

Appendix A - StreetSmart Performance

Cabinet Member Question and Answer

Date: 26th October 2015

Session – Scrutiny Committee

1. StreetSmart Performance

- 1.1 This appendix sets out the performance of StreetSmart services since April 2015 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 part of the StreetSmart portfolio from 20th July 2015.

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), the complaint totals both for 2014 and 2015 (figure 2), and the highest areas of repeat complaints and our action plans to address these areas (figures 3 and 4), 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;

Appendix A - StreetSmart Performance

Cabinet Member Question and Answer
Session – Scrutiny Committee

Date: 26th October 2015

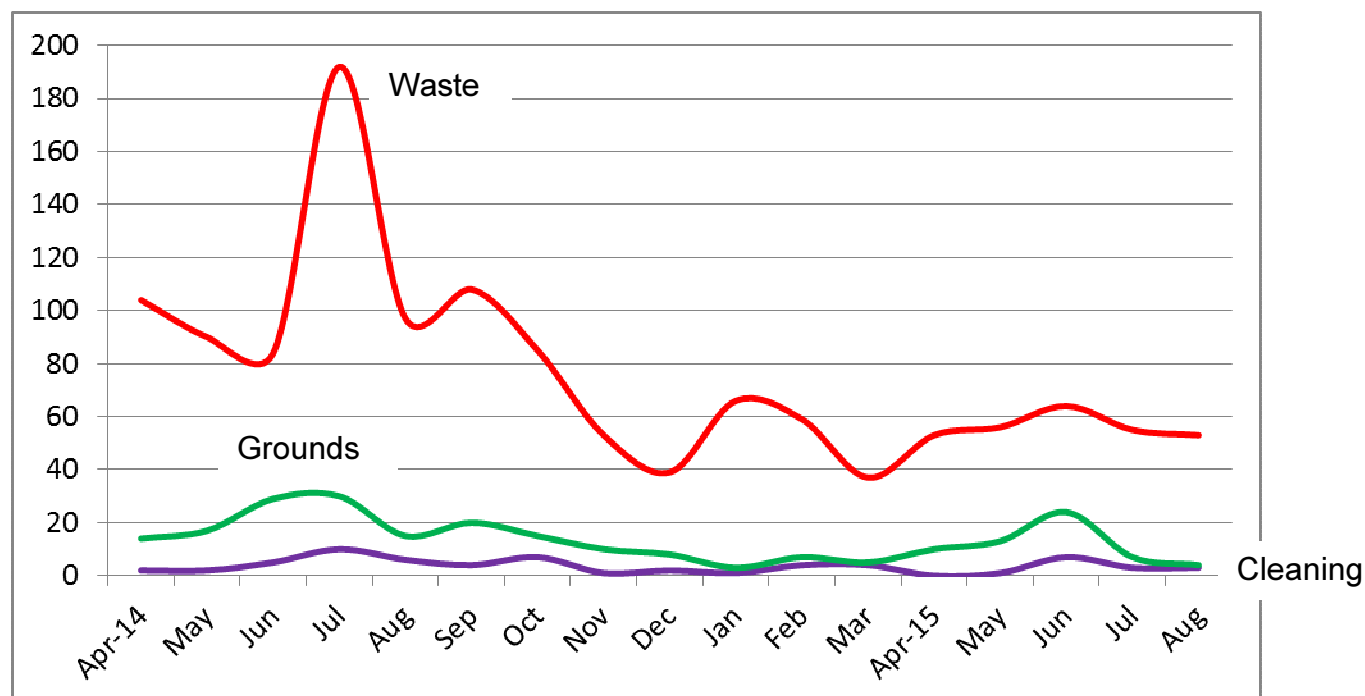


Figure 1 – Complaint trends by service area

2015 Totals	Apr	May	Jun	Jul	Aug	Grand Total
Cleansing Stage 1		1	7	3	3	14
Cleansing Stage 2						0
Green Areas Stage 1	7	10	22	4	3	46
Green Areas Stage 2	2	3	2	2		9
Green Areas Ombudsman					1	1
Waste and Recycling Stage 1	47	51	58	45	50	251
Waste and Recycling Stage 2	2	3	4	7	1	17
Waste and Recycling Stage 3		2	2	2	1	7
Waste and Recycling Ombudsman					1	1
Grand Total	58	70	95	63		346

2014 Totals	120	109	120	236	121	706
--------------------	------------	------------	------------	------------	------------	------------

Figure 2 – Table of complaint totals, comparison between 2014 and 2015

Further information on the subject of this report can be obtained from Leon Barrett,
Direct Dial 07818 510602, lbarrett@swindon.gov.uk.

