

APSE - Manchester

Friday 30th June 2017

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Service Director Environment & Street Scene

Case Study: Wakefield District Council Environmental Services

- Driving an efficient service culture throughout the service
- Generating social value across the borough through environmental service
- Delivering on apprenticeships and helping hard to reach young people
- Taking a holistic approach to service delivery to “recycle” the local government pound

Driving an efficient service culture throughout the service

- Huge financial challenges/ 3 year budget strategy
- We had to be true to ourselves!
- Could we demonstrate VFM?
- Are we efficient?
- Is our culture correct?
- Have we got the right skills for the future?
- Can we demonstrate it?

What Next?

- Introduce a robust methodology for reviews
- Explored the key components of good business
- Worked with senior management team
- Kotter 8 steps to change, EFQM, IIP, but what works for Wakefield?
- Six sigma methodology? ‘ W.Edward Deming’
- Compared against our view of good business!

W. Edwards Deming's perspective

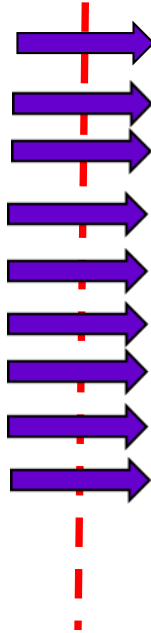


Eighty-five percent of the reasons for failure to meet customer expectations are related to deficiencies in systems and process –rather than the employee The role of management is to change the process rather than badgering individuals to do better

Areas to Explore

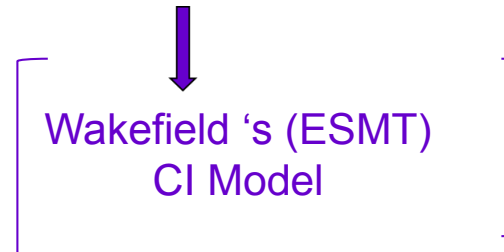
Six Sigma / (Continuous Improvement)

- Impact customer
- Value of the business
- Resources required
- Time to complete
- Capability
- Change in regulation
- Key business priorities
- Cost of failure



US

- Customer
- Bench Marking
- Equipment / resources
- People / capacity
- (Start today learning new skills)
- Policy
- Purpose of Service (I)
- Outcome of CI - review tools
- Environment



Self Review

1. Purpose of the Service
2. People / Capacity
3. Policy
4. Equipment / Resources
5. Procedure
6. Environment
7. Bench Mark
8. Customer

Waste - Service Review Examples

2. People/Capacity

- **2.1 Assess Needs - Training plan - Do the people who support your business have the correct skills Identified in?**

Each frontline employee receives an induction into the service and receives mandatory training that is tailored to the specific post. The service is recognised as a centre of excellence for the provision of WAMITAB accredited NVQ training to all Team leaders. A programme for NVQ training is provided for loaders to participate within 5 years of commencement of post. The service have "train the trainer" accredited staff that deliver bespoke training. All members of staff receive an annual appraisal where training needs for personal development are identified. (Appendix 9)

- **2.2 What training is needed?**

Mandatory training is required for specific tasks highlighted within any Job Specification; furthermore, there are many safety critical tasks that require periodic refresher training. All high risk activities require the delivery of Risk Assessments / Safe Systems of Work that have to be refreshed periodically and /or as a result of Policy requirements, legislative requirements or as a result of an accident/ near miss.

Waste - Service Review Examples

8. Customer

8.1 Who are our customers? - old / new

All Wakefield residents and Business customers throughout the district.

8.2 Where are our customers -location?

Within Wakefield District

8.3 What are their expectations?

To receive a waste collection and recycling service on the specified schedule that is delivered to a high standard and is commercially competitive. By maintaining such standards customers will remain satisfied with the service.

