

**Street Cleansing  
Parks & Open Spaces  
Refuse & Recycling Collection  
Draft Service Improvement Plans**

## Street Cleansing - Service Improvement Plan

**Short Term - August 2005 – September 2005**

**Medium Term - October 2005 - March 2006**

**Long Term - From 1<sup>st</sup> April 2006**

Task/Area	Priority	Description	Responsibility	Required By Date	Date Completed
Routine Street Cleansing – Hierarchies, Frequencies and Routes	Long term	Develop new street cleansing routes following completion of the street cleansing network	Partner		
Routine Street Cleansing – Manual Barrow routes (street orderlies)	Short term	Review effectiveness of the three manual cleansing operatives and four manual routes and produce new working patterns and working methods, to include mechanical solution if required	Operational Manager	September 2005	July 2005
Routine Street Cleansing – Saturday and Sunday working	Short term	Develop formal rota for Saturday and Sunday working	Street Cleansing Supervisor	February 2006	
Routine Street Cleansing – Saturday and Sunday working	Medium term	Review existing weekend routes and produce a more effective cleansing regime for Saturday and Sunday working	Operational Manager	February 2006	

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Routine Street Cleansing – Management System	Long term	Develop street cleansing contract within the existing Confirm Environmental Module	Partner		
Routine Street Cleansing – Hierarchies, Frequencies and Routes	Medium term	Review existing routes and frequencies and make short term alterations designed to deliver quick improvements, consider utilising recent BV199 data	Operational Manager	February 2006	
Routine Street Cleansing – Hierarchies, Frequencies and Routes	Medium term	Produce first phase digitised street cleansing network utilising Lancashire County Council National Street Gazetteer and baseline carriageway and footway highway categories from UKPMS	RBC	February/March 2006	
Routine Street Cleansing – Hierarchies, Frequencies and Routes	Medium term	Introduce street cleansing zones, hierarchies and frequencies utilising BV199, local knowledge, and stakeholder requirements, footfall and traffic volumes	RBC	February/March 2006	
Routine Street Cleansing - Litter Bins	Short term	Produce detailed routes based on required daily outputs and include Saturday/Sundays	Street Cleansing Supervisor	January 2006	
Routine Street Cleansing - Litter Bins	Medium term	Include litter bin emptying routes in the overall street cleansing routing process	Operational Manager	January 2006	

<b>Task/Area</b>	<b>Priority</b>	<b>Description</b>	<b>Responsibility</b>	<b>Required By Date</b>	<b>Date Completed</b>
Ad-hoc works and Contracts – Weed Control	Medium term	Improve the tender process and contract monitoring for weed control applications to include a QA procedure for the commencement of 2006/2007 contract	Operational Manager	March 2006	
Ad-hoc works and Contracts – Weed Control	Medium term	Consideration of an additional weed control application in September/October 2005	Operational Manager	September 2005	September 2005
Ad-hoc works and Contracts – Weed Control	Long term	A minimum of two weed control applications per annum to be introduced from April 2006, The first weed spray in May 2006 and second weed spray in September 2006	Partner		
Ad-hoc works and Contracts – Jetting and Drainage	Short term	Those works which are non-core activity and not mandatory are to be relinquished. Mandatory works to be integrated into the daily activity of the NEATs to provide a stable routine function	Operational Manager	February 2006	
Ad-hoc works and Contracts – Farm Pails	Medium term	A local provider to be sourced and a term contract agreed. The contractor to have reporting lines direct to Environmental Services and not customer	Operational Manager	March 2006	
Ad-hoc works and Contracts – Septic tanks	Medium term	Identify local supplier – Produce customer enquiry scripting “service no longer available” and add appropriate supplier details	Operational Manager	March 2006	

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Ad-hoc works and Contracts – Bus Shelters	Medium term	Develop process for routine maintenance to be undertaken by NEATs	Operational Manager	September 2005	September 2005
Ad-hoc works and Contracts – Bus Shelters	Long term	Enter into negotiation with partner to transfer maintenance responsibility. The partner is to be responsible for bus shelter replacement, long-term strategy. Primary maintenance costs possibly met through advertising rights.	Partner		
Ad-hoc works and Contracts – Lancashire County Council	Medium term	Formally advise Lancashire County Council of Rossendale Borough Council decision to cease undertaking these works (selective works)	RBC	October 2005	October 2005
Ad-hoc works and Contracts - Rossendale Borough Council Land Drainage	Medium term	Formally advise Highway and Engineering Services of the intention to cease undertaking these works	Operational Manager	October 2005	October 2005
Ad-hoc works and Contracts – Ad-hoc fly tipping	Short term	Agree procedure for all fly tipping requests to be channelled through the client management	RBC	October 2005	October 2005