Appendix A - StreetSmart Performance

Cabinet Member Question and Answer
Session – Scrutiny Committee

Date: 26th October 2015

- 2.4 Within the StreetSmart portfolio, Waste & Recycling collections on average make up around 78% of total complaints, with Grounds Maintenance, Parks & Open Spaces represent around 18% of total complaints (seasonal), and Environmental Cleansing as low as 4% 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 reports we are tracking over 50% less complaints during 2015, compared to the same period in 2014. However, I would exercise caution in promoting such a significant drop in complaints as this is compared to the early months of the service changes in 2014/15. This year we are projecting a reduction in complaints across the StreetSmart service of 30-40% during 2015/16.
- 2.7 The main complaint areas that we are focusing on can be found in figures 3 and 4 below.

Complaint Theme	Action Plan during 2015/16
Missed Collections	Increase supervision/inspection frequency; Introduce new scripting in Customer Services; Regular performance reviews with crews;
Behaviour, Damage or Returning Boxes/Bins	Increase supervision/inspection frequency; Regular performance reviews with crews; Provide further training and development;
Replacement Delay and Poor Service	Review current processes; Introduce new scripting in Customer Services;

Figure 3 – Waste & Recycling Collections, main complaint themes

- 2.8 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%.

Appendix A - StreetSmart Performance

Cabinet Member Question and Answer

Date: 26th October 2015

Session – Scrutiny Committee

- 2.9 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 review and discussion of the StreetSmart Service Standards (Appendix B) will consider our approach to managing these cases that impact the public purse.

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 4 – Grounds Maintenance, Parks & Open Spaces, main complaint themes

- 2.10 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.
- 2.11 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 so far this year being 24 complaints during the busiest month of June.
- 2.12 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%.

Appendix A - StreetSmart Performance

Cabinet Member Question and Answer

Date: 26th October 2015

Session – Scrutiny Committee

- 2.13 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. The review and discussion of the StreetSmart Service Standards (Appendix B) will include our frequency in grounds maintenance and criteria for prioritising tree works.
- 2.14 Within Environmental Cleansing, we receive very few complaints as illustrated in figure 1. So far this year we have received 14 complaints over 5 months. If you refer to section 3, you will find the majority of Environmental Cleansing contact comes in as service requests.
- 2.15 The complaints we have received are in relation to Street Cleaning, Litter, and Fly Tipping and our approach to this is capture under section 3.
- 2.16 In figure 5 below, we report our performance of responding to complaints within the Corporate standard of 10 working days.

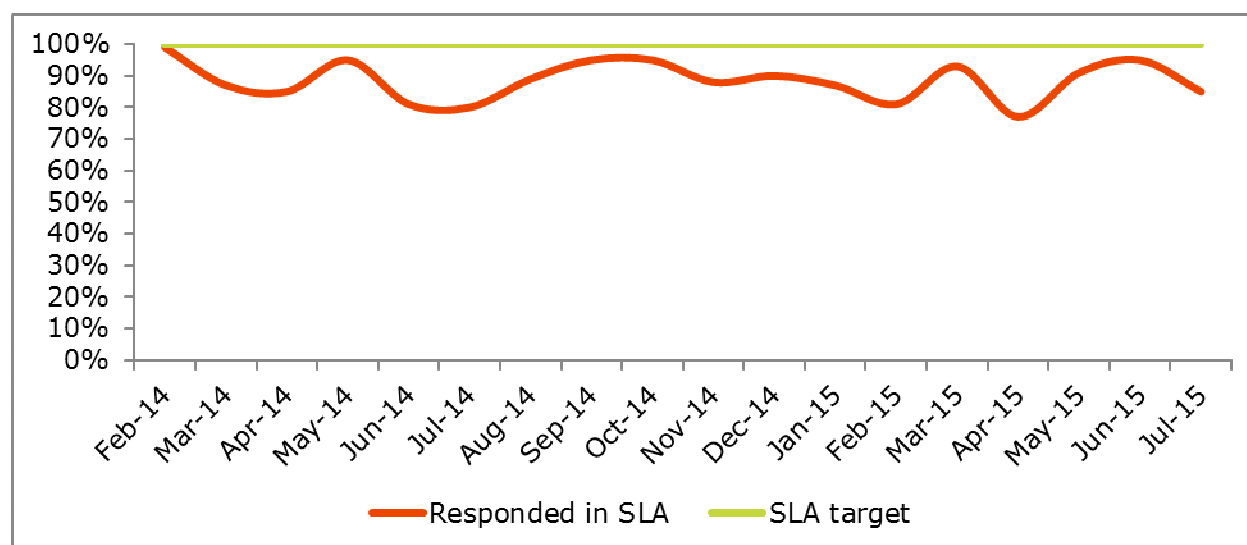


Figure 5 – Responding to StreetSmart Complaints in 10 working days

- 2.17 Regrettably, we are not achieving the Corporate target on a monthly basis, with a handful of complaints each month receiving their responses outside of the 10 working days. This is a target the StreetSmart management team are passionate about hitting and additional measures are being put in place to establish the reasons why we have been unable to meet this standard on any given month.