8.4 How do we communicate with our customers?

Contact centre, in person, through internet and social media, by post. Attend events and roadshows

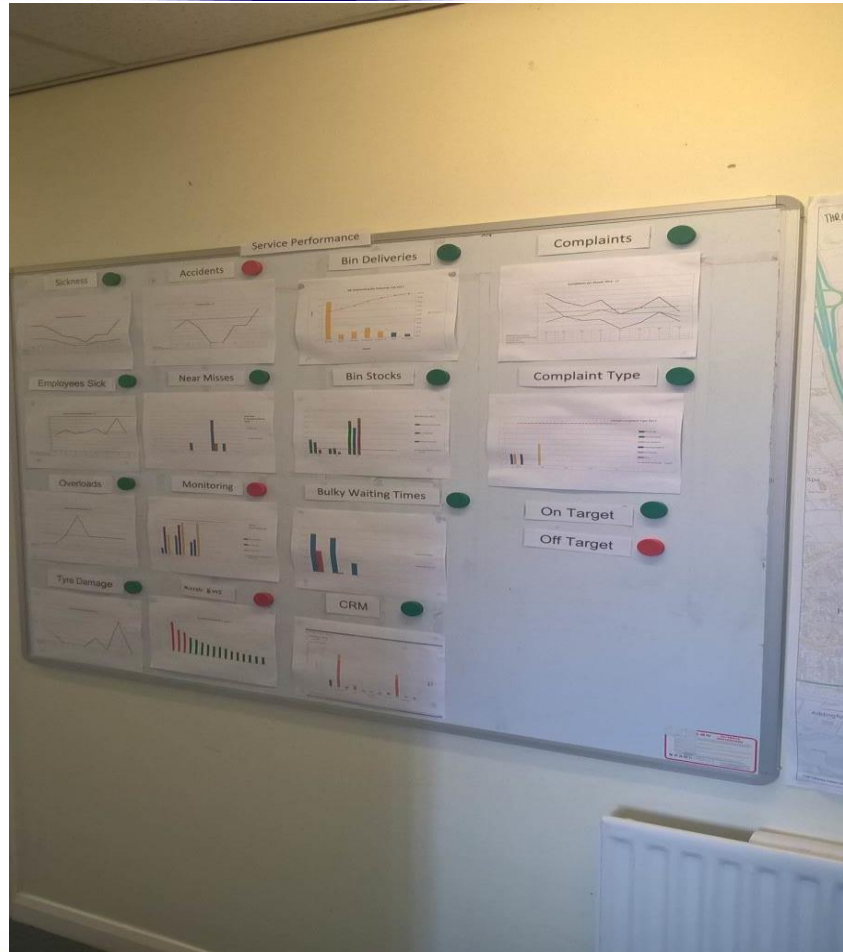
Action 8.4.01 Review the communications strategy