Task/Area	Priority	Description	Responsibility	Required By Date	Date Completed
Ad-hoc works and Contracts – Ad-hoc fly tipping	Short term	NEAT white paper process to be produced for fly tipping	Enterprise Team	September 2005	September 2005
Ad-hoc works and Contracts – Commercial sweeping	Medium term	Re-evaluate chargeable rate for commercial sweeping service	Operational Manager	October 2005	October 2005
Ad-hoc works and Contracts – Winter maintenance	Medium term	Officially Inform Lancashire County Council of Rossendale BC interest in securing the transfer to Rossendale Borough Council of <u>footway</u> winter gritting service	RBC	November 2005	October 2005
Vehicles and Plant	Medium term	Review the current mix of operational vehicles/plant and realign for maximum usage and efficiency	Operational Manager	March 2006	
Vehicles and Plant	Long term	Develop vehicle replacement strategy	RBC/Partner	March 2006	
Staff	Medium term	Negotiate a return to a standard 5-day working week	Operational Manager	December 2005	

<b>Task/Area</b>	<b>Priority</b>	<b>Description</b>	<b>Responsibility</b>	<b>Required By Date</b>	<b>Date Completed</b>
Staff	Short term	Introduce toolbox talks including a preface to BV199 guidelines	Operational Manager	September 2005	September 2005
Staff	Short term	Agree guidelines for an acceptable time allowance for the union representatives to be allowed to undertake union duties on a weekly or monthly basis	Operational Manager	October 2005	October 2005
Service enquiries and complaints	Medium term	Adopt new back office processes and procedures, and ensure all inputs are channelled to and managed by one system	Operational Manager	September 2005	September 2005
Service enquiries and complaints	Long term	Produce process and procedures for the raising of system work orders where an enquiry or complaint requires operational resolution – Include fly tipping	Partner		
Service enquiries and complaints	Long term	Develop street cleansing matrices identifying road network and date of activity against the road and produce process for utilising information when resolving service enquiries at source	Partner		
Operational productivity – Residual waste	Medium term	Review residual tipping locations and maximise operational efficiency by allocating operatives routes/days to tipping locations	Operational Manager	December 2005	

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Operational productivity – Residual waste	Medium term	Include residual waste tipping (sweepings)when developing and refining new street cleansing routes	Operational Manager	March 2006	
Operational productivity - Breaks	Short term	Review the practice of taking 10 minutes before each break to wash hands (subject lo local governments agreements)	Operational Manager	October 2005	October 2005
Operational productivity - Breaks	Medium term	Investigate potential locations for operational break times and allocate locations per operative per route per day	Operational Manager	March 2006	
Operational productivity – Attendance and timekeeping	Short term	Introduce monitoring and control procedures for attendance and timekeeping	Operational Manager	September 2005	May 2005
Operational productivity – work sheet/schedules	Medium term	Produce procedure for the allocation of Work sheets/schedules daily	Operational Manager	December 2005	
Operational productivity – Planned versus actual	Medium term	Produce operational pro-forma for the daily identification of individual completed routine and ad-hoc tasks/routes	Operational Manager	December 2005	



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Operational productivity – Planned versus actual	Long term	Produce new operational process to monitor actual versus planned completions following the conclusion of the new routes	Partner		
Performance monitoring – Quality inspections	Medium term	Introduce quality inspection in addition to BV199 based on ENCAMS guidelines	Operational Manager	December 2005	November 2005
Performance monitoring – BV199	Medium term	Produce procedures for the undertaking of BV199 inspection in accordance with ENCAMS	RBC	November 2005	November 2005
Performance monitoring – BV199	Medium term	Allocate land categories to street cleansing network	Operational Manager	March 2006	
Performance monitoring – BV199	Long term	Procure mapping tool for transect selection	RBC	April 2006	

## Parks and Grounds Maintenance - Service Improvement Plan

**Short Term - August 2005 – September 2005**

**Medium Term - October 2005 - March 2006**

**Long Term - From 1<sup>st</sup> April 2006**

Area	Priority	Task / Description	Responsibility	Required By Date	Date Completed
Customers / Transfer	Medium term	Negotiate contract arrangements or transfer of leisure facilities grounds maintenance activities and personnel to Leisure Trust	RBC	March 2006	
Customers / Transfer	Medium term	Negotiate contract arrangements or transfer of housing grounds maintenance activities and personnel to Housing Trust	RBC	March 2006	
Contract areas / Consolidate areas	Medium term	Establish new contract areas, West Rossendale and East Rossendale	Operational Manager	February 2006	

