

# **Appendix 1 - Details of StreetSmart's Performance**

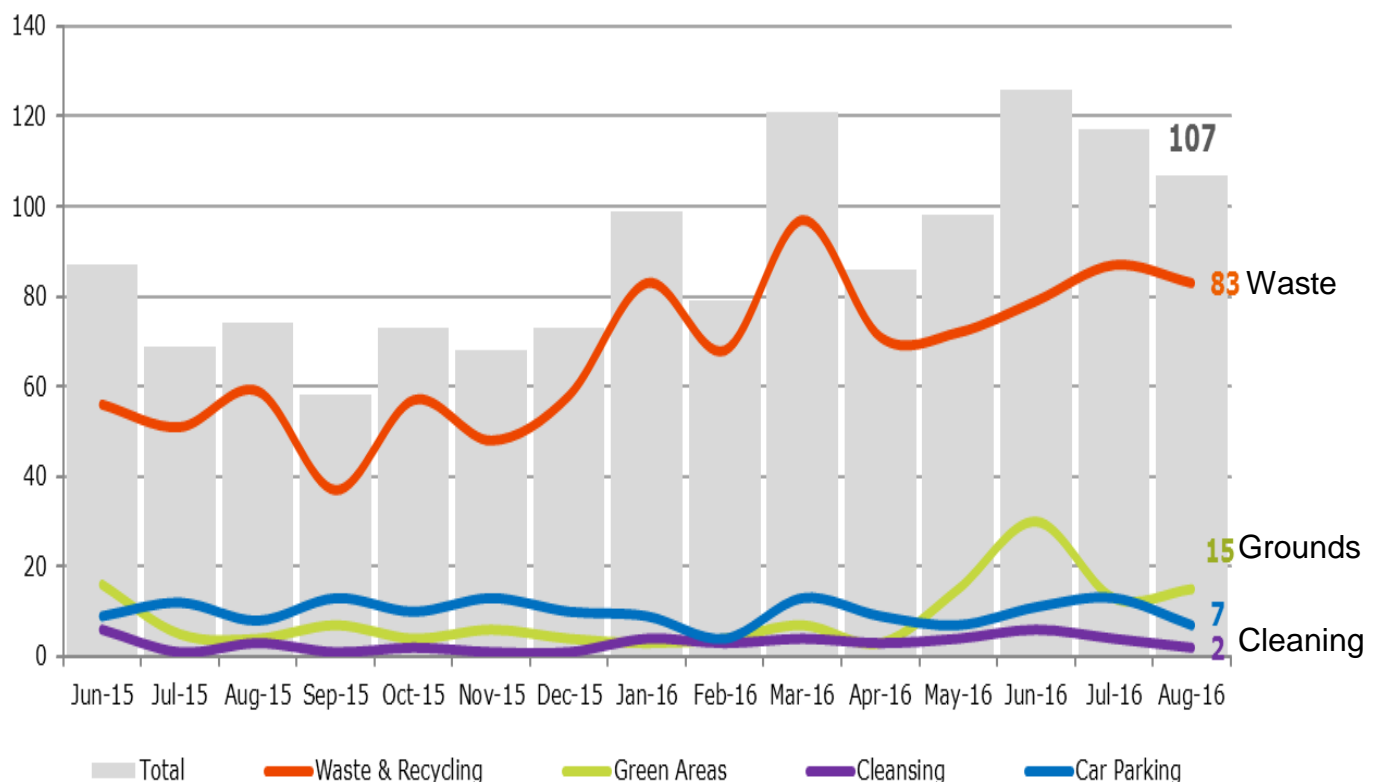
## **1. StreetSmart Performance**

- 1.1 This appendix sets out the performance of StreetSmart services since April 2016 and where it is helpful to have further context, we have included performance from the previous financial year to demonstrate direction of travel.
- 1.2 Where appropriate the report will cover overall StreetSmart performance, and then break this down into the main component parts of the StreetSmart portfolio that includes Waste & Recycling, Grounds Maintenance, Parks & Open Spaces, and finally Environmental Cleansing and EnviroCrime.
- 1.3 Section 2 of the appendix covers customer complaints about the service, while section 3 covers requests for service which make up a far higher proportion of overall customer contact we receive in StreetSmart.
- 1.4 Please note the EnviroCrime function which focuses on StreetSmart Enforcement for littering, fly tipping etc. only became fully staffed from mid-July 2016.