Waste - Action Plan

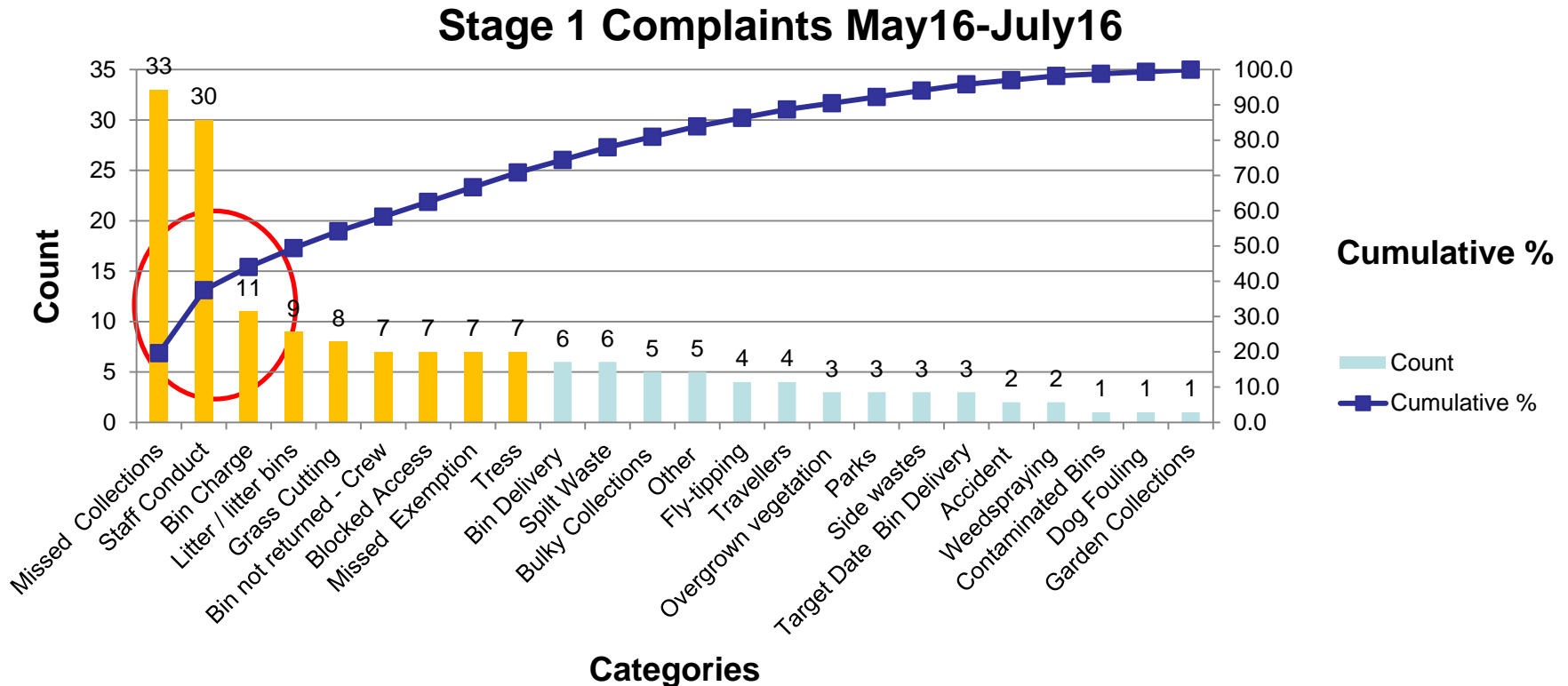
Service Review Action Plan

Reference	Improvement	Action	Priority	Outcome	Resource & financial implications	Responsibility	Start date	Completion	Review Period	Notes
Include the relevant action reference number from the Service Review Plan	Clearly describe each proposed improvement identified in the final report. Ensure the purpose is clear for example to address a specific performance weakness or opportunity	Specify the action(s) required to implement each proposed improvement	High Medium Low		Include any financial costs of improvements or resources required for implementation	Name the person who will be leading each improvement activity	Improvements should cover a 2 or 3-year implementation programme. Prioritise these in date order	Include the target date to complete each action or state whether the action is ongoing	Include a review period for ongoing actions	Include any additional information
1.2.01	Review of operational rounds	Project team to carry out full productivity review	High	New round schedules that absorb new properties and highlight capacity	Identify funding for wheeled bins for new properties.	John Allen	July-17	ongoing	1 month	
1.2.02	Review Wheeled Bin charging policy	Submit Cabinet report to cover the substantial costs of providing wheeled bins to newly built properties	Medium	Recover costs from charging .	None	John Allen	Jun-17	6 Months		

