

SUSTAINABLE GROWTH AND ENVIRONMENT CAPITAL SCRUTINY COMMITTEE	Agenda Item No. 6
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Report of Executive Director – Strategic Resources

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ENTERPRISE PETERBOROUGH PARTNERSHIP PERFORMANCE REPORT

1. PURPOSE

1.1 This is an opportunity for the Committee to hear from and question officers of the Council and the Partnership Director, Richard Oldfield, on the performance of Enterprise Peterborough.

2. RECOMMENDATIONS

2.1 The Sustainable Growth and Environment Capital Scrutiny Committee are asked to review and comment on this report.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

3.1 The Enterprise Peterborough partnership contributes to all the priorities in the Sustainable Community Strategy:-

- Creating opportunities – tackling inequalities;
- Creating strong and supportive communities;
- Creating the UK’s environmental capital; and
- Delivering substantial and truly sustainable growth.

4. BACKGROUND AND CONTEXT

4.1 Enterprise Peterborough reported to the Committee in March 2013. At that time the committee requested a report back on progress in a number of specific items:

- New StreetCare Service Model
- Progress on the Recycling and Food Waste collection Service
- Development of the Green Open Space Implementation Plan
- Report on KPI performance for 2012/13

5. KEY ISSUES OF CONCERN TO THE COMMITTEE

5.1 Update

5.1.1 Enterprise Peterborough is in the early stages of understanding the impact of the

integration with Amey. As stated previously, our expectation is that the takeover will strengthen and enhance the quality and value-for-money of the services provided by Enterprise Peterborough.

- 5.1.2 This report updates the Committee on specific issues of concern raised at the last meeting. Enterprise Peterborough will present the committee with a series of maps that depict the service delivery challenges face throughout the city.
- 5.1.3 The use of maps is important as it illustrates the way(s) in which Enterprise Peterborough is intending to drive further improvements to its services: by developing a richer understanding of what is happening – and working well and working less well – in different parts of Peterborough, the Council and Enterprise will be able to identify more rigorously those areas that could benefit from more intensive activity.
- 5.1.4 Working within the existing envelope of resource for Enterprise Peterborough we will be looking at where activity can be reprioritised and/or refocused to deliver both better services and better value-for-money. The Council is committed to supporting Enterprise Peterborough through sharing intelligence and data about neighbourhoods and areas in the City in order to identify and agree a cross-Council approach to improving the quality of services provided.
- 5.2 **Update on the roll out of the Street Care Service**
- 5.2.1 The new service model is bedding in and has been refined to respond to the actual conditions on the ground.
- 5.2.2 Over the last few months Enterprise Peterborough have received the detailed GIS data for the city, relating to the streets they cleanse and the grass they cut. Enterprise Peterborough have developed detailed service delivery plans for the StreetCare Service, using the GIS data along with the specification they work to and the service standards set by the Council in the contract specification. The designation of streets as High, Medium or Low intensity is defined in the contract specification, along with the period of time they have to recover streets from Grades C or D back to Grade A.
- 5.2.3 In planning the service Enterprise Peterborough have utilised the knowledge they have gained over the last 2 years on the behaviours of residents in the various areas of the city along with our expected productivity levels, per day, for each of their staff members deployed. Enterprise Peterborough have reassigned staff to new teams and redrawn the area boundaries for each team. They have provided daily work sheets for each team and the charge hand is responsible for signing off each work sheet daily, to confirm areas have been cleansed to EPA Grade A, or identify the exceptions and reasons for these.
- 5.2.4 The supervisors are conducting 5 quality checks on their designated work areas each day and rectifying any issues, within the day or early the next day. The quality checks are recorded on a new EIMS, the Health Safety Quality and Environment, management system and photographs are taken of the areas and saved within the EIMS system. This data is readily available to PCC in the client team to audit. In addition the client team carry out independent audits of the work, using the same agreed EIMS check lists.
- 5.2.5 As a result of this work Enterprise Peterborough can now demonstrate that they have not suffered any KPI penalties for the last 3 months in Street Care e.g. Lincoln Road is within the specification set out in the contract.