## **2. Complaints (StreetSmart)**

- 2.1 During 2014/15, we introduced some significant service changes with moving to fortnightly recycling of waste and introducing the new Green waste service. During the early months of implementation, we experienced increased levels of complaints as residents adapted to the changes. Since then, levels of complaints have stabilised and are relatively low taking account of the scale of services being delivered annually such as 7 million waste collections, 20 million sqm of grounds maintenance, over 40,000 street trees, 1,500km of street cleaning and over 60 play areas to maintain.
- 2.2 Despite the relatively low number of complaints compared to activity, the StreetSmart service remains focused on our customers, both residents, businesses and visitors to Swindon, and in figures 3, 4 and 5, there are action plans to address the frequent complaint areas.
- 2.3 The following figures set out the complaint trends (figure 1), and the highest areas of repeat complaints and our action plans to address these areas (figures 2 and 3), for the following service groupings:
  - 2.3.1 Waste & Recycling collections;
  - 2.3.2 Grounds Maintenance, Parks & Open Spaces;
  - 2.3.3 Environmental Cleansing & EnviroCrime;

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**Figure 1 – Complaint trends by service area**

- 2.4 Within the StreetSmart portfolio, Waste & Recycling collections on average make up around 80% of total complaints, with Grounds Maintenance, Parks & Open Spaces represent around 17% of total complaints (seasonal), and Environmental Cleansing as low as 3% of total complaints.
- 2.5 The reason Waste & Recycling collections make up the majority of the complaints is because of the scale of waste collections completed annually. On average we complete around 10,000 waste collections to every complaint received.
- 2.6 Figure 2 illustrates we have seen an increase in complaints for waste and recycling collections during 2016/17, by around 20 additional complaints per month compared to the previous six months. The cause of this increase is down to focusing some management resource in a waste project team that has been working on optimising the waste rounds in readiness to implement a new waste and recycling service from 31<sup>st</sup> October 2016. The optimised service will deliver an annualised saving of over £300,000 (including fuel savings) and will improve the communication between customer services and the frontline operations. Full details of the changes can be found in the StreetSmart and Highways Overview and Scrutiny Committee papers from 28<sup>th</sup> September 2016.
- 2.7 Whilst it is disappointing to see an increase in complaints during the period, the resources invested in the waste project will deliver longer term improvements to residents and improved value for money. The total number of complaints should

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also be consider in the context of the scale of activity undertaken by all of the operational teams throughout the year.

- 2.8 The main complaint areas that we are focusing on can be found in figures 2 and 3 below.

Complaint Theme	Action Plan during 2016/17
Missed Collections	Increase supervision/inspection frequency; Introduce new scripting in Customer Services; Regular performance reviews with crews; Introduction of optimised rounds from 31 <sup>st</sup> Oct; Implementation of new in-cab technology;
Behaviour, Damage or Returning Boxes/Bins	Increase supervision/inspection frequency; Regular performance reviews with crews; Provide further training and development; Analysis of reporting from in-cab technology;
Replacement Delay and Poor Service	Review current processes; Introduce new scripting in Customer Services; Introduction of revised waste policy and charter;

**Figure 2** – Waste & Recycling Collections, main complaint themes

- 2.9 Within Waste & Recycling collections, the exact numbers and types of complaint will vary from month to month, but the general themes are Missed Collections around 50%, Crew Behaviour around 25%, and Process around 25%.
- 2.10 The Missed Collections harbour a wide range of reasons that will include mistakes by the crews but also customers complaining of missed collections when the bins were not out for collection at the appropriate time, or fill them again after collection and contact us to say they have not been collected. It is expected the revised waste policy and charter proposed to the StreetSmart and Highways Overview and Scrutiny Committee on 28<sup>th</sup> September 2016, will consider our approach to managing these cases that impact the public purse.