Change in Progress

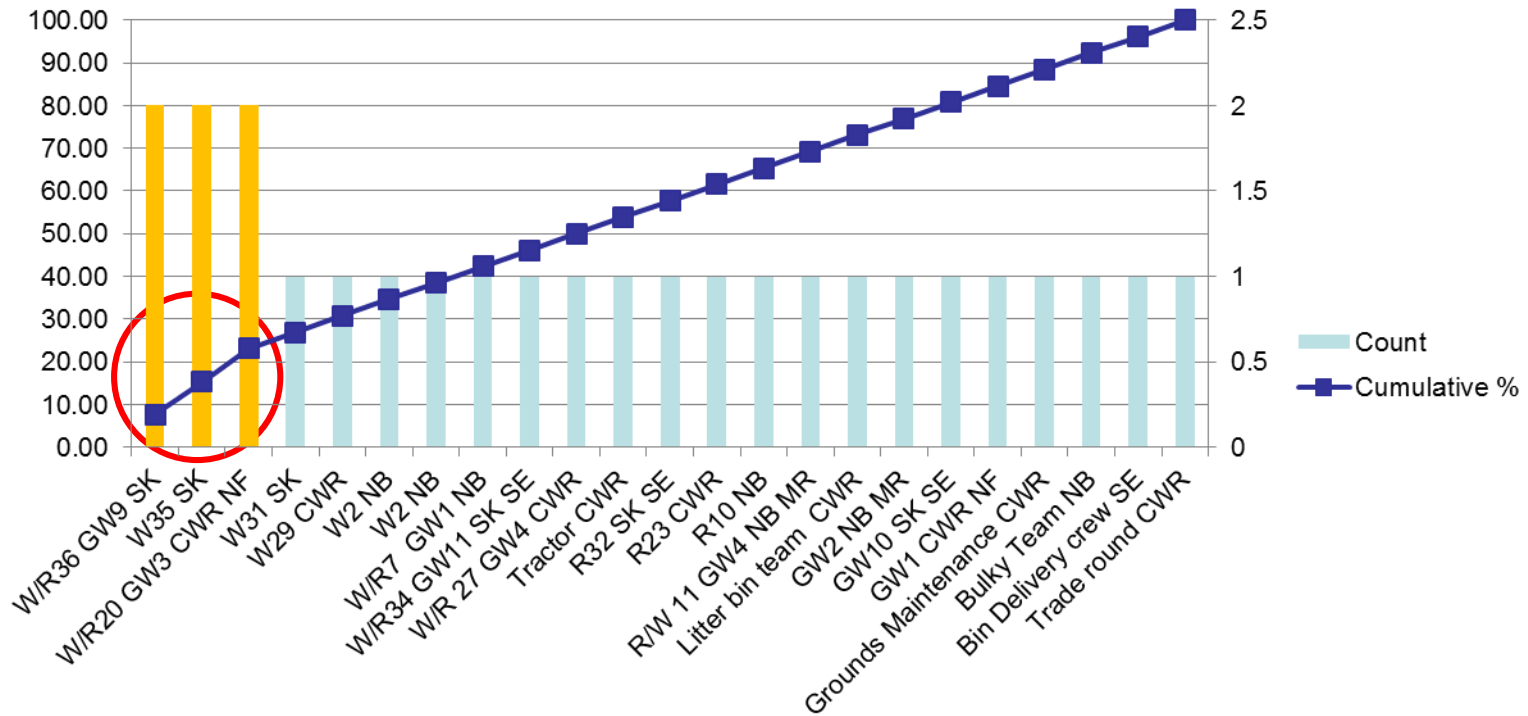


Stage 1 Complaints May 2016 – July 2016



Pareto Chart – Staff Conduct

Staff Conduct May16-July16



Self Review

- All services have now completed a self review
- Actions form my overall service plan 2017/18
- All plans are been externally challenged by colleagues
- If we need to change we will!
- We will adapt to future needs, partnership/
Technology
- We will follow the continuous improvement methodology

Generating social value from core services!

