



# Street Scene Team Service Plan

2009/10

Development and Street Scene

## **1 SERVICE OVERVIEW**

A key service area provided for every resident in the borough is waste, recycling and other street scene services. 2009/10 will see continued development of the collection services, supporting the Council's Green, Safe and Clean objectives. We aim to:-

- Provide a comprehensive kerbside recycling and waste collection service to houses, flats plus provision and maintenance of bring banks.
- Promote reuse and waste minimisation
- Run facilities to receive waste and recycling at Townmead Re-use and Recycling Centre and sort recycling at Central Depot.
- Monitor and use enforcement measures to maintain and improve standards of street cleanliness, tackling fly tipping, graffiti, fly posting
- Provide collection, disposal and processing services for commercial waste and recycling.

### **Vision**

To support the Council's Green, Safe and Clean objectives through our core services and we aim to deliver fully integrated range of services that protect and promote the prosperity, sustainability, health, safety and environment of those living, working or visiting the Borough through effective and fair regulation, advice and education.

### **Statement of priorities (edited from Development and Street Scene Departmental Priorities)**

Our priorities are on behalf of the Council, taking account of the Corporate Priorities are to:

- Provide value for money, efficient and effective services in support of the vision of the Council
- Help tackle disadvantage and promote diversity
- Manage, streets, waste and recycling to protect and enhance the environment
- Set the policy context for the built and natural environment and manage development through the planning systems
- Regulate and inspect businesses to protect consumers
- Promote Business and Tourism in the Borough
- Ensure our services are customer focused with effective internal and external communication and consultation
- Ensure our staff are trained, motivated and supported to deliver improving services

## **Key risks**

### **Income and market conditions**

The most significant income streams are in trade waste and sale of recycle. Both of these are subject to market conditions.

### **LATS**

The increase in recycling rates in recent years should enable the Council in the short to medium term to avoid LATS penalties. It does however depend on how the West London Waste Authority manages the residual waste streams and on how any LATS penalties it may incur are distributed.

### **Business failures**

Development and Street Scene provide many services with the support of externalised services. Our procurement processes look at financial stability and resources when we appoint contractors and suppliers, but the recent market conditions have now made some of these potentially more vulnerable and we need to monitor the situation and be prepared to act quickly to ensure continuity of key services

### **Fraud**

Where there is cash income there is a particular risk of fraud and thus we have introduced and keep under review systems to monitor and reconcile income streams

### **Delivery of new waste and recycling vehicles**

We have identified the need to change waste and recycling vehicles but the market for supply is fragile and thus obtaining vehicles at a fair price in a sensible timeframe may prove difficult. Without the vehicles the full efficiencies cannot be delivered and if there is a delay there is a potential risk of further consideration by Members. Both these issues have the potential to adversely impact on the budget.

## **Efficiency**

### **Specific programmes**

- Customer Service Excellence for Planning and Streetscene services in 2009/10
- Introduction of new waste and recycling vehicles. The provision of new vehicles will allow the service to reduce from 3 to 2 vehicles per round to collect waste and recycling which will lead to considerably reduced contract staff costs and the use of fewer vehicles.

## Street Scene Team Action plan

### Priority 1: Value for money/Performance Management

Corporate / Community Priority	Outcome	Action / Programme	End date and milestone	Measure description	Target 2009/2010	Resources	Job Title
Value for Money services that are accessible to all High performing, well managed services	Improvement effectiveness of services	Review contractual arrangements with Veolia  Programme and undertake a business process review for Street Scene enforcement teams	Review of existing arrangements and contract interface by December 2009	Veolia agree to participate in an efficiency review programme and we collaborate to deliver pan London efficiencies  Revised staffing structure and administration and inspection arrangements agreed	Review complete	Existing resources	Head of Street Scene
Value for Money services that are accessible to all An excellent council	Identify potential efficiency Increases	Review previous performance and resources requirements  Challenge sessions for Service Heads with Street Scene and Development DMT  Review pricing structures for:	By 31 <sup>st</sup> March 2009  Monthly meetings of SSDMT will incorporate until the end of 2009 sessions to undertake these reviews	Target a minimum 3% efficiency per annum per service  Charges are reviewed with the objective of providing vfm and maximising income	3%	Existing resources  Existing resources	All Heads of Service  Head of