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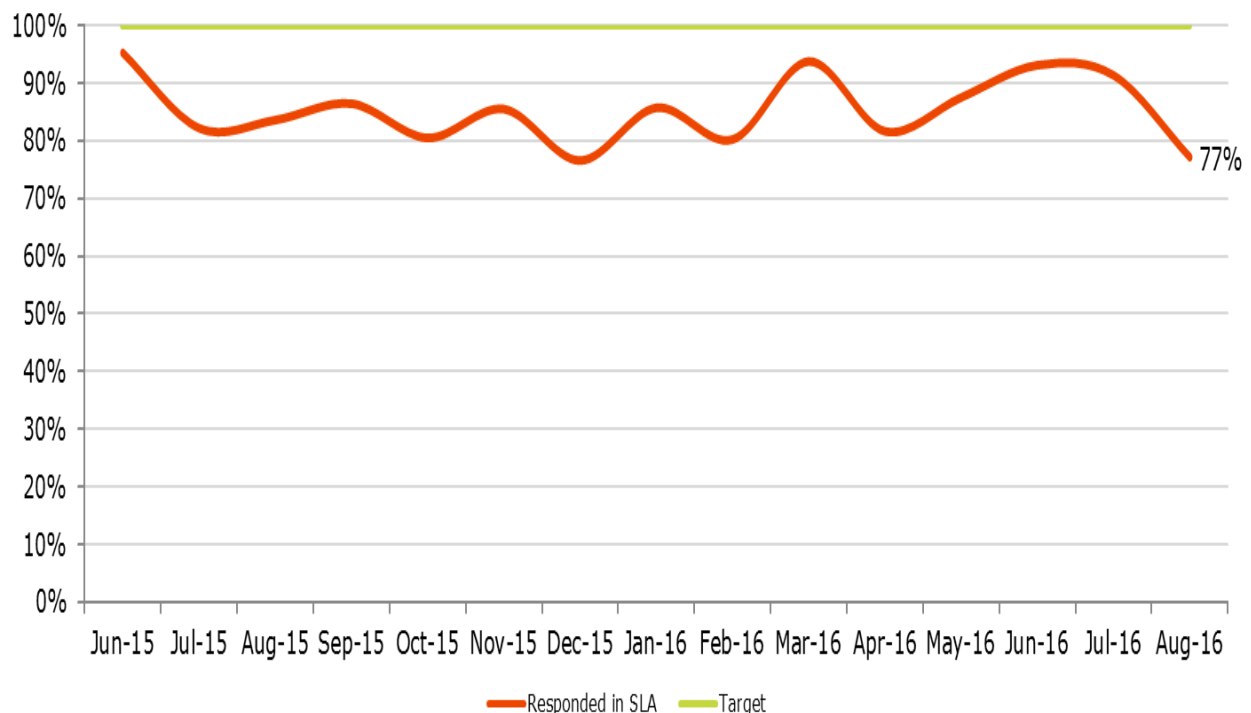
Complaint Theme	Action Plan during 2015/16
Grass Cutting	Introduce new scripting in Customer Services; Review information and schedules on the web; Explore closer working with residents and Parishes;
Tree Cutting / Maintenance	Introduce new scripting in Customer Services; Review information and schedules on the web; Explore closer working with residents and Parishes;
Behaviour	Increase supervision/inspection frequency; Regular performance reviews with crews; Provide further training and development;

**Figure 3** – Grounds Maintenance, Parks & Open Spaces, main complaint themes

- 2.11 Within Grounds Maintenance, Parks & Open Spaces, the majority of complaints are received during the summer period which naturally coincides with the growth season for plants and trees. We already manage our workforce to manage this predicted peak by operating extended summer hours and taking on seasonal staff to help manage the increased workload. However, as described in the main paper for Committee, and set out in a review provided to StreetSmart and Highways Overview and Scrutiny Committee on 28<sup>th</sup> September 2016, this year we experienced significant levels of growth and during this time we experienced a spike in complaints and customer contact.
- 2.12 Taking account of the 5 million sqm of amenity grass, 60 play areas, 40,000 street trees and 15 million sqm of Country Parks we have to manage, we receive relatively low complaints, with a monthly peak in June which matches previous years.
- 2.13 As with Waste collections, the exact numbers and types of complaint will vary from month to month, but the general themes during the peak months are Grass Cutting around 60%, Tree Cutting / Maintenance around 25%, and Behaviour around 15%.
- 2.14 The vast majority of complaints are down to the frequency of maintenance which is tailored to the financial pressures being experienced across the whole Public Sector.
- 2.15 Within Environmental Cleansing and Enforcement, we receive very few complaints as illustrated in figure 1. If you refer to section 3, you will find the majority of Environmental Cleansing contact comes in as service requests.

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- 2.16 The complaints we have received are in relation to Street Cleaning, Litter, and Fly Tipping and our approach to this is captured under section 3.
- 2.17 In figure 4 below, we report our performance of responding to complaints within the corporate standard of 10 working days.



**Figure 4 – Responding to StreetSmart Complaints in 10 working days**

- 2.18 Regrettably, we are not achieving the corporate target on a monthly basis, with some complaints each month receiving their responses outside of the 10 working days. The majority of the complaints not receiving their response within the target fall within the waste and recycling service and again comes down to the management resource being focused on implementing the improvements to the service from 31<sup>st</sup> October 2016. Meeting the corporate target is something the management team value and there is a strong expectation within the senior leadership of StreetSmart that this target will be met after the current phase of service improvements have been fully implemented.