Environment & Street Scene

Street Scene

- Street Sweeping
- Grounds Maintenance & Arbor
- Waste & Recycling Collection
- Parks & Open Spaces

Enforcement

- CCTV
- Building Security
- ASB
- Licensing

Environment & Street Scene

PFI

- Waste Disposal

Environmental Health

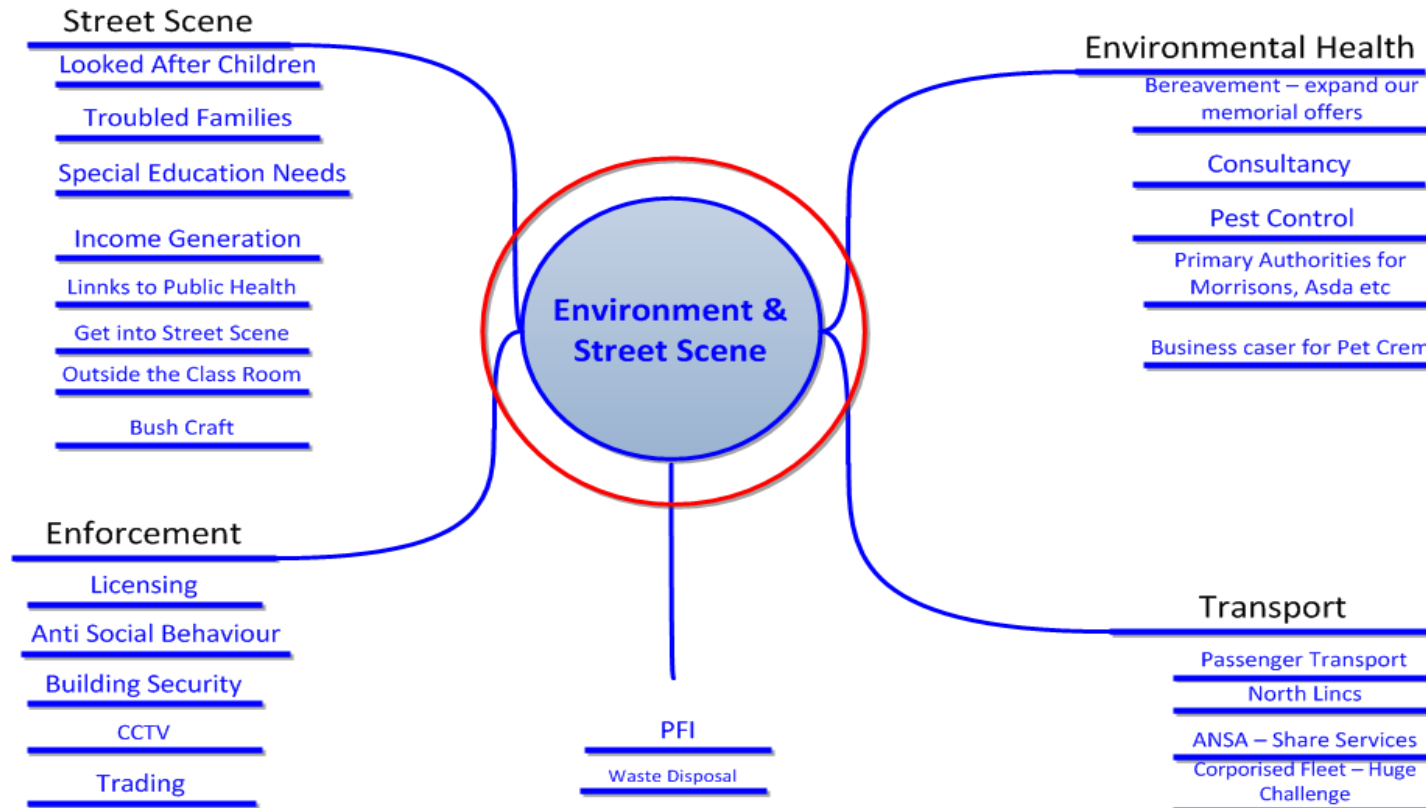
- Bereavement
- Consultancy
- Pest Control

Transport

- Passenger Transport
- ANSA
- North Lincs

Generating social value from core services!

