

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Shared Services Roads & Neighbourhood

Committee: Infrastructure, Regeneration and Economic Development Committee 18 November 2020

Subject: 2019/20 Roads & Neighbourhood Delivery Plan Year-end Progress & 2020/21 Delivery Plan

1 Purpose

- 1.1 This report provides members with the final position against the 2019/20 Delivery Plan and presents the 2020/21 Delivery Plan.

2 Recommendations

- 2.1 It is recommended that Committee notes both the 2019/20 year-end position and the 2020/21 Delivery Plan.

3 Background

- 3.1 Each Strategic Lead develops an annual delivery plan. This sets out actions to help meet the Council's priorities and address the key service challenges identified through the planning process. The plan outlines performance indicators to measure progress, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.
- 3.2 Delivery plans are traditionally shared through relevant service committees in the spring (May/June) with a mid-year progress report presented in winter (November). However, as a result of the COVID-19 pandemic, work to finalise delivery plans for reporting in spring was paused. This reflected the need to focus on the immediate resilience response for our communities. It also gave Strategic Leads the time to analyse the COVID-19 impact and the likely recovery position for the remainder of the 2020/21 year and factor this in to drafted delivery plans.

4 Main Issues

2019/20 Year-end Performance

- 4.1 The 2019/20 Delivery Plan was presented to Infrastructure, Regeneration and Economic Development Committee on 15 May 2019 (separately as Roads & Transport and Environment & Neighbourhood prior to merging) and a mid-year progress report on 20 November 2019.
- 4.2 Full details of year-end progress are set out at Appendix 1. Of the 21 actions due to be completed by 31 March 2020, 16 (76%) were completed as planned with 5 (24%) outstanding. These are:

- Deliver a new allotment site with provision for 40 traditional plots - 50% completed. Further site investigation works are required to ensure that the site is suitable for food growing. These works are scheduled to take place in October 2020, following a delay towards the year end as a result of the coronavirus.
- Implement a range of actions to improve recycling and reduce biodegradable waste landfilled - 60% completed. The action to implement a change to the frequency of collection of residual waste from fortnightly to three weekly was deferred pending the outcome of the Scottish Government's review of the Code of Practice for Household Recycling. This will be carried forward to 2020/21.
- Review the service delivery model within Greenspace to recognise the seasonal nature of the service - 50% completed. The final details of the restructure and new service delivery model will be implemented as part of the shared services business plan.
- Finalise the roads costing system upgrade - 66% completed. The roads costing process has been reviewed and market research underway to determine the appropriate solution.
- Increase public awareness of the Council's agreed approach to defect repair via our upgraded roads management system - 83% completed. This was done in a number of ways including social media, press releases, web site etc. However, the roads system has yet to be upgraded, and discussions with our partners for a shared system are ongoing.

4.3 Of the 9 performance indicators for which 2019/20 data is available, 4 (44%) achieved their year end targets, 4 (44%) just missed their targets, and 1 (11%) was significantly adrift of its target. The following paragraph highlights the latter with full details of all performance indicators set out at Appendix 1:

- % of total household waste that is recycled: value of 43.4% against a target of 55%. Approximately half of all waste placed in residual bins could be recycled. Officers have met with Zero Waste Scotland with a view to undertaking a comprehensive campaign to encourage residents to recycle more and reduce the quantities of non target material/contamination. Improved information and advice will support this campaign.

Complaints: 2019/20 Year-end and 2020/21 Mid-year

- 4.4** A key focus in the development of delivery plans is ensuring that feedback from stakeholders informs learning and improvement. One of the key sources of robust feedback is complaints data.
- 4.5** Roads & Neighbourhood services are involved in millions of service interactions. Every quarter, for example, there are over 1 million bin

collections. The scale of Roads & Neighbourhood interactions provides important context to the complaints data that follows.

- 4.6** Between 1 April 2019 and 31 March 2020, Roads & Neighbourhood received a total of 166 complaints, comprising 154 Stage 1 and 12 Stage 2 complaints. During the same period, 119 complaints were closed, 109 at Stage 1 and 10 at Stage 2.
- 4.7** Of the 109 complaints closed at Stage 1, 83 (76%) were resolved within the 5 working days target, with an average of 5 working days for all complaints closed at this stage. Of the 10 complaints closed at Stage 2, all were all within the 20 working days target, with an average of 10 days.
- 4.8** 59 (54%) of the complaints closed at Stage 1 were upheld and 2 (20%) at Stage 2. These are shown in the tables 1 and 2 below by service area and by complaint category.
- 4.9** In the first half of this year (1 April to 30 September), Roads & Neighbourhood received a total of 118 complaints, comprising 117 at Stage 1 and 1 at Stage 2. During the same period, 97 complaints were closed, 96 at Stage 1 and 1 at Stage 2.
- 4.10** Of the 96 complaints closed at Stage 1, 71 (74%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 5 working days to resolve all complaints closed at this stage. The one complaint closed at Stage 2 exceeded the 20 working days target, taking 49 days.
- 4.11** 57 of the complaints closed at Stage 1 were upheld and 1 at Stage 2. These are shown in Tables 1 and 2 below by service area and by complaint category.

