

NEIGHBOURHOOD SERVICES

Portfolio Holder Statement Update September 2011

1 Since April, what have the measures in the Portfolio Holder Statement been telling you about how things are going in service?

Within Parking Services the measures are confirming that we are delivering an improvement to the service (speed of turn round on permits), have identified financial savings (no need to recruit to vacant posts) and seen changes in behaviour (picking up work from CSC which was better served by the parking service) which together are providing a better all round service to external customers.

The monthly monitoring of off-street parking income confirm the underperformance we had predicted in early April from off-street car parks of £200k.

Contract Services are on course to deliver the additional income from recycling although this is on the basis of increased commodity prices not tonnage.

Kerbside recycling levels remain static despite a number of initiatives and the work of the Community Recycling Officers (CRO).

Street cleansing weights continue to increase as service gaps are plugged, although this is impacting negatively on the Council's overall recycling percentage.

Residual waste is also remaining fairly static, with green waste showing a slight fall in the first quarter due to weather conditions.

There is a greater focus on customer enquiries, with a 2 day response measure across the team. A customer call back trial also in place to check that customers are happy with the service they have been given.

The Contract Services Intervention has a number of work experiments in progress including broadening the role of Area Officers, a review of Engineering Services, review of service processes and systems etc

2 Which measures have been of particular interest or concern during the period since April and what have you learnt about your systems from these measures?

Interesting.

- Measure for dealing with parking appeals has been of particular interest as it shows the cycle of an intervention has on the delivery of the service. Initially the time taken to deal with an appeal was increased to allow time to undertaken the intervention and bring together all the data.
- Now having taken that "time out" to undertake the intervention the time taken to deal with PCN appeals has reduced below the previous level.
- Further work associated with the intervention as part of continuous improvements is planned for later in the year.
- Broadening the role of Contract Services Area Officers to include parks and open space maintenance has worked, well with more customer enquiries resolved at the first point of contact, better service coordination and improved standards.

- Service request processes and systems are being changed to reduce data input duplication, and simplify operational policies.

Concerns.

- The measures for parking income and recycling tonnage.
- Despite the efforts to increase recycling tonnage we are 4% down on last year. Having highlighted this, the CRO team are adopting a change in emphasis towards more "door knocking". We will have the results of that approach in November which will help determine the future strategy for recycling.
- Car park income is a continuing area for concern; changes within the towns are continuing to have an impact on usage such as the loss of the Crown Court at Warwick has seen a reduction in usage within our car parks. Also the PCN challenge rate has declined from 33% to 27% this is of significant interest as it showing a reduction in the amount of appeals being received, we are investigating if this has been a result of the redesign due to the intervention or just a natural downturn from the public?

3 What have you done to date as a result of learning from these measures?

We have learned that for the interventions to work you need to invest the time and resources which includes taking the team out of the work environment. This does lead to a reduction in service delivery in the short term (see turn round of parking appeals) but then leads to improvements to service and savings being generated.

Parking Appeals	2010/11	Apr 11	May 11	Jun 11	Jul 11
Response Time (Days)	14	21	32	7	9

We are using this approach in all our interventions, which means there may be a dip in performance but we feel that is reasonable if as a result it is delivering the savings and service improvements expected / planned for.

4 What has been the impact of what you have done to date?

Instant impact has been the redesign of the resident parking permit application forms, only 50% of applications were being received with the correct information, as a direct result of the intervention the team redesigned the system and forms and now 90% are being received with the correct information.

Generic Contract Services Area Officers offer a generic "One Council", approach to responding to customer enquiries / service delivery, and a key point of contact for residents, Town and Parish Councils, other Council departments and residents for a range of parks/open space/ waste collection and street scene services. The officers also manage many functions on behalf of Warwickshire County Council, the Council's Housing Department, and Bereavement Services etc, to give seamless service delivery across a number of different areas.

Identification of service gaps in the cleansing of some areas has enabled the funding of a second Housing Community Cleansing Team.

5 What else do you plan to do as a result of learning from these measures?

Conclude the Contract Services Intervention, building on current strengths, agree plans that will deliver purpose, identify efficiencies/service delivery options.

Work towards the new contract in 2013, and identify a range of service options and their impact on the management of the contract.

Measures need to reflect what is important to customers so the measures need to be reviewed. Reviewing the measures allows you to drill down to look at specific elements of service delivery. For example whilst the response time to customer requests for service might be good across the service as a whole we can look at each element to see if the data is masking a particular area where performance is not up to the mark.

6 Of your key projects (as identified in your portfolio holder statement) how many are on track and how many are not? Of those that are not on track please indicate which milestones have been changed and what the revised dates are.

Key Project	Saving	On track
Contract services intervention across the two main contracts	£65,000	Yes for April 2012
Parking appeals / <i>enforcement</i> teams intervention	£11,000	Yes for April 2012
GM/Culture intervention	tbc	Yes for April 2012
Re-let Waste and GM contract	£250k 13/14	Yes for April 2013
Roll out grey bins PHASE 1, 2, 3	Funding now available	Yes for April 2012
Next phase of Jephson Gardens paths upgrade	Within budget allocation	Yes for April 2012

7 Does your Service Area Plan/Portfolio Holder Statement need to be amended? If so, please describe the changes.

We have already amended the statement to provide better customer focused measures (response time to request to service) and better comparative data (income comparisons to budget and last year).

One measure re qualitative feedback from monitoring groups to assess cleaning is still being formulated together with Street Pride and TCM groups.