



URBAN GROUNDS MAINTENANCE & STREET CLEANSING PROJECT TOOLKIT

Kevin Gibbs
West Wiltshire District Council

Improvement through efficiency



Centre of
Excellence
South West

Urban Grounds Maintenance & Street Cleansing Project Toolkit

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1. Executive Summary

This project set out to achieve two key things. Firstly to investigate and document the relative size, cost and delivery processes for grounds maintenance and street cleansing services in each of the four partner district councils (Kennet, Salisbury, North Wiltshire and West Wiltshire District Councils) and to compare the relative performance of each.

The outputs of the first stage of the project would enable a best practice, model process to be developed that each partner could adopt to drive cost and service delivery efficiencies. This model process would then form the foundation for a potential joint service delivery solution in the likely shape of a contract or lead authority model.

The outputs of the first stage of the project provided a useful comparison and amongst other things suggested that the performance of the best district was largely due to the adoption of a simple IT system that controls work flow and provides essential management information. The aspiration that a model process would be adopted by all and that at least two of the districts would enter into a joint working arrangement has not materialized yet. However, West Wiltshire District Council is currently tendering their Grounds and Cleansing services and will work jointly with the local housing association and the County Council.

2. Objectives

This “toolkit” outlines the methods used by the project team to deliver the outputs of the project. It should provide a useful checklist for those embarking on similar projects by helping to short cut the process. Details of the project itself can be found in Appendix 1, including a simplified project plan and cost profile.

3. Scope

The toolkit covers the methodology used in Stage 1 of the project, the reasons behind adopting this particular approach and the way information was gathered and subsequently presented.

Key learning areas are highlighted at the end together with commentary on the results, what activities were productive and what were less productive.

Conclusions are summarised at the end and additional information and outputs are included in the Appendices.

4. General Information

Wiltshire is a two tier authority comprising the four districts of Kennet, Salisbury, North Wiltshire and West Wiltshire. The combined population of the four districts is approximately 450,000. The area is mostly rural with a number of market towns in each district.

Street Scene is a priority for the Wiltshire Strategic Partnership, which has set a target of increasing customer satisfaction with the urban environment in Wiltshire by 20% by 2014. The quality of the Street Scene and urban open spaces contributes significantly to the public’s perception of Wiltshire as a good place to live. Grounds maintenance and street cleansing are services within street scene management.

5. Methodology

To fully appreciate the way each district delivered the services a large amount of information had to be gathered and analysed. The most logical way of obtaining this information was to devise a comprehensive, predetermined set of questions and specific data requirements that would draw out the qualitative and quantitative information. Each district was asked to nominate a key contact to be available to coordinate the data gathering on behalf of the district.

It was decided early on in the project that the presentation of the findings needed to be simple and easily understood. The chosen method of presentation was the use of graphs and tables supplemented by commentary where additional clarification was deemed necessary.

5.1 Data Gathering

The following bullet points outline the methodology adopted to obtain a broad picture of the service delivery process. Reference is made to specific documents in the Appendices where further, more detailed, illustration is thought to be helpful.

- A single point of contact in the specific service area was identified from each of the partner organisations to ensure that communications were as simple as possible. This also ensured that one person was responsible for the delivery of information to the project team.
- Additional contacts were also identified within operational, administrative and support functions that would need to provide additional information. The functional contact list is shown in Appendix 2.
- Check lists and questionnaires were developed to provide the project team with the information required to understand the way each authority delivered the service (a list of the specific questions is shown in Appendix 2).
- Interviews were conducted with the full range of staff engaged in the delivery of the service including those in supporting roles
- Questions were also asked about the role played by contractors providing services on behalf of some of the partner authorities.
- Information was obtained from Housing Associations, Town and Parish Councils to determine their involvement in delivering similar and parallel services. Similar questions to those in Appendix 2 were posed.
- Volumetric information was obtained through the questionnaires and interviews
- Internet research was carried out to determine the relative performance of other councils carrying out similar activities.
- Useful locations of information were People's Voice survey, Audit Commission, ODPM, Defra, CPA, Census 2004, Wiltshire Intelligence Network, and Wiltshire Community Area Highways Information.

5.2 Check Lists & Questionnaires

Questions were developed and presented to the representatives of each partner organisation. The questions were developed to obtain specific information (Financial, Work Process, Metrics / Volumes and General / Organisational).

