Streetscene: Smarter Ways of Working

Delivering our services with

Focus. **Passion.** **Inspiration.**

North Ayrshire Council
Comhairle Siorrachd Àir a Tuath

Proud to be apse **Overall Council of the Year 2017**

What we will cover today

- Welcome and Background – *Hayley Quinn*

- Business Analysis and Requirements Gathering – *David Wyper*

- Grounds Maintenance scheduling – *Dyllan North*

- Customer End to End process: Flytipping – *Dyllan North*

- Bereavement Services – *Hayley Quinn*

- The Current Status and Numbers – *Hayley Quinn*

- Challenges –*David Wyper*

- The Benefits – *Dyllan North*

- Summary and Next steps – *Hayley Quinn*

- Questions

Welcome

VISION
MISSION

A COUNCIL FOR THE FUTURE

Innovates and Drives positive change, embraces technology, to provide valued and cost effective services for our communities

ESRI Conference 2019

Place Directorate Show and Tell
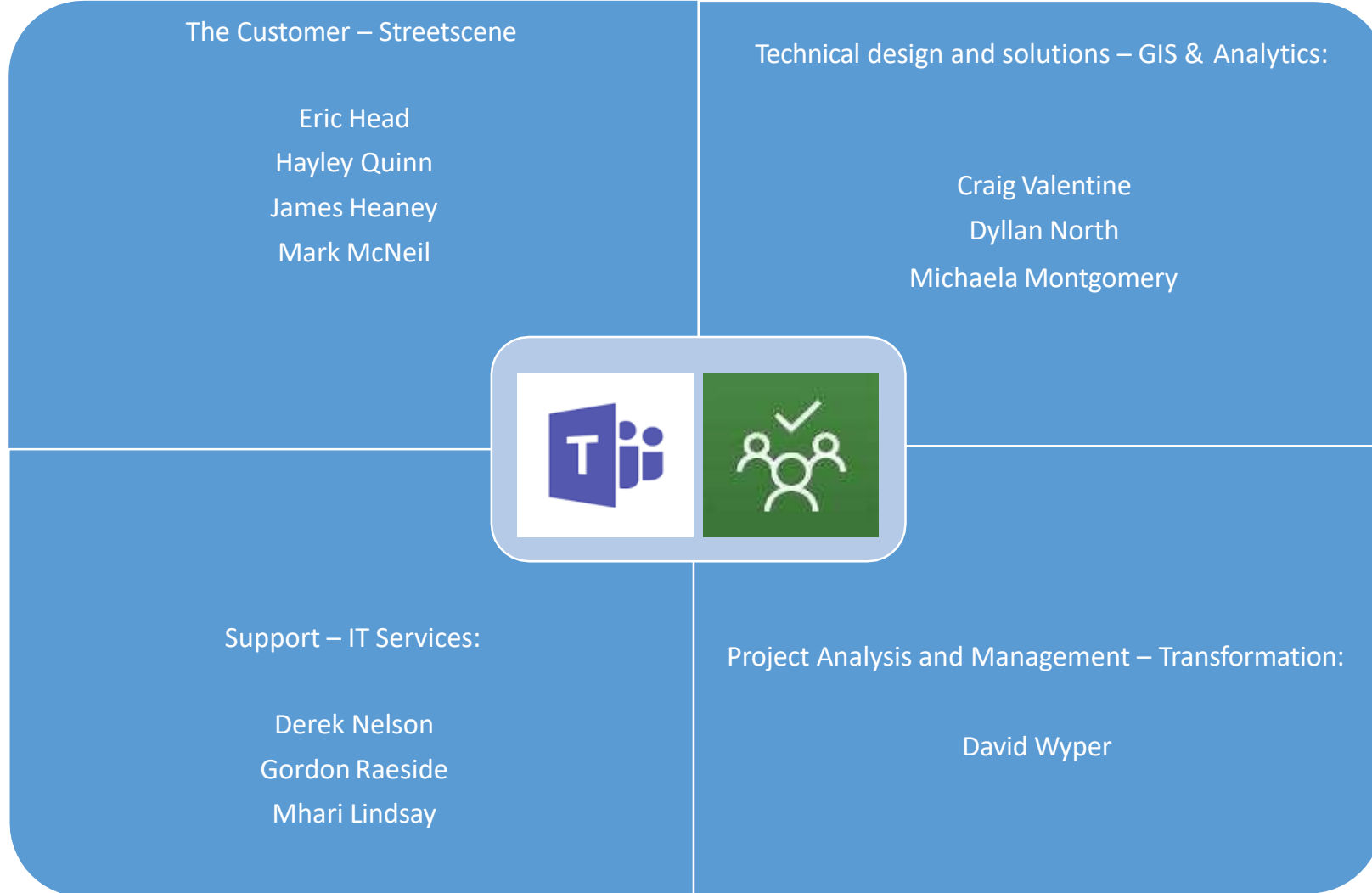
Elected Member Show and Tell