- 5.2.6 Enterprise Peterborough has reviewed the resource levels they are inputting in to the Wards across the city to achieve the Service Level and from the review they have identified a number of Hot Spots within the City. This will be demonstrated through a pictorial map that will be presented to the committee. The map identifies the following challenges:
- 5.2.6.1 Higher intensity cleansing and litter picking – potential for increased cost for these areas
- 5.2.6.2 Higher intensity fly tipping – potential for increased cost for these areas
- 5.2.7 Following a review of the data a group is being formed from across the Council and with Enterprise Peterborough to understand the challenges and develop community engagement plans to secure support for behavioural change. Support from councillors and community groups will be sought, for ideas and implementation.
- 5.2.8 Enterprise Peterborough has received positive feedback from Councillors on the Ward Walks they have carried out and also from residents.
- 5.2.9 Ward Walk packs have been issued to all councillors. These include: -
- Maps of the Grass cutting 10 day cycle
 - Photographs of EPA Grading standards for Street Cleansing from A to D
 - Recovery times depending on Street Intensity level set in the Specification
 - Ward Councillors issues raised in the last 6 months
 - Ward Resident issues raised in the last 6 months
- 5.3 **Progress on Recycling and Food Waste**
- 5.3.1 The recycling performance of each Ward has been mapped to show the percentage of the waste from the Black and Green Bins, which is recycling. This will be demonstrated through a pictorial map that will be presented to the committee
- 5.3.2 In addition the Food Waste performance by ward will also be demonstrated through a pictorial map that will be presented to the committee.
- 5.3.3 The data enables the landfill cost per area to be calculated and the potential financial benefit from improvements in recycling to be assessed. The group identified in above will also consider the benefits, challenges and actions that can be implemented to increase the recycling participations rates to enable the Environment Capital Target of 65%+ to be achieved.
- 5.3.4 Food waste is continuing at over 100 tones a week which puts Enterprise Peterborough on track to achieve the projected targets and savings that justified the implementation.
- 5.3.5 As suggested above, the advantage of having and using data at a more localised level is that the Council and Enterprise Peterborough can work together to understand specific challenges – and to develop appropriate responses, whether through enhanced communication, education or enforcement.
- 5.4 **Green Open Space Implementation Plan**
- 5.4.1 A draft plan has been developed suggesting a categorisation of the parks and open spaces around the city into three types (City, Neighbourhood and Community) and different levels of service specific to these.

- 5.4.2 The implementation plan is intended to determine the strategic framework for the delivery of the contractual obligations by Enterprise Peterborough and demonstrate how service improvements could be delivered. It sets out standards for green open spaces and an action plan for service development and improvements which is linked to performance monitoring and review.
- 5.4.3 The vision for the implementation plan is to have “A sustainable network of high quality green and open spaces, which exceeds customer expectations and enhances the natural environment of Peterborough”
- 5.4.4 The key factors that have been taken into account in developing the approach include:
- Green Flag awards
 - Estate maintenance
 - Climate change strategy
 - Landscape maintenance schedules
 - PCC tree and woodlands strategy
 - PCC biodiversity strategy
 - Green and open spaces development plan
 - Play strategy
- 5.4.5 In addition a number of site development plans are being produced, which will cover several park areas around the City. These will be shared with the committee in due course.
- 5.4.6 Crucially, the approach being developed by Enterprise Peterborough raises a number of important questions about the overall level of investment that PCC will want and/or will be able to make over the coming years. The Council and Enterprise Peterborough are currently reviewing a range of options that will aim to show what might be achievable with different amounts of money being spent.
- 5.5 **KPI's / Customer Satisfaction**
- 5.5.1 The KPI performance across all service areas has been high overall since the last Scrutiny committee with failure only on the Passenger Transport service.
- 5.5.2 The significant KPI failure for 2011 – 2012 is in the Recycling %. 47% of waste overall was recycled in the year against a target of 54%. This highlights the need for the working group discussed about to improve recycling across the city through the use of enforcement and education.
- 5.5.3 The other area of persistent KPI failures is in the Passenger Transport Service. These are broadly caused by Bus breakdowns. Enterprise Peterborough has sought to address this in the service extension with some new buses and an additional spare bus.
- 5.5.4 The review of the KPI set is underway looking to make the set more robust and less ambiguous. Enterprise Peterborough is also looking to include new KPI's on customer satisfaction utilising baseline data from the recent Citizens Panel survey. Once the new KPI's are complete they will share these with the committee.
- 5.5.5 The partnership was included in the citizen's panel survey this year with questions on the Waste and Recycling Service, Street Care Service and Park trees and Open Space.

- 5.5.6 The outputs from the survey are being reviewed by the partnership team and being used as a base line of the perception of the services, in what they believe to have been a challenging year for the service, with some significant change and severe weather conditions. The out puts from the review will be in two areas
- 5.5.6.1 Firstly action plans will be drawn up to address the service issues that demonstrate the greatest potential for transformation.
- 5.5.6.2 Secondly the partnership team will identify some of the key perception measures and the performance recorded against these and agrees a target level for next year’s survey result with appropriate financial impact.
- Benchmark of opinion of the service based on a challenging year
 - Outputs being reviewed in detail to develop the action plan

6.0 IMPLICATIONS

- 6.1 The partnership enables the Council to continue to provide value for money services through its partner.

7. CONSULTATION

- 7.1 Observations made by Members and other stakeholders have been taken into account in this report.

8. NEXT STEPS

- 8.1 Through the data described in this report Enterprise Peterborough will be adopting an intelligence lead approach to deal with issues across the city and looking at the various Hot Spots. Through utilising the intelligence lead approach they can ensure that the correct resources and machinery are applied across the city.

The report also recognises that a joint approach is needed through both education and enforcement to achieve both improved recycling rates and a cleaner city.

9. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 9.1 None

10. APPENDICES

- 10.1 None

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