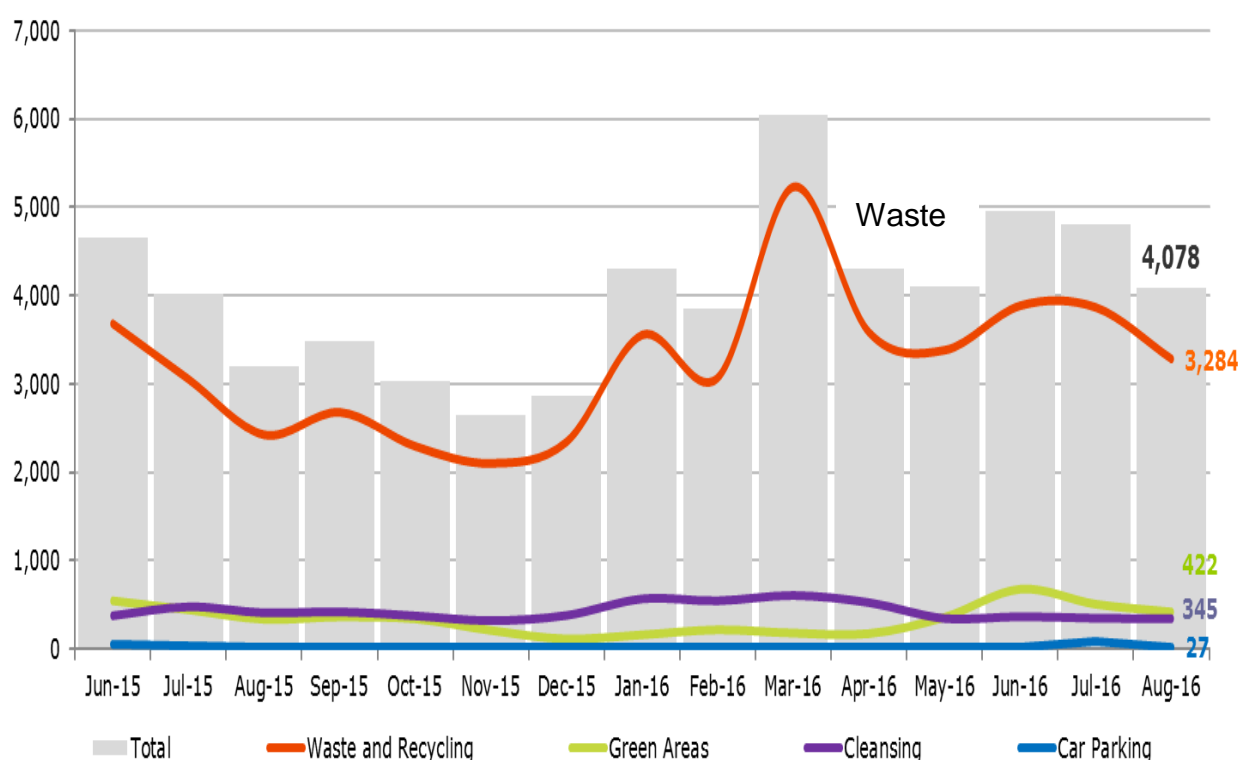
### 3. Requests for Service (StreetSmart)

- 3.1 During the start of the financial year, we expect to see customer contact increase as residents signed up to the Green Waste service. As projected, this was seen again at the start of 2016/17, as residents made contact to re-subscribe to the service which now has over 15,000 subscriptions.
- 3.2 The StreetSmart service is working closely with Customer Services and IT to reduce the amount of avoidable contact and during the coming 6 months, we will

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be working to introduce improved methods for residents to self-serve on the council website at a time that is convenient to them.

- 3.3 We have responded to requests to put more information on the web, with the Grounds Maintenance Schedules proving popular with residents, Members and Customer Services who have the information required at their fingertips.
- 3.4 With the recent and upcoming implementation of upgraded systems and technology for asset management, route optimisation, customer relationship management, new web platform, and GIS mapping tool, we plan to leverage these technologies to improve the delivery of our services and the provision of information both of which will contribute to reducing the need for customer contact further.
- 3.5 Figure 5 below sets out the level of service requests received for each of the key services within StreetSmart. This figure illustrates the positive spike in contact during spring 2016 as residents contact to re-subscribe to the Green Waste service.



**Figure 5 – Service Requests by service area**

- 3.6 The vast majority of service requests are for Waste & Recycling collections and fluctuates throughout the year. The customer contact we receive for Grounds Maintenance, Parks & Open Spaces increases during the summer months as we might expect and reduces during the winter period. The contact we receive in Environmental Cleansing remains relatively flat throughout the year.

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- 3.7 We will continue to analyse all customer contact and look for ways to reduce the need for residents to contact us in the first place where such contact can be avoided. However, some customer contact will always be expected for services such as new or replacement bins, recycling boxes, subscriptions to the Green Waste service, or requests to collect bulky waste.