Environment & Street Scene



Troubled Families Apprentices 2014



I was completely inspired today by Wakefield, workers, apprentices, managers, the family, the chief executive (!) Frankly the lot”

*Louise Casey, Director
General Troubled
Families, DCLG*

Where are they Now?

- Cory Cusworth on the left secured an Assistant Gardener role at our Monckton Road Depot. He now supports a family
- Joshua Rose in the centre secured a job in Street Cleansing and has now progressed onto a Waste Recycling Operative at South Kirkby Depot.
- Adam Rendell (on the right) went on to work with the Think Family team as an administrator then moved on to take on a full time post outside the authority.
- To date we have taken 7 young people through this programme and it continues

Different = £2,514,755.00

During 16 week pilot:	Number	Cost Savings	Savings
Avoiding eviction @£8619	11	Evictions avoided	£94,809.00
NEET to EET 16-18 @ £562	7	Young people moved into EET	£3,934.00
Avoided truancy @ £1418	20	Children's attendance above 90%	£28,360.00
Avoided Exclusion @ £13,374	13	Children's behaviour in school manageable	£173,862.00
Closed at Social Care avoiding escalation @ £42,550	45	Children closed to social care	£1,914,750.00
Avoiding incidents of ASB @ £629	5	Young People / Adults no longer involved in ASB	£3,145.00
Avoiding incidents of crime - first time entrants @ £16,257	6	Young People identified as at risk of crime no longer offending	£97,542.00
Avoiding escalation of criminal behaviour - custody @ £26,437	1	Young People identified as prolific offenders no longer offending	£26,437.00
Avoiding homelessness @ £18,515	4	Adults at risk of homelessness supported to maintain relationships / housing	£74,060.00
Move into employment avoiding claim to benefit @£8219	8	Adults supported into employment	£65,752.00
Avoiding escalation of domestic abuse @ £18,730.00	1	Families previously involved in domestic abuse with no further occurrences	£18,730.00
Avoiding escalation of substance misuse @ £13,374.00	1	Adults/ Young People previously involved in substance misuse accessing treatment	£13,374.00

What does different look like?



“BACK IN TOUCH”

- Street Scene work in partnership with the NHS “Mental Health Matters” service through a service called “Back in Touch”
- We provide work placements for their clients who have suffered from forms of mental illness
- Provide assistance to clients in order to improve their confidence to return to a working environment
- Support and guide throughout the placement is provided by Employment Coaches from Back in Touch and Street Scene staff
- The partnership is proving to be a success 5 placements + 5 more being discussed. The first client on placement with us was successful in gaining a full time contract in Street Scene

Simon's Story

- Simon was previously a transport manager but had to leave his job due to illness.
- With the support from the Council's Back In touch service he's now enjoying a new job as a Street Cleansing Operative.
- Simon said "I just wanted to get back into work and was referred to the service by my GP. Taking on the job has really improved my confidence and helped get my life back on track."
- **Simon stills works with us in full time employment**



Looked After Children



Looked After Children

- There are currently 223 children and young people in the 'Leaving Care Service' 90 are between the ages of 16 and 17 and the remaining (133) are between 18 and 25.
- We have a role to support as a Corporate Parent!
- Thinking differently we can reduce the councils overall budget deficit
- We have to adapt the way we work, understand others pressures

Looked after children

- Get into Street scene launched at the beginning of May
- We have developed a work programme, continually evaluating
- 8 candidates will go onto full apprenticeship's with a chance of full time employment
- Linked up with the new Apprenticeship levy to pump prime more apprenticeships
- Linked with Regen colleagues and exploring employment with local business
- Linked with the our local RSL, who have promised to offer Financial training for running their own home and will secure tenancies for full time employed staff.