The project support officer made a point of meeting face to face with individuals after giving them the questions in advance. This ensured to a greater degree that the staff tasked with providing information knew they had to deliver something in an active way rather than a passive response such as e-mail.

5.3 Benchmarking

High level benchmarking information was used to compare the partner organisations. The choice of what to benchmark was based on the need to make meaningful and credible comparisons. Care was taken not to produce too many indicators. The benchmarking data is presented in Appendix 3.

A number of other district councils provided equivalent information to allow external as well as internal benchmarking comparisons.

5.4 Process Mapping

The basic processes supporting the services were mapped to record where work came from, who it was allocated to, the flow through the organisation and how it was recorded and signed off. Each organisation was given the opportunity to comment on the recorded processes.

Planned and unplanned processes were mapped alongside each other to reduce the number of maps.

A “model” process was developed from a combination of best practice observed both within the partnership organisations and externally. Details of the constituent parts of the “model” process are shown in Appendix 4.

5.5 General Observations

In addition to the objective benchmarking information, a set of general observations was recorded around attitudes and culture, based on the various interactions with representatives of each organisation.

Each of the four districts was ranked out of five against selected themes of level of IT use, use of management systems, training, management of staff, complaints handling and web site information (five being very good and one being very poor). Two examples are shown in Appendix 5.

5.6 Presentation

The findings were presented in a graphical format to achieve the maximum impact. Tables and graphs were used extensively to convey the differences between the partner organisations in terms of metrics and subsequently relative performance.

The desired outcome from Stage 1 of the project was that partners would move to adopt the model process within their respective service areas. Partners would be able to see the relative performance and cost of their services and how the model process might help to improve performance and reduce cost.

6. Results & Learning

The PID had been developed without a great deal of input from practitioners and the first task for the project team was to redraft the PID based on practical knowledge of the service areas. This did not fundamentally alter the direction of the project but made it more relevant and focused on the services being examined. This practitioner review could have been done earlier in the project lifecycle. This would have ensured a higher level of buy-in.

Although the managers were aware of the aims of the project, few if any of the staff below them knew much about the work being undertaken and why. Specific briefing sessions, held within each district outlining the aims and ambitions of the project, might have facilitated better “buy in” and hence quicker gathering of data.

To obtain accurate financial information for benchmarking purposes additional, joint meetings were arranged with accountants and technical officers to get a true and accurate picture. Information provided by the individual officers was often inconsistent due to misunderstandings. Bringing the two together had a distinct advantage.

At the start of the project it soon became apparent that more than one district was struggling to locate accurate metric / volume information, which was fundamental to the success of the project. Some information, specifically lengths of highway, population data and audit information was easier to obtain from corporate systems and council web sites than the people in the organisation.

Information specific to the service and held by managers was less readily available, sometimes not available at all. Districts that had well developed IT systems were able to provide data, much easier and faster than those with paper records largely due to better data management making accessing information that much easier.

Generally staff were keen to comment about the way services were currently being delivered and were keen to discuss improvements in the meeting environment. However, outside of the meeting environment, competing workload issues and other deadlines often meant that the project team had to chase individuals for responses to information requests.

Some districts were working in a very reactive way and this meant it was difficult to accurately determine the true nature of the workload.

The presentation of information in a graphical format was well received and achieved far more than words alone. Graphs illustrated differences and exceptions in a simplistic way, which resulted in quicker assimilation of facts, figures and trends.

Stage 1 of the project concluded that there was a one district that appeared to outperform the others, certainly in terms of the quality of service delivery. Performance comparisons were easier to make with street cleansing services because the service is relatively straight forward. Grounds maintenance on the other hand is more complicated and accurate information was hard to obtain. Acceptance of the outputs was therefore mixed and given more time further exploration of grounds maintenance services may have produced a more meaningful and therefore believable set of comparisons.

The original aspiration that the districts would automatically adopt best practice and move jointly to a procurement solution was not achieved, largely due to the cultural differences of each district. Stage 2 will progress albeit on a much smaller scale than originally thought but will be used as a yardstick by which the districts can compare themselves. The contract arrangements will be designed to permit other districts and organisations to bolt on at a latter date if needed.

