

Year End Head of Service Performance Report Streetscene Service (Environment Directorate)

REPORT AUTHOR: HEAD OF STREETSCENE SERVICES

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Introduction

The Head of Service report is produced on a half yearly basis and provided to Executive Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The approach is based on exception reporting to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues / operational risks should also be highlighted. The report is split into 3 distinct sections: -

1. Improvement Priorities & Service Plan Monitoring – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

2. Internal and External Regulatory Reports – this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting – this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Appendix 1- NSI & Improvement Target Performance Indicators – summary table of the performance for the NSI and Improvement Targets. Graphs (where appropriate) and commentary are included in section 1 for those indicators shown with a red RAG status.

1. Improvement Priorities & Service Plan Monitoring

Report highlights for the year end 2013-14 are as follows: -

Improvement Priority – Environment - Wasting less and recycling more - Sub-regional waste projects

The North Wales Residual Waste Treatment Project has now achieved a significant milestone. All five partner authorities have approved the final tenders and resolved to appoint Wheelabrator Technologies Inc (WTI) as the Preferred Bidder for the Project. Work is now underway to complete the Final Business Case for WG approval and to enter into a contract between all Partner Authorities and WTI by early Summer 2014. This will then pave the way for a Planning Application to be submitted by WTI for their proposed Energy from Waste facility in the early Autumn of 2014.

Construction of the Regional Food Waste Treatment facility is almost completed and the plant will commence receiving food waste from the partnering authorities in May 2014. The interim contract arrangements continue to operate satisfactorily with the Partnerships' food waste being treated by Biogen at one of their existing facilities in England.

Improvement Priority – Environment - Managing the local Environment Well - Streetscene standards

The service is able to report a year on year improvement in the number of standards achieved during the year. It also continues to register improved performance against the majority of the Streetscene standards which were approved by Cabinet in 2012

The service achieved 90% or better compliance for 36 of the 45 standards which are set for the service. This is an improvement from the 31 standards achieved at the end of 2012 – 13.

The following standards were not achieved:

Time taken to collect bin missed due to the fault of the Service –
Achieved 71% in 24 hours

Time taken to deliver new bins, recycling sacks/boxes (4 standards) –
Achieved 70% within 6 working days against a target of 90%

Number of bins missed per 100,000 collections –
Achieved 104 per 100,000 against target of 80

Percentage of calls Answered in under 15 Seconds (Contact Centre)
Achieved 67% against a target of 80% of calls

Percentage of 'lost' calls(Contact Centre)
Achieved 7% against a target of 5%

Percentage of Members rating the performance of Streetscene Service in their ward as acceptable

Achieved 92 % satisfaction from those member who responded rated the service acceptable or above, against a target of 100% (24 returns)

The service continues to work towards achieving all the standards and is currently reviewing performance monitoring and reporting processes in order to provide managers with improved and relevant information in order to deliver the aim. The service targets will be challenged and reviewed during the wider service review planned to take place during 2014 - 15

Improvement Priority – Environment - Managing the Environment Well – Managing Litter and dog fouling

The service continued to respond in a timely manner to individual and member complaints regarding both littering and dog fouling. It is also a priority to ensure footway sweeping schedules are adhered to, in order to proactively deal with littering and dog fouling issues.

Cleansing strategies are being prepared for each Town Centre which will define the standard and extent of the cleansing service provided in each area. These strategies will be presented to the Town and Community Councils in the first quarter of 2014-15.

The service is coordinating cleansing operations and passing on the staff's 'local knowledge' and intelligence to allow the visits of the Council Enforcement Officers to become more effective.

A formal Environmental Enforcement Policy clarifying enforcement protocols for each aspect of the service has been approved by Cabinet. This provides clarity on enforcement responsibility and the process required to be undertaken before enforcement action is considered for each service area.

The County Councils cleansing service received positive feedback from the Keep Wales Tidy Cleanliness Audit completed during the year.

New sweeping equipment has been procured to improve the cleansing of smoking related litter, particularly within the main towns and shopping areas. The equipment is already being utilised in many towns and will be extended to all town centres and shopping areas early in 2014-15.

Improvement Priority – Environment - A modern and accessible range of conveniences – Public Conveniences

The first phase of the rationalisation programme has been completed and the recommendations approved by Cabinet have been implemented.

Town and Community Council have taken responsibility for operating the public convenience service in two areas of the County and the Council has completed the transfer of the facilities to the Town and Community Councils at both sites.

The second phase of the rationalisation, detailed in the December 2012 Cabinet report are being introduced.