Table 1: Upheld complaints by service area

Service Area	1 April 2019- 31 March 2020		1 April 2020 - 30 Sept 2020	
	Upheld Stage 1	Upheld Stage 2	Upheld Stage 1	Upheld Stage 2
Grounds Maintenance - Burial	2	0	5	0
Grounds Maintenance - Dog Fouling	2	0	0	0
Grounds Maintenance - Litter Control	3	0	2	0
Grounds Maintenance - Open Spaces	7	0	7	0
Grounds Maintenance - Parks	2	0	3	0
Road Maintenance	7	0	3	1
Street Lighting	1	0	1	0
Road Safety	7	0	4	0
Waste Services - Commercial	2	0	2	0
Waste Services - Domestic	20	2	29	0
Waste Services - Special Uplifts	6	0	1	0
Total	59	2	57	1

Table 2: Upheld complaints by complaint category

Complaint Category	1 April 2019- 31 March 2020		1 April 2020 - 30 Sept 2020	
	Upheld Stage 1	Upheld Stage 2	Upheld Stage 1	Upheld Stage 2
Citizen expectation not met - quality of service	34	1	37	1
Citizen expectation not met – timescales	8	0	0	0
Council policy – charges	0	0	0	0
Employee behaviour	6	0	6	0
Error in Service Delivery	11	1	14	0
Total	59	2	57	1

Quality Standards

- 4.12** Each service area also developed a suite of quality standards which set out the level of service that users and stakeholders can expect to receive and reminds both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

Delivery Plan 2020/21

- 4.13** The Roads & Neighbourhood Delivery Plan for 2020/21 is attached to this report as Appendix 3 and includes a detailed action plan as well as a workforce plan. The Delivery Plan reflects the immediate and longer term impact that COVID-19 pandemic will have on service delivery.
- 4.14** The 2020/21 Plan reflects the actions and priority areas which will be delivered over the remainder of the year. Key areas include: delivering sustainable, quality services within the context of significant financial challenges; developing and implementing the Shared Services Programme; addressing the impact of the Transport (Scotland) Act 2019; responding to the implications of the Scottish Government’s review of the National Transport Strategy; collaborating with the Scottish Government to identify opportunities for electric vehicle charging points; addressing the challenges of climate change, particularly in relation to flood alleviation and reducing CO² emissions from the Council’s vehicle fleet; addressing the impact of new and emerging legislation and regulation in relation to waste and pesticides; developing allotment provision and a food growing strategy in line with the Community Empowerment Act; and assessing the implications of the delay to the national Deposit Return Scheme for PET plastic bottles, metal drinks cans and glass bottles as a result of the COVID-19 pandemic.
- 4.15** Progress against the action plan will be monitored monthly by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group. Year-end performance will be reported to committee in spring 2021.

Workforce Planning

- 4.16 The Delivery Plan includes an annual workforce plan that sets out the key workforce issues which will or may arise over the year, together with actions to address them in order to fully support delivery of the plan.
- 4.17 These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2020/21 Delivery Plan.

5 People Implications

- 5.1 There are no direct people implications arising from this report.

6 Financial & Procurement Implications

- 6.1 There are no direct financial or procurement implications arising from this report.

7 Risk Analysis

- 7.1 Failure to deliver on the actions assigned to Roads & Neighbourhood may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

8 Equalities Impact Assessment

- 8.1 Screening and impact assessments will be carried out on specific activities as required.

9 Consultation

- 9.1 The delivery plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

- 10.1 The delivery plans set out actions to support the successful delivery of the strategic priorities of the Council.

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Appendix: Appendix 1: Roads & Neighbourhood Delivery Plan
2019/20 - Year-end Progress
Appendix 2: Quality Standards - 2019/20 Performance
Appendix 3: Roads & Neighbourhood Delivery Plan
2020/21

Background Papers: None

Wards Affected: All