Area	Priority	Task / Description	Responsibility	Required By Date	Date Completed
Contract areas / restructure	Medium term	Consult with unions and introduce new organisational structure	Operational Manager	February 2006	
Policies / Strategy	Medium term	Develop a Parks, grounds and Open Spaces strategy	RBC	March 2006	
Policies	Long term	Develop a Parks , Ground and Open Spaces Policy	RBC	June 2006	
Policies / Strategy	Medium term	Develop a Woodlands management strategy	RBC	March 2006	
Policies / Strategy	Medium term	Develop Groundwork Trust consultation and scheme handover strategy	RBC	December 2005	

Area	Priority	Task / Description	Responsibility	Required By Date	Date Completed
Policies / Strategy	Medium term	Produce risk management strategy for assets and infrastructure	RBC	March 2006	
Specification	Short term	Agree closed churchyard specification and identify budget implications	Operational Manager	March 2006	
Specification	Medium term	Introduce specification change – evaluate summer and winter bedding areas for amended specification	Operational Manager	March 2006	
Specification	Medium term	Develop new Parks and Grounds Maintenance specification to enable efficient partnering option	RBC	February 2006	
Specification	Medium term	Agree and create new “In-perpetuity grave maintenance strategy”	RBC	February 2006	

Area	Priority	Task / Description	Responsibility	Required By Date	Date Completed
Depots / overall	Medium term	Consolidate operational depots	Operational Manager	March 2006	
Depots / greenhouse	Medium term	Agree strategy for future of nursery and greenhouses, and if required source alternative suppliers for materials	RBC	December 2005	
Plant and vehicles / Evaluation and Strategy	Short term	Undertake a plant and vehicle evaluation and produce plant and vehicle allocation plan	Operational Manager	October 2005	September 2005
Plant and vehicles / Audit	Medium term	Undertake on-site vehicle, plant and equipment audit	Operational Manager	January 2005	November 2005
Plant and vehicles / Maintenance	Medium term	Introduce new plant and equipment maintenance procedures	Operational Manager	March 2006	

Area	Priority	Task / Description	Responsibility	Required By Date	Date Completed
Fuel	Medium term	Introduce robust fuel monitoring procedures	Operational Manager	March 2006	
Staff / Uniform	Medium term	Introduce uniforms and sufficient PPE (subject to partnering arrangements)	Operational Manager	March 2006	
Staff / Training and skills matrix	Medium term	Develop and introduce an accessible operational skills and training matrix	Operational Manager	December 2005	
Staff / Training and awareness	Short term	Introduce tool box talks	Operational Manager	September/October 2005	
Staff / Bonus and profit share schemes	Long term	Develop and introduce through staff consultation an alternative bonus structure to replace the incumbent fixed bonus and profit share scheme	Partner		

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Staff / Succession plans	Long term	Develop operational and office based staff training and succession plans	Partner		
Operational productivity / Attendance and timekeeping	Short term	Introduce monitoring and control procedures for attendance and timekeeping	Operational Manager	September 2005	June 2005
Operational productivity / Work sheets	Medium term	Produce supervisory procedures for the allocation and completion of work sheets/schedules	Operational Manager	March 2006	
Customer service enquiries and complaints	Short term	Adopt new back office processes and procedures, and ensure all inputs are channelled to and managed by one system	Operational Manager	September 2005	August 2005
System / GPS	Medium term	Undertake GPS survey of all Grounds, parks and Open spaces assets	RBC	March 2006	

Area	Priority	Task / Description	Responsibility	Required By Date	Date Completed
System / Confirm	Long term	Import asset survey data following successful completion of GPS survey	Partner		
System / Confirm	Medium term	Develop processes and procedures to ensure all grave digging related works are input onto Parks and Grounds Management system	Operational Manager	March 2006	
System / Confirm	Long term	Develop and implement process and procedures for the raising of system work orders where an enquiry or complaint requires operational resolution	Partner		
Performance	Medium term	Develop and introduce quality, performance and productivity monitoring and reporting processes	Operational Manager	March 2006	
Cemetery Registrar	Medium term	Develop Cemetery Registrar process and produce new procedures	Operational Manager	March 2006	



## Refuse & Recycling Service Improvement Plan

<b>Short Term -</b>	<b>August 2005 – September 2005</b>
<b>Medium Term -</b>	<b>October 2005 - March 2006</b>
<b>Long Term -</b>	<b>From 1<sup>st</sup> April 2006</b>