7. Conclusions

The adopted approach was successful as a means of obtaining detailed information about the services provided by each of the partner authorities. It enabled the service provision to be compared objectively both internally and externally and added a subjective assessment on top of this.

Together these provided a powerful set of outputs. The disappointment for the project team is that there appeared to be a lack of appetite to adopt the recommendations. Earlier involvement with key staff to shape the project may have achieved a higher level of buy-in and hence a greater chance of adoption by the partners.

Appendix 1

Project Background

Street Scene is a priority for the Wiltshire Strategic Partnership, who have set a target of increasing customer satisfaction with the urban environment in Wiltshire by 20% by 2014. The responsibility for maintenance of public land, including the roadside, is confusing to the public.

The quality of the Street Scene and urban open spaces contributes significantly to the public's perception of Wiltshire as a good place to live. It also affects public perception of local government, particularly how well organised and how effective local government is.

Street and open space management is one of the most visible aspects of public sector delivery to citizens. It has a significant impact on community amenity and safety and contributes disproportionately to the public's perception of public sector organisations being efficient and effective.

Grounds maintenance and street cleansing are services within street scene management, which are inherently straightforward. They have been made complicated by the different responsibilities and service standards of the different bodies who maintain urban public land, whether by mandate or as a result of contractual agreement.

Project Objectives

The primary objectives of the project were twofold. Stage 1 looked in detail at the way the partner organisations manage and deliver grounds and cleansing services and identified best practice by way of identifying a model process.

Stage 2 of the project would build on Stage 1 outputs and would comprise a series of projects aimed at delivering improvements in each of the partner organisations. The largest of these projects being the procurement of joint services where specific partners have strategically chosen this approach.

The final objective of this project was to build capability (skills, behaviours, tools and methods) in business process re-engineering, project delivery, partnership working and relationship management that can be applied to other potential joint working initiatives.

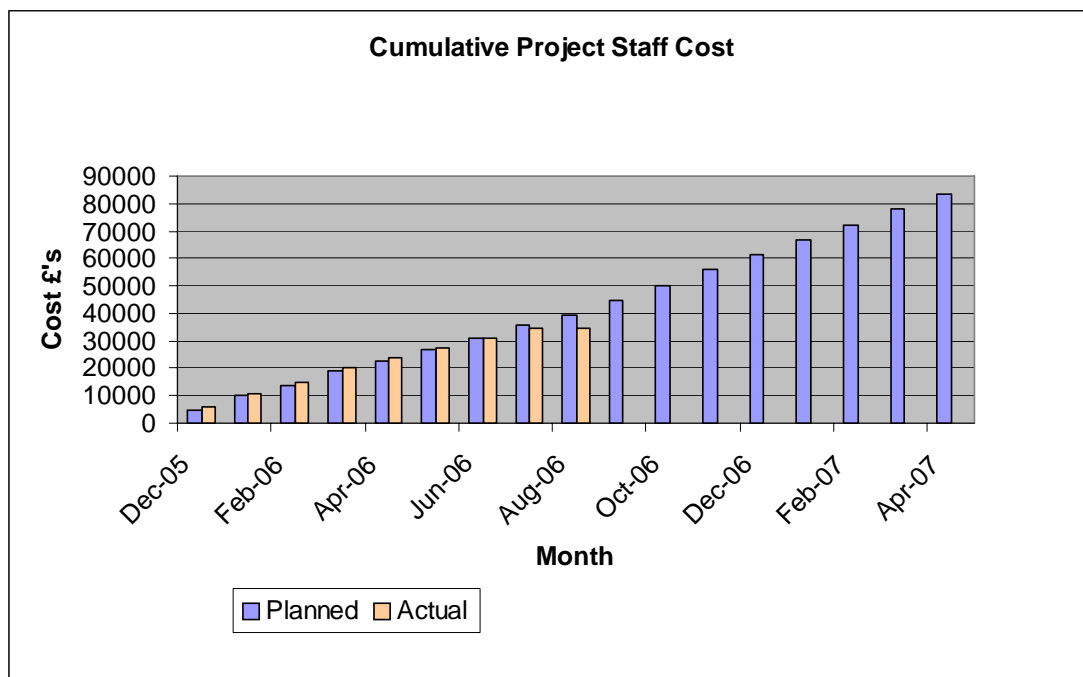
Project Plan

This original plan for Stage 1 of the project covers the key areas of work. Actual progress against the plan is not shown. The final completion of Stage 1 was late although the major work items in the programme were completed on time.

