



Doncaster Council

Report

**Date: 20 January,
2020**

**To the Chair and Members of the
COMMUNITY & ENVIRONMENT SCRUTINY PANEL**

STREET SCENE RAPID IMPROVEMENT PLAN UPDATE

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Joe Blackham	All	No

EXECUTIVE SUMMARY

1. This report aims to give the reader some background information about the Street Scene Rapid Improvement Plan further to the report published for 18th November, 2019 Panel meeting. Due to the unprecedented nature of the floods experienced in mid-November, 2019 it should be noted that work was paused on this project in order to deal with the floods and mobilise the longer-term recovery. Following a review of achievements and priorities, the improvement plan was recommenced earlier this month.

RECOMMENDATION

2. This report is for information and there are no recommendations. The service area intends to continue with the Rapid Improvement Plan and report on progress verbally during the panel meeting.

EXEMPT REPORT

3. The report is not exempt.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The operations carried out by Street Scene significantly contribute to making Doncaster an attractive place to live, work and visit. Operations are intended to encourage local people to take pride in their area and to attract quality inward investment into the Borough.

BACKGROUND

5. To set the legislative context, the council has a statutory duty under Section 89 of the Environmental Protection Act, 1990 (EPA, 1990) to keep public highways clean and clear of litter, refuse and other waste, so far as is

practicable. The Council fulfils this duty by providing a street cleansing service.

7. In July 2019, issues arose because the service area reported that grass cuts and litter picks had not been carried out. Upon further investigation, a variety of other issues surfaced and this led to the execution of a full strategic service review being undertaken known as the Rapid Improvement Plan (RIP). Governance arrangements were established and a commitment was made to ensure the deliverability of a number of key actions and accountability to the Executive.
8. Issues in the service area were determined to derive from cultural and performance related difficulties; lack of and inadequate allocation of resources (meaning that key hotspot areas were not being tended to); failing channels of communication between elected Members and the service area; problems with IT processes and systems; and the method in which work is reported. In response to this, the RIP aims to target five theme areas:
 1. Performance Management
 2. System Development
 3. Strategic Development
 4. Measure Indicators
 5. Communications and Engagement

Each core area has an assigned business lead responsible for driving areas of improvement at pace.

9. In terms of improving communication with elected Members, further work is in the pipeline to further refine the Member enquiry loop and this will assist Members when submitting any enquiries. Further updates will be communicated in the monthly newsletter.
10. The Association of Public Service Excellence (APSE) is presently in the final stages of conducting a peer review of the service to identify the optimum method of working, relevant performance indicators and the steps required to be an industry exemplar of best practice. In response to this work, the operational and back-office staff have received training on recommended software which can be used to assess the grade and quality of grounds maintenance and street cleaning. APSE will submit a report at the end of their review* on elements ranging from recruitment and retention to opportunities for commercialisation.

(*This report has been delayed following the floods of November 2019 as aspects of the planned work were unable to be completed to target date).

11. Action weeks have been scheduled for 10-16 February 2020, 27 April – 3 May 2020 and 10–16 August 2020; elected Members are being encouraged to contribute to action week initiatives and make suggestions for future work.
12. People Managers have been working hard to respond to performance management and human resource related matters, however due to sickness this element has been delayed slightly.

OPTIONS CONSIDERED

13. N/A

REASONS FOR RECOMMENDED OPTION

14. N/A.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

15.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Having an attractive borough that is free from waste and fly tipped material will help to attract and retain inward investment.</p> <p>It is important that the service area takes every opportunity to engage with a wider audience to ensure that Doncaster is an attractive place to live, work and visit. Local people and visitors can take pride in their area.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>Accessible, safe and well maintained public land provide valuable opportunities for people of all abilities and age to become physically active.</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in 	<p>Well managed and maintained land that is clear from waste and detritus offers an interesting and vibrant environment for all ages.</p>

	<p>Doncaster Schools that are good or better</p> <ul style="list-style-type: none"> • Learning in Doncaster prepares young people for the world of work 	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>It is important to have safe open spaces for people to meet and socialise thus helping to tackle loneliness and social isolation.</p> <p>Safe spaces can also provide a means for families to build on relationships and offer opportunities for intergenerational activities.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The proposal will support service improvement ensuring that the management of the service/assets are efficient, delivers value for money and the approach is consistent across the borough.</p>

RISKS AND ASSUMPTIONS

16. There is a risk that if the improvement plan steps are not taken, the service area may not have sufficient resources to deliver the required functions. There is a risk that the borough will not be perceived as clean and green and this may detract inward investment and affect the quality of life, health and wellbeing for the people of Doncaster. There is a risk if appropriate performance and reporting measures are not in place then the service area will not be in a position to articulate any meaningful benefit. Eventually if issues are not resolved in the service area there is a risk that the statutory obligations will not be met.
17. It is assumed that the operational team are undertaking the relevant actions and are requesting support as and when needed.

IMPLICATIONS

18. No further implications have been added further to the to the report published for 18th November, 2019 Panel meeting, as there are no further

material updates due to delays caused from responding to the floods.

BACKGROUND PAPERS

19. There is presently no information in the public domain concerning this project.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

Not applicable

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