<b>Task/Area</b>	<b>Priority</b>	<b>Description</b>	<b>Responsibility</b>	<b>Required By Date</b>	<b>Date Completed</b>
Depot	Long term	Determine and establish new operational depot to maximise efficiency	Partner	2006	
Staff	Medium term	Introduce toolbox talks and include relevant BVPI data to aid communication	Operational manager	October 2005	October 2005
Staff	Medium term	Negotiate a return to a standard 5-day working week	Operational manager	March 2006	
Budget and financials	Short Term	Ensure all budget provisions are identified and monthly budget monitoring is introduced	RBC	December 2005	December 2005
Landfill and sites	Medium term	Negotiate commercial rates and recycling combinations with recycling companies	Operational manager	March 2006	
Vehicles - Procurement	Long term	Produce fleet procurement strategy	Partner	2006	
Vehicles - Maintenance	Medium term	Establish improved working practices for fleet maintenance (SFS and CPD)	Operational manager	March 2006	

<b>Task/Area</b>	<b>Priority</b>	<b>Description</b>	<b>Responsibility</b>	<b>Required By Date</b>	<b>Date Completed</b>
Refuse and recycling rounds	Short term	Develop accurate refuse and rounds network containing residual and recycling collection data and GIS coordinates	Operational Manager	August 2005	August 2005
Refuse and recycling rounds	Short term	Undertake implementation of organic recycling collections	Operational Manager	September 2005	September 2005
Refuse and recycling rounds	Medium term	Implement Tuesday to Friday working pattern	Operational Manager	April 2006	
Refuse and recycling rounds	Medium term	Implement Tuesday to Friday working pattern	Operational Manager	April 2006	
Refuse and recycling rounds	Medium term	Roll-out LWP cost share arrangements for recycling, introduce 6 materials on same day recycling collection	Operational Manager	April 2006	
Refuse and recycling rounds	Medium term	Produce process for evaluating round data and the readjustment of rounds following monthly round reviews Review	Refuse and recycling rounds	November 2005	November 2005
Policy and strategy	Medium term	Develop a local refuse and recycling policy and strategy in line with Lancashire County Municipal Waste Management Strategy	RBC	March 2006	Policy and strategy
Public consultation	Medium term	Develop and introduce public consultation strategy to be included in the local policy	RBC	March 2006	Public consultation

<b>Task/Area</b>	<b>Priority</b>	<b>Description</b>	<b>Responsibility</b>	<b>Required By Date</b>	<b>Date Completed</b>
Works management system	Long term	Evaluate and implement a "RefCol and recycling operational works management system"	Partner	2006	Works management system
Service enquiries and complaints	Short term	Develop call centre script manuals	Operational manager	February 2005	
Service enquiries and complaints	Short term	Adopt new back-office procedures to ensure all enquiries are input to and managed by one system (Flair)	Operational manager	September 2005	
Procedures	Medium term	Produce and implement new operational procedures	Operational manager	February 2006	
Processes	Long term	Manage RefCol Process using Intranet and Depot Manual			
Performance Management	Medium term	Produce process to cover BVPI 82a – Recycling	Operational Manager		
Performance Management	Medium term	Produce process to cover BVPI 82b – Composting	Operational Manager		

<b>Task/Area</b>	<b>Priority</b>	<b>Description</b>	<b>Responsibility</b>	<b>Required By Date</b>	<b>Date Completed</b>
Performance Management	Medium term	Produce process to cover BVPI 84 – Refuse Collection	Operational Manager		
Performance Management	Medium term	Produce process to cover BVPI 86 – Cost of Waste Collection	Operational Manager	February 2006	
Performance Management	Medium term	Produce process to cover BVPI 88 – Missed Collections	Operational Manager	February 2006	
Performance Management	Medium term	Produce process to cover BVPI 90 – Satisfaction with Waste Collection	Operational Manager	April 2006	
Performance Management	Medium term	Produce process to cover BVPI 91 – Kerbside Collection	Operational Manager	February 2006	
Performance Management	Medium term	Produce process to cover BVPI 12 – Sickness / Absenteeism	Operational Manager	November 2005	November 2005
Performance Management	Medium term	Produce process to cover LPI 88a – Missed Collections of residual bins per 100,000	Operational Manager	December 2005	December 2005

<b>Task/Area</b>	<b>Priority</b>	<b>Description</b>	<b>Responsibility</b>	<b>Required By Date</b>	<b>Date Completed</b>
Performance Management	Medium term	Produce process to cover LPI 88b – Missed Collections of blue bins per 100,000	Operational Manager	December 2005	December 2005
Performance Management	Medium term	Produce process to cover LPI 88c – Missed Collections of paper per 100,000	Operational Manager	December 2005	December 2005
Performance Management	Medium term	Produce process to cover LPI 88d – Total Missed Collections of bins per 100,000	Operational Manager	December 2005	December 2005