Supporting the Public health agenda – “Room on the Broom”

Room on a Broom

- The story trail held at Anglers Country Park (ACP) is based on the much loved “room on a broom”
- The trail includes wooden carved sculptures, identifying animal foot prints
- The idea is to introduce exercise by “stealth” focusing on the idea of it being an adventure along a trail with things to discover on the way
- People will be informed of how far they have walked – in human footsteps – and other animal footsteps too!
- In the Wakefield district we have amongst the least active population in Yorkshire and the Humber. The aim is to encourage people to move more using the existing green spaces
- In addition to the health benefits in the outdoors, there are potential financial benefits in selling branded merchandise in the Anglers Country Park shop

Health and other benefits provided are:

- Improved physical health of those referred – all ages
- Improved mental health of those referred – all ages
- Improved healthier lifestyles for individuals and families
- Improved environment for people and wildlife
- Increased volunteering opportunities within the physical outdoor environment
- Reduced dependence on the Health Service and other support services



Room on the Broom



Room on the Broom

What the numbers told us – key findings

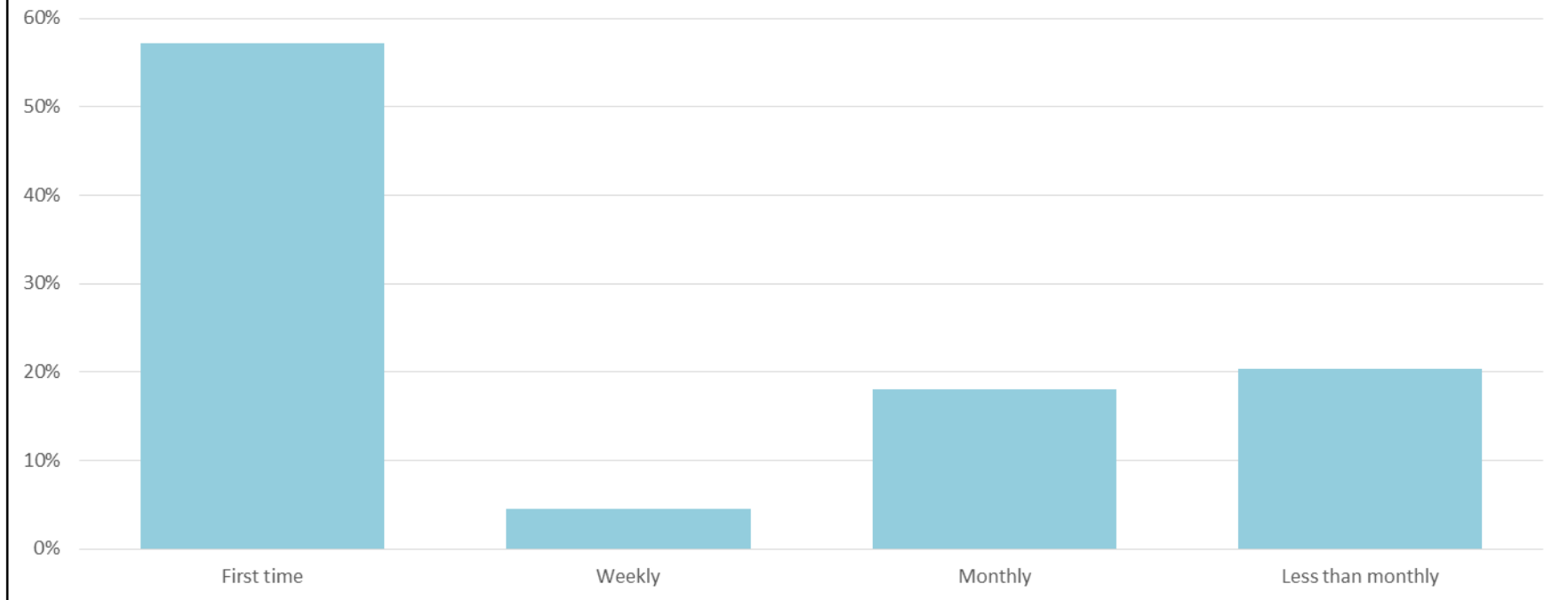
- By six months **over 187,000 visitors had attended the park**
- If a conservative estimate of two thirds of those attending the park also walking the Room on the Broom walk, this is approximately **250,000 miles, ten times round the world or all the way to the moon – in six months!**
- The walk is fully DDA compliant allowing access for people of all abilities and at the site, people can hire bikes (including balance bikes) and can borrow a disability scooter; the survey showed that **8% of people who accessed the walk said they had a disability**