Streetscene

PRIORITY OUTCOME:
A valued workforce that delivers high quality services

▶ We will empower and invest in our workforce to develop new and innovative ways of working.

▶ We will support our workforce to be customer-focussed, aiming to get it right first time.

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The Project Team

The Customer – Streetscene

Eric Head

Hayley Quinn

James Heaney

Mark McNeil

Technical design and solutions – GIS & Analytics:

Craig Valentine

Dyllan North

Michaela Montgomery

Support – IT Services:

Derek Nelson

Gordon Raeside

Mhari Lindsay

Project Analysis and Management – Transformation:

David Wyper

What Streetscene manage and do

Streetscene

What they manage

2,410 hectares of public open space

A Country Park, 14 local parks

44 cemeteries and burial grounds

37 war memorials & monuments

366 hectares of woodlands

3 allotments

91 sports facilities and playing fields

84 equipped play areas and 12 multi-use games areas

residential greenspace

38 water courses and open water features

5 promenades and 16 beaches, three of which are Sites of Special Scientific Interest.

Type of work they do

Asset Inspections

Fixing broken public use equipment

Fly-tipping

Grass cutting

Maintaining street furniture

Responding to public

Customer enquiries

Funerals

Memorial work

Tree Safety

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Background

Why?
- Decreasing budgets
- Outdated work practices
- No data being captured

Analysis
- Worked in partnership with the Service
- Mapped all currently maintained areas
- Process mapped and then analyzed all current processes
- Visited depots and spoke with staff
- Learned about the staff and how they like to work

Requirements
- Remove paper and mobilize workforce
- Include all maintained areas and schedules
- Staff must maintain a degree of autonomy
- Must be able to link with CRM (Salesforce)