		<ul style="list-style-type: none"> <li>• Commercial waste</li> <li>• Recycling services</li> </ul>	November 2009				Street Scene
	Improve data quality and performance management within the directorate	Monitor Performance reporting and Carry out DQ audits for all Environment Nis (14) where LBRuT are responsible for the data	31 March 2010	Number of completed DQ audits	100% (12)	Existing resources	Head of Street Scene with Head of Customer Services and Perf

## Priority 2: Tackling disadvantage and promoting diversity.

Corporate / Community Priority	Outcome	Action / Programme	End date and milestone	Measure description	Target 2009/2010	Resources	Job Title
Tackling disadvantage & promoting diversity	Improved and more accessible services	Use Customer feedback to improve services  Survey customers	Complete post service change Waste and recycling customer survey	% satisfaction waste (75%) % satisfaction recycling (67%) % waste disposal (68%)*Place 2008/9	70%	Existing resources	Head of Street Scene
	EINA's for each service are up to date	Existing EINA's reviewed  New EINA's produced where services are being changed	March 2009 as services review the means of provision	EINA completed for all significant services/changes		Existing resources	Head of Street Scene

### Priority 3: Street Management - Manage, streets, waste and recycling and protect and enhance the environment

Corporate / Community Priority	Outcome	Action / Programme	End date and milestone	Measure description	Target 2009/2010	Resources	Job Title
Protecting the environment and improving the borough	Improved appearance of streetscene	Improve contract monitoring effectiveness	New monitoring scheme in place by 1st May 2009	NI 195 improvement	Improve from 17% to 15% by 31 <sup>st</sup> March 2010	Enforcement team to roster contract monitoring	Assistant Head of Street Scene
			All day site assessments in place in town centres by May 2009	Improved score for customer satisfaction	Improve from 68% to 73% BY March 2010	Enforcement team to roster late inspections	
Protecting the environment and improving the borough	Reduce the total amount of waste produced	Implement Waste Minimisation Strategy	By March 2010	Total waste produced per household will reduce	LAA target of 553 kg/household by 2011	Budget was reduced from £70K to £30K per annum	Recycling Manager
Protecting the environment and improving the borough	Reduce the total amount of waste produced	Review with WLWA the Waste Strategy for the six Boroughs	TBA	New strategy adopted	Strategy agreed and working	Existing resources	Head of Street Scene
Protecting the environment and improving the borough	More waste will be diverted from landfill to recycling	Complete Phase 2 Project – Invest in new vehicles/implement comms plan. Carry out trial for	Order new splitback fleet by July 2009	Tonnage recycling collected will increase  NI192	16000 tonnes by 2010 Baseline NI 192	Existing resources and Vehicle budget	Head of Street Scene  Head of

		Estates Food Recycling			from 40% to 42% by 2010		Street Scene
		Consider and agree a LATS sharing agreement with WLWA and the six Boroughs	By December 2009	A LATS Sharing Agreement	To ensure LBRuT waste stays below the LATS allowance	Existing resources	Assistant Director/ Head of Street Scene
		Apply for LWaRB funding with WLWA for flats above shops and infrastructure project	By 1 <sup>st</sup> April 2009	Application made	On time	Existing resource	Head of Street Scene and WLWA

**Priority 5: Environment - Set the policy context for the built and natural environment and mitigate development through the planning systems**

<b>Corporate / Community Priority</b>	<b>Outcome</b>	<b>Action / Programme</b>	<b>End date and milestone</b>	<b>Measure description</b>	<b>Target 2009/2010</b>	<b>Resources</b>	<b>Job Title</b>
Protecting the environment and improving the borough	Long term planning policy Borough and provides facilities for waste management	Contribute to public consultation/drafting of West London Waste Plan and comment on relevant planning applications re waste and recycling provision.	Throughout 2009	Comments submitted		Existing	Head of Street Scene/Head of Policy

## Priority 6: Regulatory Services - Regulate and inspect businesses to protect consumers

Corporate / Community Priority	Outcome	Action / Programme	End date and milestone	Measure description	Target 2009/2010	Resources	Job Title
Protecting the environment and improving the borough	Legal compliance/minimal street scene nuisance	Inspect businesses to ensure compliance re Waste pre-treatment, Waste Transfer, time and place where waste disposed of	Ongoing	NI196 score currently 2  Relies number of site visits/FPNs/prosecutions compared with fly tips	2		Assistant Head of Street Scene