This includes:

- Resiting the portaloo from Connah's Quay to Talacre, providing a much improved facility at the resort
- Providing interim toilet facilities in the Swimming complex in Connah's Quay ahead of a permanent move to the Connects Centre
- Providing a public convenience service in the new Connects Centre in Flint

Service Plan Monitoring :

Streetscene

Depot Works. The Alltami Depot remodelling works have been completed and the site was officially opened by the Deputy Leader in March 2014. All Streetscene staff and operational teams transferred to the new depot during February and all operations are now managed from the single site.

The depots at Queensferry and Halkyn are in the process of being de-commissioned and once this is completed the Council can make a decision on their future.

Training. During the year the number of individual training places offered to operational staff exceeded one thousand places. 90% of the workforce have now received some training since the launch of the new service. This will allow further movement of staff throughout the service and create further service efficiencies in the future.

Driver CPC Training. All organisations employing LGV drivers are required to provide individuals with 5 days of specific driver based training before September 2014. Given that Streetscene employs approximately 150 LGV drivers, this has created a huge and potentially expensive problem for the service. A solution has been found which has seen two members of the operational staff receive training, which in turn allows them to train the drivers. The Council has become accredited with a nationally recognised organisation which allows the training provided to be recognised and to meet the national requirement. By the end of the financial year over one hundred drivers have received the training.

NVQ training for Operatives/Staff development. The first cohort of 22 front line operational staff have completed their formal NVQ training. This is the first time that Streetscene operational staff have been offered the opportunity to gain formal qualifications during their employment with the Council and the project, which is operated in partnership with Coleg Cambria, has been well received by staff. The second cohort of 40 staff have now commenced on their studies.

Flintshire Refurbs Streetscene worked with Flintshire Refurbs to provide opportunities for local unemployed people through the Welsh Government Jobs Growth Wales initiative. 6 unemployed local people commenced a period of employment with the Council on this basis during the year. Unfortunately the scheme has now ended.

Probationary Service Streetscene has worked in partnership with the Probationary Service to provide the Council with a daily resource to carry out some defined Streetscene activities within the Community. These activities include graffiti removal and litter collection and this increases the available capacity of the service and has made a significant benefit to the local environment in many areas

VFM The Streetscene service has completed a broad Value for Money Review which covered all services and which resulted in identifying significant savings which were included in the Councils budget setting process for 2014-15.

Highways and cleansing

The Annual independent Audit of the cleanliness of the Councils streets concluded :

- The current Cleanliness Index for Flintshire is 68.6. This is an improvement on last year and compares favourably to the all Wales figure of 67.6
- 96.4% of streets scored grade B cleanliness or above. This is an improvement on last year and higher than the all Wales figure of 95%.
- The presence of half of the litter types and the majority of litter sources has decreased in the year to 2013-14.

The resurfacing programme, funded by the Councils Capital allocation and the Welsh Government Prudential Borrowing (PB) initiative was completed in November 2013.

All roads in the County were inspected by staff from the Streetscene service during February/March to assess the impact of the winter months on the network and to produce the programme for the 2014-15 resurfacing programme. The programme includes the funding from the final year of the Welsh Government PB Initiative.

An independent survey of the Council classified road network revealed that Flintshire's roads are the best maintained in Wales

Inspections of all of the County's footways allowed the development of a footway resurfacing programme which was then tendered. This ensured that the footways most in need of treatment were repaired. The work was completed in March 2013.

The particularly heavy snowfall in March 2013, with clearance operations continuing into April created huge challenges for the service. Despite the conditions the main routes remained open throughout the period and the overall response to the exceptional conditions was excellent and the service received numerous messages of appreciation for their efforts.

The winter 2013-14 was relatively mild and only minor snow fall was experienced. The service carried out 65 gritting turnouts against 74 for average year. There were no issues with rock-salt supplies and the County barns remain full

There were a number of coastal flooding events in December and January brought about by a combination of high tides and strong winds, creating large surge tides which breached the sea defences in many locations. Streetscene was actively involved, providing early notice to residents and sandbags and support to those affected by the flooding.

Waste

The Councils full year recycling figures are still to be ratified but despite a rise in overall waste arisings, the Council managed to maintain the annual recycling rate achieved during 2012-13 and achieved a year on year reduction in the percentage of waste material sent to landfill.

Black bag waste taken to the Councils HRC sites continues to be opened by operatives to separate recyclable material and in order that advice on recycling can be given to the residents using the site

Approximately 50% of the Trade Waste Customers took up the offer to reduce their costs by utilising the full Recycling Service which was offered for the first time during 2013/14. In

addition to providing financial benefit to the customers it reduces the amount of material sent to landfill and increases recycling levels for the Council

School Food Waste collections commenced in September and the service is now available in every school in the County

The service has continued to work with its private sector partner to develop the IT based solution for Assisted Collection notification. The system is now fitted to all front line vehicles and consequently the number of missed Assisted Collections has fallen as a result of its introduction.