Mapping the processes
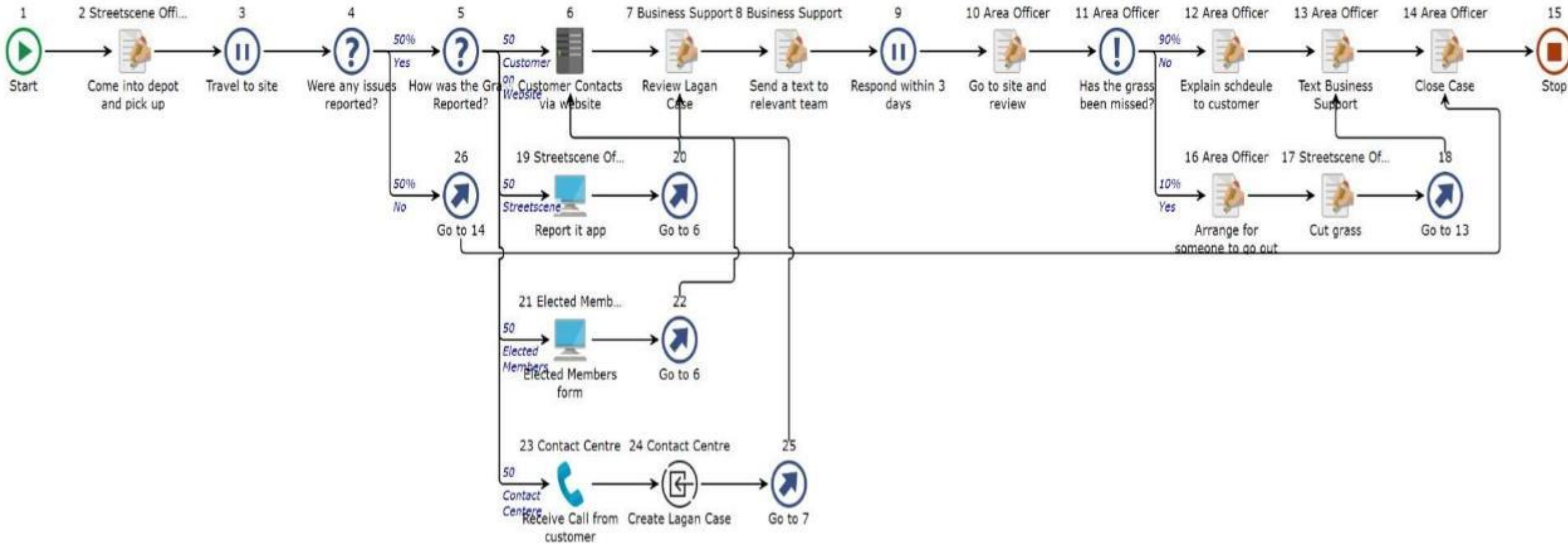
Gavin

- Gavin works in Grounds Maintenance for Streetscene
- His role requires him to work out in field for the majority of the day, however he will periodically come back to the depot.

Needs

- Gavin needs to know his daily schedule and route to complete his grounds maintenance tasks .
- Any device or equipment that Gavin uses must be durable, water proof, dust proof and generally suitable for field work.
- Gavin must be given the quickest route so that he can carry out his work efficiently.
- He must also be reachable throughout the day so that he can respond to ad hoc duties if required.

Devices & Technology

- Gavin does not have access to any smart device at work which can make it difficult for him to receive vital communications.
- He uses specialist equipment which is unique to his role. The type of equipment can change daily as the seasons have a strong impact on what work needs carried out e.g. using weed killer in Spring months in preparation for Summer.

Challenges

- Gavin operates different types of machinery which require full concentration.
- He does not have a device which means he can't access lot of online council information such as health and safety guides.
- A lot of Gavin's colleagues are worried about the implementation of digital devices due to having lack of skills to work them and questioning the motivation behind the device.
- He does not like the idea of being monitored by management when carrying out his work and wants to feel trusted.

Values

- Keeping North Ayrshire clean and tidy is Gavin's top priority. He is able to take pride in his work which is appreciated by the local community.
- Gavin likes to feel empowered to go out and carry his work without being micro managed.
- Gavin has years of experience and therefore has built up a wealth of knowledge on how to best carry out his role.

A scheduled Grounds Maintenance

➢ Data IN
- We centrally hold a record of every Grounds Maintenance task which we are responsible for completing (this data is still being compiled).

STREET	GM_REFEREN	Assigned To	Winter	Summer	Last Done ▸	Assignment	SHAPE
Crawford Street	MIL 6 - 3	GM Millport	3	15	17/09/2019 14:54:14	3	Polygon
Millport Old & New...	LAR 83 - 1	GM NC Cemetery	25	25	17/09/2019 14:54:59	1	Polygon

- Against every task we have the target for each season, the person/squad responsible & when the task was last completed.

➢ Process
- By comparing these records with the records of all previously completed & In Progress tasks we can assign them at the most appropriate time.

NO due dates on tasks maintain operative's autonomy

Declined assignments are used to update our register of maintained assets

Scheduling takes seasons into account automatically

Completed assignments are used to update the Last Done column

Data   IT Scripts   Hosted Service

A scheduled Grounds Maintenance

➢ Data OUT
- Operatives are cleaning and updating our Register of Maintained Assets. By declining jobs they are informing us that this asset no longer needs maintained.
- By comparing targets against what's achieved there is a better understanding of resourcing required.
- Data can then be provided to the public to keep them informed around which areas we are responsible for maintaining, and when we last completed a task / how frequently.
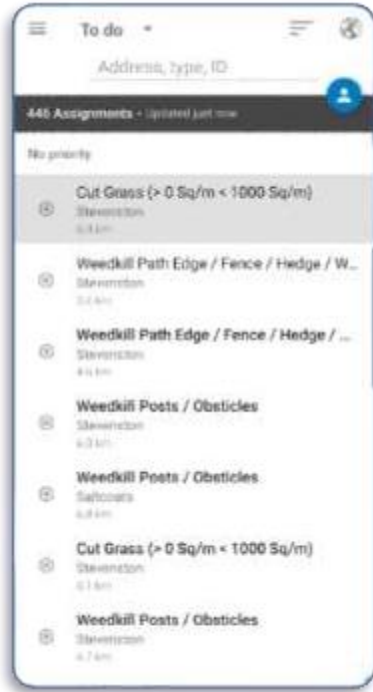
Connecting to our customers using salesforce