| Activity | Planned Start Date | Planned Completion Date |
|---|--------------------|-------------------------|
| Setup Project Office | Mon 28/11/05 | Fri 02/12/05 |
| Project Board Meeting (December 05) | Fri 02/12/05 | Fri 02/12/05 |
| Agree Key Partner Contacts | Mon 05/12/05 | Tue 06/12/05 |
| Set Up Meetings With Partner Contacts | Wed 07/12/05 | Fri 09/12/05 |
| Meetings and Data Gathering | Mon 12/12/05 | Fri 13/01/06 |
| Recording Information & Process Mapping | Mon 19/12/05 | Fri 20/01/06 |
| Project Board Meeting (January 06) | Fri 06/01/06 | Fri 06/01/06 |
| Benchmarking | Mon 16/01/06 | Fri 27/01/06 |
| Process Evaluation & Analysis | Mon 23/01/06 | Fri 10/02/06 |
| Project Board Meeting (February 06) | Fri 10/02/06 | Fri 10/02/06 |
| Process Re-engineering | Mon 13/02/06 | Fri 24/02/06 |
| Service Delivery Options Design & Test | Wed 01/03/06 | Tue 14/03/06 |
| Verification of quantities | Mon 06/03/06 | Fri 07/07/06 |
| Options Comparison and Implications | Wed 15/03/06 | Tue 21/03/06 |
| Project Board Meeting (March 06) | Fri 17/03/06 | Fri 17/03/06 |
| Corporate Approval of Proposed Option | Mon 20/03/06 | Fri 31/03/06 |
| Stage 2 Go / No-Go Decision | Mon 27/03/06 | Fri 31/03/06 |
| Stage 1a Completion | Fri 31/03/06 | Fri 31/03/06 |
| Stage Completion Report | Mon 03/04/06 | Wed 05/04/06 |

Cost Profile

Stage 1 of the project was substantially complete by September 2006 hence actual costs are shown up to this date. Planned costs include Stage 2 of the project.



Appendix 2

Project Team

John Rogers – Programme manager (Wiltshire Customer First Partnership)
Kevin Gibbs – Project Manager (Creekfield Services Ltd)
Renate Malten – Project Support Officer (Wiltshire Customer First Partnership)

Typical Contacts for Information Gathering

Grounds & Street Cleaning

Corporate Director / Service Manager
Operations Manager
Customer Services Manager
Parks Manager
Customer Support Officers
Transport Assistant
Administration (depot) staff
Supervisors and/or Team Leaders
Operatives
Procurement Officers
Transport Officers/Managers

Planning

Planning and Policy Managers/Officers
Development Control & Conservation Team Leader
Landscape Architects

Legal

Principle Solicitor
Legal Assistants
Conveyancing Officers

County Council Highways

Service/Area Manager
Highways Technician

Inspections & Enforcement

Enforcement Officers

Finance

Accountants
Audit Manager

External

Housing Societies
Town/Parish Councils
Audit family group information
Other web based resource

Check Lists & Questionnaire

Financial questions

Operating budget, cost of staff, equipment, the % split between grounds maintenance and street cleaning, overtime and bonus/reward costs, measurement of budget performance, framework agreements and purchasing mechanisms.

Work Process

Sources of work, flexible work patterns, work undertaken for other authorities, how the work is captured, recorded, communicated to staff. How is productivity measured and staff utilised and vehicles used to assist the work.

Metrics

Volumes of grass cut for and by whom, lengths and type of road cleaned, numbers of open spaces, size of population within district, minor and major towns and numbers of household, division between rural and urban spaces.

General questions

Skills of the workforce, IIP certification, Quality Management Systems, Enforcement, BVPI 199 performance, observations from CPA relating to street scene, public satisfaction, service plans and links to corporate objectives.

Organisational

How the functions of grounds and street cleansing were managed, contractual arrangements, details of operational depots and numbers of staff engaged in each function, management and staff structure and job titles and grades.

