

## Appendix A

### PFSC – Performance Task Force – Questions for Service Managers RESPONSES FROM STREETCARE

#### 1. Please briefly describe the services your department provides?

RESPONSE:

The StreetCare Unit is responsible for the following services:

Household Waste Collection;	Kerbside Recycling Collection;
Organic Waste Collection;	Street Cleansing;
Waste Minimisation;	Parking Control;
Re-use & Recycling Centre;	Winter Maintenance;
Maintenance of Street Nameplates;	Maintenance of Direction Signs;
Highway & Waste Enforcement;	Graffiti Removal;
Street Furniture Cleansing;	Public Toilets;
Street Lighting;	Highway Trees;
Nuisance Vehicles;	Town Centre Wardens;
CCTV;	24/7 Control Room;
Policy Support;	Office Management & Systems Support.

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#### 2. What Performance Indicators do you use to monitor the service? Are they Local or National?

RESPONSE:

The StreetCare Unit uses a wide range of Performance Indicators to assist with service monitoring and drive service improvement. These are shown fully at Appendix A.

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#### 3. What is the process of setting targets?

RESPONSE:

The process involves discussion initially between Unit Director, Policy Support Manager, and the relevant Team and/or Service Managers. This discussion takes account of a number of factors including:

- (a) Are there existing Government or other externally driven targets for the PI concerned?
- (b) Are there existing Council targets?
- (c) Are their targets already set, such as in Contracts?
- (d) What is our current performance?
- (e) What targets are deemed reasonable within the resources available?
- (f) Is the proposed target realistic, whilst being 'challenging'?

The targets, and Service Operational Plan (SOP) generally, are then presented annually to the Environment & Culture Board together with the appropriate Executive Member. This allows the opportunity to amend proposed targets before they are agreed.

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**4. Are we meeting our Performance targets and if not what are we doing to meet those targets?**

RESPONSE:

Across the range of targets, a number of being met or exceeded, whilst we are falling short of others. Attached as an Appendix (the 10 page document whose first page is headed "StreetCare – Environmental Education Indicators") is a list of the more significant Performance Indicators, showing performance as at the end of Quarter 3, 2005-06. Information on any measures put in place regarding specific indicators will be given to the Panel during discussion.

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**5. Please describe the actions that you have in place to improve our performance against the targets set?**

RESPONSE:

Please see response to Question 4 above.

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**6. Who do you report your performance to e.g. DMT/Executive etc?**

RESPONSE:

The Unit's performance is published, along with other Environment & Culture Service Units, on a quarterly basis in a Quarterly Performance Report. This information is discussed at the Environment & Culture Board, and is also placed on the Intranet and posted on the Unit Noticeboard for viewing by all staff.

A number of current performance indicators are considered monthly by the High Level Monitoring Meeting on Waste, which is chaired by the Leader of the Council and also attended by the Deputy Leader, Lead Executive Member, Chief Executive, Director of Finance, Director of Policy & Regeneration and other Senior Officers.

Performance information is also discussed at meetings with our external service providers.

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**7. Please outline your procedure for dealing with complaints?**

RESPONSE:

The Unit follows the Corporate Complaints Procedure for dealing with complaints.

Our handling of complaints is monitored through quarterly Complaints Review Meetings with the Council's Corporate Complaints Manager, and reported formally to the Environment & Culture DMT meetings.

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- 8. Please tell us how you deal with complaints that are more general in nature and affect other departments? How do you ensure a complainant in those circumstances is satisfied with the outcome?**

**RESPONSE:**

The underlying principle applied with 'composite' complaints is that the Unit Manager with the major part of the complaint takes responsibility for ensuring one single and comprehensive response. This involves liaison with other Units or Service Areas.

In terms of the complainant's satisfaction with the complaint, this can sometimes be gauged by the investigating officer in their dealing with the complaint. It may also be gauged by whether the complaint is escalated to the next stage of the Complaints Procedure, which complainants are advised about in the response letter.

We seek to ensure that complainants are satisfied by resolving the problem and trying to ensure it is not repeated. This can be difficult for some of our services. Satisfaction amongst complainants on Parking matters is sometimes not possible to secure.

The wider Customer Satisfaction Survey also gives a view of satisfaction with complaint handling, but tends to be a very small sample for universal services such as street cleansing.

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- 9. What is the volume of complaints about your service? What percentage of these are satisfactorily resolved to the satisfaction of the complainant? What are the escalation rates?**

**RESPONSE:**

Please see information attached as an Appendix (the single page document headed "Complaints for July/Sept 2004 /To July-Sept 2005"). We do not have information to tell us the percentage of complaints that are resolved to the satisfaction of the complainant. The document shows the number of Stage 1 complaints that have escalated to the next stages of the Complaints Procedure.

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- 10. How do you disseminate information about your performance and objectives and priorities to your staff?**

**RESPONSE:**

Performance information is made available to all staff through its display on the Unit Noticeboard. Some areas of performance are also discussed at Team Briefings.

The annual Appraisal Process (which covers all staff) involves discussing with them their role in helping achieve targets and sets staff personal objectives which themselves are linked to the Team's targets and the Unit's Service Operational Plan.