Room on the Broom

Almost 60% of survey respondents were attending the park for the first time.

"How often do you visit the Park?"

(Angler's Country Park, Room on the Broom survey, Summer 2015, Respondants = 133)



Bowling Green



Supporting Special Educational Needs (SEN)



Supporting SEN

- In Wakefield we have 1714 Special Educational Need and a further 6069 children with special educational needs receiving support in mainstream schools (this support is called SEN Support).
- We know only 4% go into full time employment
- Have an established work programme at Thornes park, working with Volunteers and achieving qualifications
- *Why cant we do more?*
- *How do we monitor their journey?*
- *How do we support their mental well being?*
- *How can we become a responsible corporate parent?*

Supporting Special Educational Needs (SEN)

- Met with SEN Team all age groups and feeder schools
- Explored how can bring the whole journey together?
- Pre 16, post 16, and post 19 learning difficulties
- What became apparent is that due to the end destination there was very little links between each area.
- Created the vision- end destination, become work ready
- Negotiated the use of the Apprenticeship levy to create full time employment
- Linked with Regen and local business's to explore opportunities for employment
- Creating a get into street scene for SEN
- Now chair SEN working group leading on creating the journey
- Involves SEN Staff, parent reps, CCG, Regen colleagues and feeder schools
- **Currently working on first Get into Street scene SEN**

How do we Support Adults

- *How do we support our ageing population?*
- *How do become a good corporate Parent?*
- *How do we make resident feel valued?*

- Met with local retired group, struggled to find meaningful destinations to visit.
- Now visit our country parks and get involved in the history, provide refreshments and provide talks
- We have worked with clubs to re introduce crown green bowling clubs, secured grants for meeting rooms. Now self sufficient! No demand on social isolation!
- Agreed with Director from Public health to set up a work trial for Adults with LD's, help in finding employment/Work ready. Decommissioned a £200k grant and look re allocate to making best use of our internal services.

Thornes Park - Wakefield



'Be Brave' - "Kill an Idea"

1. "Yes, but.."
2. "We've tried it before..."
3. "That wont work because..."
4. "Have you thought about the implications..."
5. "We don't have time for this right now..."
6. "Put it down on paper..."
7. "Exactly how much is this idea of yours worth?"
8. "Please do a cost benefit analysis and then we'll talk about it..."
9. "Ok, I hear you but we've just invested millions in doing it another way..."
10. "That's fine in theory, but it doesn't work like that..."



Lets be Brave and Change the 'Norm'

“Next Christmas the iPod will be dead, finished, gone, kaput”
- **Sir Alan Sugar, Entrepreneur, 2005**

“Who the hell wants to hear actors talk?”
- **Henry M Warner, Warner Brothers, 1927**

“We don't like their sound. Groups of guitars are on their way out”
- **Decca Records rejecting The Beatles, 1962**

“Television wont be able to hold on to any market it captures in the first six months. People will soon get tired of staring at a plywood box every night”
- **Daryl F Zanuck, Head of 20th Century Fox, 1946**

“Everything that can be invented has been invented”
- **Charles H Duell, Commissioner of Patents, 1899**

Be Brave!

- We have to adapt to a new way of working
- Be prepared to listen to others needs
- Think from a corporate perspective, its one budget!
- Think about the future!

Be part of shaping everyone's future no matter who they are!

ANY QUESTIONS ?