Full List of Questions Asked

BVPI & Performance

| |
|--|
| 1. CPA performance (Historical, Current, Future aim) |
| 2. BVPI performance (Historical, Current, Future aim) |
| 2.a.How do you hope to achieve BVPI future aim? |
| 3. Who undertakes your BVPI inspections? |
| 4. Have you/they received relevant training? |
| 5. By whom/organisation? |
| 6. When was this? |
| 7. Are BVPI inspections carried out throughout the year or are they carried out at certain times? |
| 8. How does your inspector record the inspection, by paper, handheld, laptop? |
| 9. Who transcribes the information onto the spreadsheet? |
| 10. Who monitors the performance of BVPI within the authority and when was this last audited (name)? |
| 11. What processes are in place if the inspections are falling behind? |

Staff/Supervisory/Management

| |
|---|
| 1. Number of managers employed in street cleaning service? |
| 2. Number of supervisors employed in street cleaning service? |
| 3. Number of operatives employed in street cleaning service? |
| 4. Number of vehicle maintenance support staff? |
| 5. What shift system do you operate? |
| 6. How many days a week does the street cleaning dept operate? |
| 7. What time in the morning does the operative start? |
| 8. Do they leave from work depot or from home? |
| 9. What time does the operative finish cleaning the street? |
| 10. Does the operative have a scheduled route to clean every day? |

| |
|---|
| 11. How is the operative informed if there is a change in the schedule? |
| 12. If the operative completes his route early what steps are in place for them to pick up additional work? Do they come back to the depot? Do they phone/radio in? Are they contacted by the depot? |
| 13. How are the town centres cleaned i.e. with barrow or machine? |
| 14. If the town centre is clean are the operatives empowered to move into other areas/streets? |
| 15. If a member of the public reports litter to a street cleaning operative how is he expected to respond i.e. passes it back to HQ, takes initiative and deals with it within reasonable distance? |
| 16. How do the supervisors supervise remote working staff? |
| 17. Do the supervisors work the same hours as the operatives? |
| 18. How many operatives does a supervisor supervise? |
| 19. Do the supervisors have a schedule for supervising staff or is it ad hoc? |
| 20. What other tasks do the supervisors undertake? |
| 21. How do supervisors ensure that staff who work from home (remote) are where they should be and complete their tasks? |
| 22. What additional training does the supervisor undertake? |
| 23. Do the supervisors undertake regular appraisal and supervision and if so how do they do this? |

Equipment

| |
|---|
| 1. What equipment does the district use for cleaning the streets i.e.HGV sweepers, Small sweepers, Hand barrows, Vans, Other? |
| 2. What is the average cleaning mileage per vehicle? |
| 3. What is the average commuting mileage per vehicle? |
| 4. How many hours per day do the vehicles operate? |
| 5. What is the average down time for a vehicle? |
| 6. Are the vehicles repaired in house or externally? |
| 7. Are staff able to use or drive the different machinery? (flexibility) |

Customer Contact & Complaints

| |
|---|
| 1. Who records the information regarding complaints within your department? |
| 2. Do the complaints come straight to your department or do all calls go through customer contact centre |
| 3. If they come through the customer contact centre how are they recorded and who does this? |
| 4. If they come though direct to your department how do they do this and how are they recorded for statistical information? |
| 5. If they come directly through to the department how are the figures linked to those from customer care centre? |
| 6. How many complaints linked to street scene were received last year? |
| 7. Can these be divided into categories and if so what are they? |
| 8. Can you send me stats re above? If not who can? |
| 9. How many complaints are received via Letter, In person, By internet, By phone, Other i.e. Clarence |

Publicity – Liaison – Communication

| |
|--|
| 1. Do any of the towns/parishes within your district employ street cleaning operatives and if so which towns? |
| 2. Are there any plans in place to co ordinate street cleaning activities within towns who employ additional street cleaning operatives? |
| 3. If so how are they organised, do you have a contact name? |
| 4. Are there any departments within the district with whom you liaise with to improve the street scene within the district? |
| 5. Are there any schemes in operation with “fast food” shops to encourage management of litter? |
| 6. Do you have contact with schools in the area to regarding litter/recycling schemes? |
| 7. Are you aware of any publicity campaigns to heighten public awareness of litter/recycling? |
| 8. Is so who is this person/department? |
| 9. Does the district get involved in community litter picks? |
| 10. If yes what sort of assistance is given i.e. Equipment, Advice, Staff ? |