➤ Jobs can be raised in Salesforce by the Customer either on the website or by phoning our Contact Centre

➤ Jobs raised for things like:

- Fly-tipping; Graffiti; Abandoned Vehicles; Dog Fouling

➤ Automation software checks to see if job is new

- New Assignments are passed to Workforce app

- Operatives are alerted via app and given the details of the job

- Workforce passes Status of job back to Salesforce and Customer

- Unassigned->Assigned->In Progress->Complete

- Customer is emailed once job is Complete

➤ Job gets from Customer to Streetscene in no more than 10 minutes

Bereavement Services

➤ In the past year there have been just over 4,500 assignments

➤ Collector used to plot memorials and attach inspections + photos

➤ Collector map of Memorials on NAC website with photo only

➤ Re inspections automatically raised when due

➤ Excel Report of all failures, title holder information pulled from burial system and mail merge done to notify those owners

➤ Automated job for 3 weeks after funeral to remove funeral flowers

➤ Paperwork sent to squads with interment/memorial job info

➤ For memorial inspections alone there has been a 56.52% reduction in time from the old manual process to this new one.

https://www.north-ayrshire.gov.uk/births-marriages-and-deaths/deaths/cemeteries-in-north-ayrshire.aspx

External NAC website

Internal Collector View of Inspection result

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Current status

Environmental Enforcement
- Investigate fly-tipping
- Workload

Playparks
- Playpark inspections

Arbor Squad
- Horticultural workload
- Tree Inspections

Cleansing (pending)
- Street Bins, Street Cleaning

Bereavement Services
- Burials, digs, fixing graves
- Memorial inspection Programme