## Priority 8: Business and Tourism.

Corporate / Community Priority	Outcome	Action / Programme	End date and milestone	Measure description	Target 2009/2010	Resources	Job Title
Protecting the environment and improving the borough	Maintain services in emergencies	Develop business continuity plans for each service area:	By March 2010	Number of plans. Or % of plans for each service that have a business continuity plan	100% of front line services	Existing resources	Head of Street Scene
Creating a vibrant and prosperous Borough	A sustainable economy	Support Community Toilet Scheme	Reprint leaflet	Leaflet distributed Complete annual monitoring	By end March 2010	Existing budgets	Business Partner Manager
Creating a vibrant and prosperous Borough	A sustainable economy	Provide Commercial Waste and Recycling Services and provide advice on waste pre-treatment/minimisation	ongoing		10% inc in contract value by March 2010		

**Priority 9: Ensure our services are customer focused with effective internal and external communication and consultation**

<b>Corporate / Community Priority</b>	<b>Outcome</b>	<b>Action / Programme</b>	<b>End date and milestone</b>	<b>Measure description</b>	<b>Target 2009/2010</b>	<b>Resources</b>	<b>Job Title</b>
An excellent council	<p>Improve availability of information</p> <p>Increase the range of users we consult with for each service area</p>	<p>Improve websites: Waste and recycling pages</p> <p>Review information provided for each service as above</p> <p>Develop consultees to include more diverse range of groups</p>	April 2009	<p>Satisfaction with website information</p> <p>Reduction in avoidable contact. NI14</p> <p>Increased number of consultees reached</p> <p>Increased satisfaction with service</p>	<p>Create Target Baseline</p> <p>NI14 base line created and improving</p>	<p>Existing resources</p> <p>Existing resources</p> <p>Existing resources</p>	Head of Street Scene

<b>Corporate / Community Priority</b>	<b>Outcome</b>	<b>Action / Programme</b>	<b>End date and milestone</b>	<b>Measure description</b>	<b>Target 2009/2010</b>	<b>Resources</b>	<b>Job Title</b>
Excellent Council	Improved customer service	All services to programme to meet the Customer Service Excellence standards. Programme to include Planning Waste and Recycling	All services to self assess and plan improvements for external assessment for Chartermark/Customer Service Excellence by April 2010	Award of standard.	Agree timetable of service by 1 <sup>st</sup> April 2009 Standard met and approved within corporate timetable.	Existing resources	Head of Street Scene
Equality and Diversity	Improved access to services for all	Understand service impacts on target groups by carrying out an EINA into each service initiative/change	EINA plan to be in place  Priority EINAs to be carried out on target.	EINAs carried out on target.	Plan by 1 <sup>st</sup> April 09  carried out by 31 <sup>st</sup> March 2010		

## Priority 10 – Ensure our staff are trained, motivated, supported to deliver improvement

Corporate / Community Priority	Outcome	Action / Programme	End date and milestone	Measure description	Target 2009/2010	Resources	Job Title
Excellent Council	Improved customer service/staff morale and staff retention	See training and development outline below	Training plans delivered on time	Plans in place by 1 <sup>st</sup> April 2009		Existing resources	Head of Street Scene

### Street Scene Team Training and Development Outline

Competence requiring development	Group or individual staff member	How will this be developed
Formal recognition of expertise/experience	ER, SW, GS, CM	WRAP recycling managers 4 day course for ER WAMITAB/NVQ assessments
Contract negotiation monitoring skills	GS,SW,CM,DI	In house specific training
Procurement	GS, DI,SW,CM	NVQ level 2
Keeping up to date with new legislation	All	Annual conference Benchmarking groups (ALCO, LROG etc) Specific training where relevant
Keeping up with best practice/latest developments	All	Site visits/industry literature/attend informal networking events
IT skills	All	Complete European Computer Drivers Licence to level 1 minimum
Customer services skills	Site staff at Townmead, Veolia operatives Customer service staff	Tailored course for Townmead NVQ 2 Staff briefings

For further information please contact: Eve Risbridger Head of Street Scene [e.risbridger@richmond.gov.uk](mailto:e.risbridger@richmond.gov.uk)