Appendix A - StreetSmart Performance

Cabinet Member Question and Answer

Date: 26th October 2015

Session – Scrutiny Committee

3. Requests for Service (StreetSmart)

- 3.1 As mentioned, during 2014/15, we introduced some significant service changes with moving to fortnightly recycling of waste and introducing the new Green Waste service. The implementation of the Green Waste service saw customer contact increase as residents signed up to the new service. This was seen again at the start of 2015/16, as residents made contact to re-subscribe to the service which now has 13,000 subscriptions.
- 3.2 The StreetSmart service is working closely with Customer Services to reduce the amount of avoidable contact and the trend is downward with contact in December 2014 dropping below 2,000 total contacts during the month.
- 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 6 below sets out the level of service requests received for each of the key services within StreetSmart. This figure illustrates the downward trend in customer contact, with the positive spike in contact during spring 2015 as residents contact to re-subscribe to the Green Waste service.

Appendix A - StreetSmart Performance

Cabinet Member Question and Answer
Session – Scrutiny Committee

Date: 26th October 2015

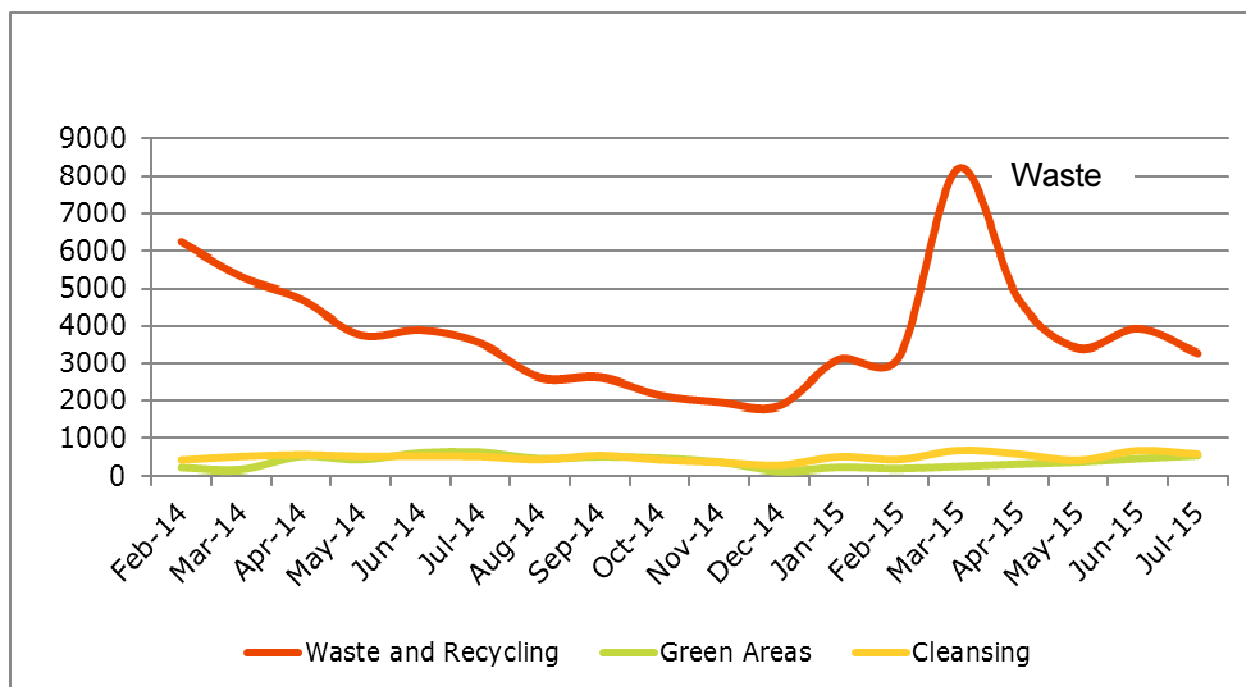


Figure 6 – Service Requests by service area

- 3.6 The vast majority of service requests are for Waste & Recycling collections. The volumes for Grounds Maintenance, Parks & Open Spaces reflect the seasons with more requests being received in the summer months than in the winter period. The contact we receive in Environmental Cleansing remains relatively flat throughout the year.
- 3.7 We will continue to analyse all customer contact, and coupled with the action plans describe in section 2 to reduce complaints, we hope to see further reduction in customer contact. Albeit, requests for new household bins and boxes, bulky waste collections, and green waste subscriptions are all positive contacts and will offset the reductions we make in reducing avoidable contact.