated local resource The coordination of these activities should be carried out by an additional supervisor. The arrangement to be trialled over a 12 month period.	4. Additional supervisor to be included in the structure for a 12 month trial period.
Energy managers work has more synergy with waste service than strategy	Alter reporting arrangement to suit	
Lack of cover for Mayrise and HAMP officers	Mayrise and HAMP to report through the Team Leader Technical, Finance and Admin	
Weighbridge Officers (3 No) not included in operational staff assimilation process	Weighbridge officers posts to be designated Admin in order to provide flexibility – will require post redesign	

Action Plan 2 Operations (September 2012)

Insufficient full time staff – high reliance on volunteers to work the overtime periods at weekends High overtime levels in the service because of essential weekend and evening services High Agency numbers because of high sickness levels and lack of movement between services	Business cases for full time staff contracted to work weekends to reduced the reliance on Agency and overtime Review rotas to ensure the required number of staff are available each day. Introduce centralised scheduling function	5. Ensure there are sufficient staff contracted to work all of the hours required by the service. 6. Amend staffing structure
Staff not moving across services	This will commence as the training plans are finalised The introduction of the centralised scheduling function will allow this to happen	
Require flexibility to vary start finish times within some service areas	Contract allows start/finish variations. - Confirm with Trades Unions	
Short term leave notice causes issues	Agree new leave arrangements with Trades Unions	
Not all areas of open space under the control of the service and staff not able to deal with service requests	The maintenance of all publicly accessible open space should fall in Streetscene	7. Review the scope of the service –Report due to Environment Overview and Scrutiny December 2012
Need for a single store	Stores review in progress. - New arrangement to controlled by resource Team Leader	8. Introduce new stores arrangements

Action Plan 3 - Office and Depot Arrangements (September 2012)

Too hot/air quality in the new office, lights too bright, no blinds and Data Centre alarm continually going off regularly	Discuss environmental issues with project manager for new office development	
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New office environment not suitable for confidential phone calls and meetings with customers	Situation will improve once Alltami is finished and there are 5 meeting rooms rather than 1 allowing space for phone calls to be made away from the office	
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Action Plan 4 - Contact Centre (September 2012)

<p>Slow response time to answer calls at contact centre</p> <p>High number of lost calls – resulting in follow up calls, which adds to the number of calls received.</p> <p>High number of Agency staff in centre</p> <p>Little flexibility to engage other staff to assist in busy times.</p> <p>Callers unsure the position in queue leading to call holding levels at unsustainable levels</p>	<p>Ensure all of the contracts for staff in centre include a requirement for flexible working. This will include the contractual requirement to work Saturdays and Bank Holiday if required in future</p> <p>Provide increased resources for busy periods</p>	<p>9. Relocate the contact centre to Alltami depot (first floor) – integrate the operations with the Streetscene administration team</p> <p>10 Include a recorded message indicating position of the caller in queue to be answered</p>
Business maps not finalised	Complete business maps and FAQ's	
Weekend and Bank Holiday service provided by Care Connect	Continue to monitor weekend and bank holiday call volumes	

Streetscene Service Review – Appendix 6

Positives (September 2012)

Streetscene Standards are being achieved or will be achievable Grass cutting policy needs approval by Cabinet		11. Review Service standards on annual basis as part of performance monitoring 12. Present Council Grass cutting policy to Cabinet for approval
Overnight working arrangements – proving effective	Needs further fine tuning to ensure the service gains full benefit from the arrangement. Opportunity for extending to other service areas and regionally	
Street Lighting – despite Member concerns the new shifts are working well, all of the posts are filled, the staff are concentrating on fault repairs and are working in areas to build up local knowledge and accountability		
Fleet workshop rota working well – has facilitated the move to single workshop and the closure of Queensferry depot		

Future development (September 2012)

Regional working	13. That opportunities for regional working are explored.
Fleet Service review	14. That the outcome of the fleet review is accommodated within the revised structure