

Cleansing and Amenities Best Value Improvement Programme Update

1. Purpose of Report

- 1.1 To update the Overview and Scrutiny Committee on the progress of the Cleansing & Amenities Best Value Improvement Programme.

2. Links to the Corporate Business Plan

- 3.1 Waste & Recycling; Cleaner, Safer & Better Streets; Partnerships and, Customer Focus

4 General Details

- 4.1 The C&A Best Value Improvement Programme (BVIP) was set up to implement the recommendations included in a Best Value Review delivered to the Council in October 2005. This BVIP set up a programme board, appointed a full-time project manager and seconded NWDC staff into various sub-groups, all operating within the principles of a PRINCE 2 project management environment.
- 4.2 Work commenced in November 2005. The 10 workstreams that were established have been focused on investigating, reporting, and implementing activities as defined by their respective project briefs, approved by the programme board.
- 4.3 In brief, the scope of each workstream is indicated below :

Budgetary Information Review	<p>Changes to budget reporting is being introduced to supervisory staff at the Depot with improved performance management across the entire C&A functions.</p> <p>Further work is being undertaken to produce a business case that considers our approach to the frequency of replacing refuse vehicles, sweepers and ride-on mowers.</p> <p>The O&S Committee have asked for a report on the need to include a decision to reconvene the Refuse Freighters Task Group. The O&S workplan will be amended to reflect this.</p>
Business Process Mapping	To review all processes within the operational and support areas of the Depot, identify & document issues, recommend quick wins and to create a implementation plan aligned to the vision and supported by the replacement IT programme.
IT Strategy	Documenting requirements for a replacement IT system, identifying potential suppliers, procuring a system through a detailed ITT and evaluation programme and implementing the selected product(s).
Web Site Evaluation & Upgrade	Redesigning the Cleansing & Amenities web pages, adding additional customer focused information, creating self service pages around requests for services as well as providing refuse collection information on-line.
Human Resources	A range of activities from reviewing existing procedures for non-office based staff (e.g attendance management, lone working, disciplinary etc) to introducing an appraisal programme suitable for operational staff, to liaise with training to

	ensure its effective delivery and to monitor the implementation of all procedures.
Training & Development Review	To consider the training requirements for all staff (administrative and operations), to create an effective training programme, to ensure its timely and cost effective delivery, to formalise induction training and to set up training records for all staff.
Rounds Review	To undertake a review of existing services and to deliver a balanced series of domestic and trade refuse rounds, separating out trade from domestic and to ensure the efficient delivery of the service for the future. This in itself has been a major project, Although the primary focus has been the refuse rounds review, there will also be a review of the street cleansing rounds.
Enforcement Strategy	With the recent introduction of the Clean Neighbourhood and Environment Act, to consider what elements of the Act to enforce, to develop a programme to deliver enforcement and ensure that staff are trained and empowered to act. Consider an approach to improving recycling rates and reducing waste in the going to landfill that otherwise be recycled or composted. This will support the Wiltshire Waste Partnership and will inform our future approach to support the Joint Municipal Waste Strategy approved by the Executive in June 2006
Education Strategy	Aligned closely with Enforcement, to consider how best to deliver an education programme around the need to reduce landfill volumes and to improve recycling rates. This will also focus on litter and greater public awareness of potential for on-spot fines. Consideration will be given to a campaign on this particular issue. Again this will be aligned to an enforcement strategy.
Performance & Quality Management Systems	To introduce a greater range of local Performance Indicators to support BVPI, to develop a mechanism for recording these, to establish systems to allow management reporting with the ability to determine trends in data and pro-actively manage exceptions.

4.4 Progress against each of these work streams is attached as Appendix A

4.5 The Committee should also be aware that Council approved a pressure bid in February for the present financial year (2006/07) to improve the capacity of the management and supervisory staff. The Personnel, Licensing and Administration Committee approved the structure on 3 July and there is now a programme to recruit to the new positions.

5. Financial Implications

5.1 'The funding available for the programme totals £130,000 made up of £80,000 from reserves for the improvement programme and £50,000 for the rounds review. To date around £75,600 has been spent against these budgets.'

6. Community & Environmental Implications

6.1 There are no direct community and environment implications arising from this report.

7. Equal Opportunities Implications

7.1 There are no direct equal opportunity implications arising from this report.

8. Human Resources Implications

8.1 Dependent on the recommendation of the Human Resources workstream.

9. Legal Implications

9.1 Dependent on the recommendation of the Enforcement workstream.

Appendix 1

BVIP Programme Plan & Percentage Complete as at 26th June 2006.

No	Description	Week Commencing																			
		%	26-Jun	3-Jul	10-Jul	17-Jul	24-Jul	31-Jul	7-Aug	14-Aug	21-Aug	28-Aug	4-Sep	11-Sep	18-Sep	25-Sep	2-Oct	9-Oct	16-Oct	23-Oct	
1	Budgetary Information Review	81%	Training & Implement					Business case for lifespans													
2	Business Process Mapping	38%	Analysis		Report Creation																
3	IT Strategy	64%	Supplier Clarification			ITTs in		Evaluate & Shortlist				Site Visits			Finalise Report		Board				
4	Web Site Evaluation & Upgrade	81%	web site development			Roles & Responsibilities report															
5	Human Resources	42%	Lone Worker			Appraisal process				Terms & Conditions											
6	Training & Development Review	38%	Agree Training Schedule		Training Records		Provide Training through April 07														
7	Rounds Review	56%	IT Development & Data Integration							Training & Planning				Communication & Set-Up				Roll Out			
8	Enforcement Strategy	96%	Present Report																		
9	Education Strategy	96%	Present Report																		
10	Performance & QMS	61%	Tranche 1 PI's			Tranche 2 Pis															

Documentation used in the preparation of this report:

None.

**REPORT OF THE CUSTOMER SERVICES STRATEGIC MANAGER TO THE OVERVIEW
AND SCRUTINY COMMITTEE 20th July 2006**

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