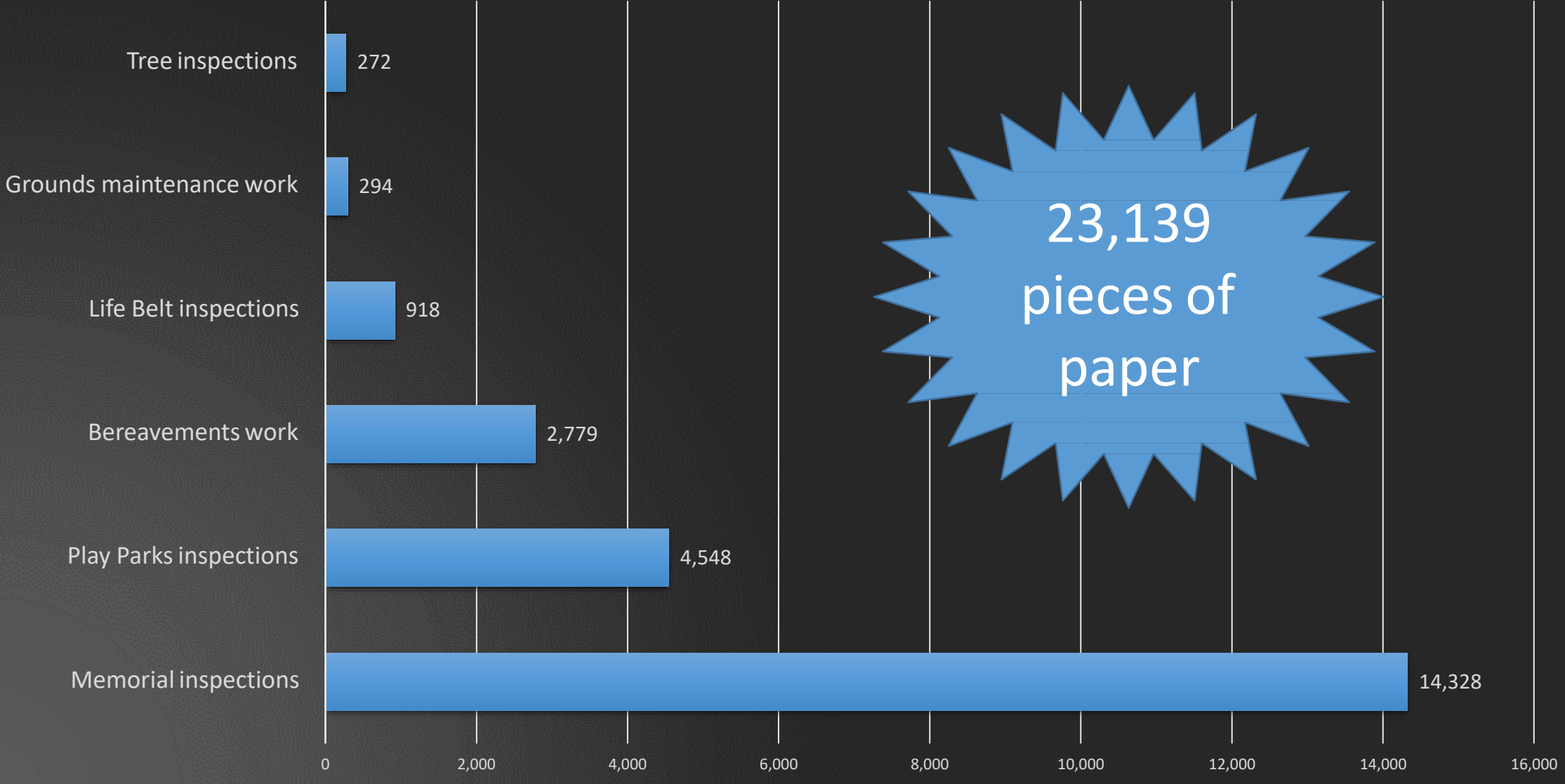**Grounds Maintenance**
- Grass cutting, hedges, public parks

Strategy
- water safety inspections, repairing assets, LEAMS surveys

Rapid Response
- Environmental Crime issues

The numbers

Assignments through our systems

Category	Value
Tree inspections	272
Grounds maintenance work	294
Life Belt inspections	918
Bereavements work	2,779
Play Parks inspections	4,548
Memorial inspections	14,328

23,139 pieces of paper

The numbers

50% of the waste of businesses is composed of paper

23,139 sheets of A4 paper = £2,000 a year = 42,120 litres of water = 2 trees

Our challenges

The challenge	Our solutions
Cultural change	Identify team anchor; co-design; clear line of communication; articulating the why and the what; one team and one device at a time; generate interest
Skills	Hands on handover; simple design; role models; enlist as Digi Gurus; continual learning
Old data	Cleanse; build in time to clean; involve staff in design and cleanse of data for their area
Secure access	F1 licence; flexible set-up; training; engagement with cyber security teams
Continued buy-in	Dashboard for performance monitoring; regular feedback and site visits; sharing information; on-the-job training

The benefits

Better scheduling
- Workload direct to device
- Improved digital skills
- Paperless
- Reduction in paper and fuel costs
- Faster response to requests (FOI)
- Real time data for supervisors
- Reduce enquiries
- Reduce complaints

Grounds maintenance
- Data – able to understand what is being maintained
- Exact frequency of what work needs done
- Understand productivity
- Better information for public
- Able to prioritise work faster

Bereavements
- Data on lair locations publicly available
- Inspections are quicker
- Photographic evidence of any work carried out
- Better service to the public
- More robust Schedule for re-inspections

Next steps

Short to medium term

- **Complete Grounds Maintenance Roll Out**
- **Improve the data and the solution**
- **All possible inspections to be recorded electronically (HAVS)**
- **What else can we map?**
  Bins Grass Cutting Scheme
- **Case Studies**

Medium to longer term

- **Detailed data analysis**
- **Capture wider benefits over a season**
- **Fully understand impact on other teams, e.g. Contact Centre**
- **Customer end to end process**
- **How can we scale across the organisation**

Q & A

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