The final roll out of Saturday collections commenced during September was completed by October 2013. This has allowed the full benefit of increased vehicle utilisation to be realised. In order to deliver the newly aligned service, the procurement process for the remaining new waste vehicles was completed and the vehicles arrived in August with the final delivery taking place in October. The fleet is now optimised to deliver the new 6 day service

The Recycling Team have attended a number of local events during the summer in order to promote the service and provide containers to residents if they require them.

The team also arranged and promoted a number of local action days across the County. The locations chosen were areas of low recycling participation. Staff carried out door knocking and provided advice and new containers to residents in the area.

The service invested in a new baling system at the Standard Industrial Estate site for the recycling material collected at the kerbside. The new equipment is working effectively.

Paper and cardboard are now separated before sale to merchants, this improves the value of the material and therefore the income from the material

Cabinet approved the final closure of the AD Waste accounts during the year

Planning consent has been received for the new HRC facility in Sandycroft. Whilst the proposal is reduced in scale from the original proposals the new facility will provide a full service, accessible to all users without the need to use stairs or steps to access the skips. Construction on the new facility will commence in June 2014 and will be completed by the end of the year. The new facility will then replace the current facilities in Queensferry and Saltney

Fleet

Fleet Review. The Fleet review has continued throughout the period and the process has identified numerous operational efficiencies which are in the process of being implemented. This includes:

- Moving to Hire model for all of the Councils Light Fleet
- By utilising a demand management plan or logistics approach for service delivery
- Centralising the Councils fleet budget in Streetscene

The final phase of the project is a single contract for the supply of all of the Councils fleet requirement. A report on this element of the project will be presented to Cabinet early in 2014-15

The OCRS (Operators Compliance Risk Score), which is the risk measure which VOSA applies to the operation of the fleet remained at 'Green' throughout the year for Road Worthiness and overall Traffic scores

2. Internal and External Regulatory Reports

Quality Management Standard (QMS) – Streetscene and Highway services - June 2013 and January 2014 – No major or minor non-conformities raised

QMS – Waste Disposal operations - July 2013 and February 2014 - No major or minor non-conformities raised

Keep Wales Tidy audit of cleanliness of the Councils streets (LEAMS). Reported above

3. Corporate Reporting

Complaints / Compliments

During the period the service received 134 complaints and 15 compliments. 71% of the complaints were dealt within the defined response period. This compares to 257 complaints received in Q1 and Q2, a 49% reduction. Continuing this downward trend is a priority for the service.

Sickness Absence

Sickness management is a key priority for the management team and the actions adopted which include greater management involvement in return to work interviews has started to have an effect and will assist the service in reducing the overall sickness level.

Staff Turnover

During the period 14 Staff left the service and 19 were employed, filling previously vacated posts within the service.

Staff Appraisals

Operational staff appraisals have been substantially completed with 95% of the 350 workforce receiving an appraisal. The information gained from the appraisals has been used to formulate the training programmes for the service.

Data Protection Training

	MANDATORY POSTS	COMPLETED	PERCENTAGE	NON-MANDATORY COMPLETED
Streetscene	18	18	100%	3

The service reviewed the number of mandatory posts required to complete the training and took a phased approach to the training, given the target of 2014 for completion. This ensured service continuity whilst training was undertaken.

Freedom of Information and Environmental Information Requests

The Directorate dealt with 422 Environmental Information requests with a response rate within time of 98.5% and 134 Freedom of Information requests with a response rate within time of 87%. The Information Commissioner response target is 86%. This represented 64% of all requests dealt with by the Authority.

Appendix 1 - NSI & Improvement Target Performance Indicators

Key

R	Target missed
A	Target missed but within an acceptable level
G	Target achieved or exceeded

The RAG status of the indicators for the half year position are summarised as follows:

 0  4  2

Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

Note 2 – Change (Improved / Downturned) is based on comparison with the previous quarter. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
WMT/011 The percentage of local authority municipal waste received at all local authority household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composed of or treated biologically in another way	IMP T	53.70%	62%	54.47		Improved	Priority for 2014 -15

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
WMT/004b The percentage of municipal waste collected by local authorities sent to landfill	NSI	41.5%	48%	41.8%		Downturn	Target exceeded
WMT/009b The percentage of municipal waste collected by local authorities and prepared for reuse and /or recycled, including source segregated bio wastes that are composted or treated biologically in another way	NSI	54.92%	59%	55.07%		Improved	Statutory target year 2015 – 16 (58%)
STS/006 The percentage of reported fly tipping incidents cleared within 5 working days	NSI / IMP T	92.16%	95%	95.81%		Improved	Target exceeded
Streetscene Standards	IMP T	69%	100%	80%		Improved	On going priority to improve the performance across all of the Standards

WELSH LANGUAGE

Welsh Language Skills Audit:
Percentage complete

37.65% for the Directorate

Please give narrative updates on the following questions:

What is your capacity to deliver the following bilingual services?

- Electronic Signatures bilingual?
- Out of Office Messages bilingual?
- Letters bilingual or in preferred language (preferred language recorded)

- Electronic Signatures bilingual – Guidance has been issued to officers via Notes message that explains the importance of the use of bilingual signatures. A link was provided to the bilingual tool on Infonet to translate electronic signatures.
- Out of Office Messages bilingual – Guidance has been issued to officers on out of office messages via Notes Message that also included a standard translated message that also allowed for emergency contact details to be translated and added
- Letters bilingual or in preferred language (preferred language recorded) – All letters are logged onto the Corporate Mail Logging system which allows for language preference to be captured. Any letters received in Welsh are sent for translation immediately if required and monitored to ensure replies are in preferred language. Audit of all standard letters to ensure all available bilingually. Control point established within the Directorate to ensure all publications are produced bilingually and all displays are bilingual. Website monitored to ensure both Welsh and English pages are updated.

<p>Update on progress with ensuring that guidance e.g. email, bilingual answering of telephone calls, auto-signatures, disclaimers and out of office replies.</p>	<p>As well as the above guidance has been issued on bilingual answering of telephone calls with a suggested standard bilingual greeting that is used for live as well as voicemail/answering systems. Officers have also been provided with a list of fluent Welsh speakers who are willing to help with pronunciation queries or general advice. Customer facing staff have also received specific training and have access to specific officers to provide advice in Welsh. The guidance also forms part of our useful information to Managers and employee on the Directorate Infopoint pages.</p>
<p>What has been done to identify opportunities to encourage and support others to adopt practices which promote equality between the Welsh and English languages and develop action plans?</p>	<p>Policy requirements are discussed at the outset of any major project policy change</p>
<p>How is the Welsh Language Scheme integrated into your service planning?</p>	<p>Welsh Language Scheme requirements are set out in the Directorate Plan that are then cascaded into the Service Plans. Monitoring of requirements is undertaken by the Directorate Link Officer who regularly reports into DMT on compliance. The officer also monitors complaints and makes recommendations to service areas to rectify issues with non-compliance. The officer has also ensured compliance with the Scheme timetable and also provided resource to carry out the Welsh language skills audit and analyse the results of the language skills of officers</p>

EQUALITY – please give narrative update – short paragraph only

<p>What has been undertaken to meet the Strategic Equalities plan?</p>	<p>Diversity and equality training needs are identified as part of the appraisal process. The Customer Service training programme also includes a module on equalities. The Streetscene pages on the website have been updated to capture and refresh all service information thereby increasing accessibility to the service. Complaints are monitored to inform service improvement this has seen a significant reduction in complaints relating to assisted collections. Extended service delivery through Flintshire Connects to allow more locally accessible services</p>
<p>Please list E impact assessments' undertaken and dates completed.</p> <p>Were any actions undertaken to reduce impact as a result of the EIA?</p>	<p>Initial scoping of value for money reviews of the service area has identified the need for full Equality Impact Assessments to be carried out in two areas.</p>
<p>Please list the systems in place in your area to monitor the diversity of customers.</p> <p>Please give an example of how monitoring data has been used to improve services or identify and reduce barriers to accessing services within your area of responsibility.</p> <p>Have you put in place any initiatives to capture equal monitoring data so that you are able to better understand the profile of your customers?</p>	<p>Assisted collection lists</p> <p>Reviewing residents claiming assisted collection status Reviewing the number of missed collections and installing an electronic monitoring service</p> <p>Visits to HMO's to gather information on ethnic background of residents to allow more targeted publicity</p>

<p>Please give an example of how the Translation and Interpretation facilities for different languages and formats have been promoted to customers within your area of responsibility.</p>	<p>Front facing employees all aware of the language line facility and how translation facilities can be accessed</p>
<p>Do you have any examples of initiative to promote equality, eliminate discrimination and promote good community relations?</p>	<p>Assisted collection properties are no longer identified by the issuing of stickers to be placed at the property. The practice was felt to encourage discrimination against the residents by highlighting that they could be vulnerable. Improved meet and greet service at HRC sites that enables those customers that may need assistance to be identified at first point of contact.</p>