Appendix 3

Benchmarking

Metrics

Population

Number of Households (2001 census)

District Area (Hectares)

Peoples Voice Town Centre Satisfaction

CPA performance – Grounds

Area of District Grass Cut m2

Area of Private Grass Cut m2

Area of WCC Grass Cut (2001) m2

Total Grass Cut m2

Split of grass cut / horticultural & other work (estimated)

Overall Cost of Grounds Maintenance

Length of Urban Highway (km)

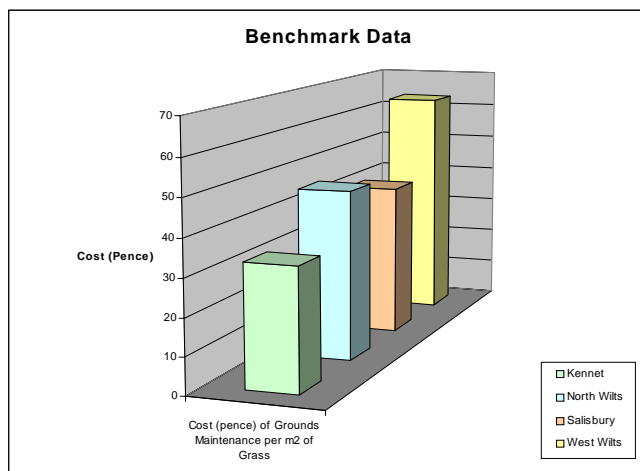
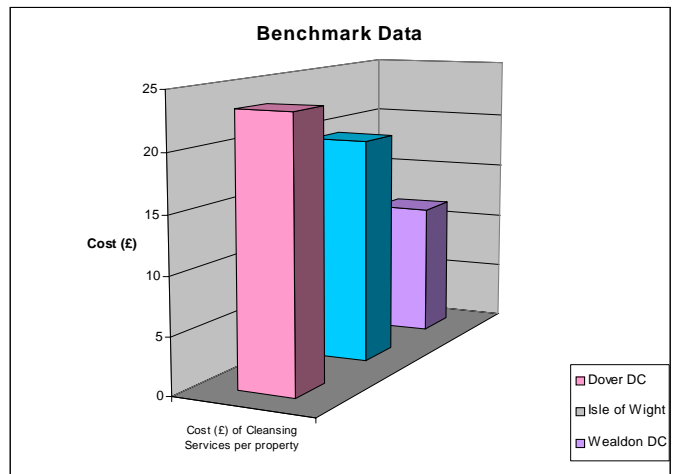
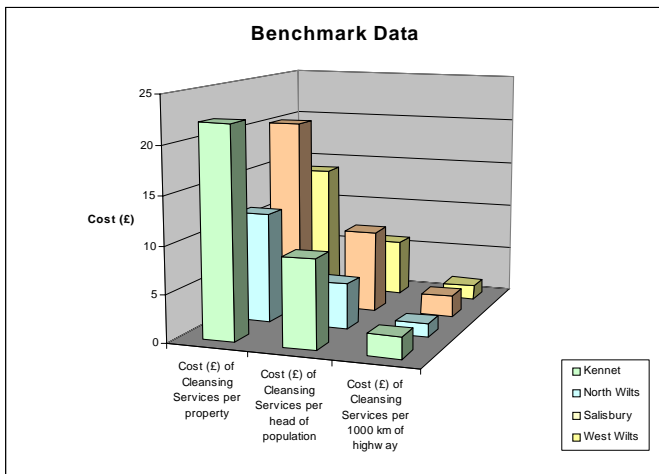
BVPI 199a performance

CPA performance - Cleansing

Peoples Voice Town Center Satisfaction

Overall Cost of Street Cleansing

Results



Appendix 4

Model Process

Description

The essence of the “model” is that planned and unplanned work is co-ordinated and scheduled in one place. Both types of work are held in systems (not necessarily the same system) that feed the scheduling process and when work is completed the system/s are updated.

There is also a distinction between those scheduling work and those supervising work. In reality this means that schedulers and supervisors carry out separate roles. The roles are highly interchangeable (probably every 6 months) which should ensure that front line knowledge and experience is not overlooked in the scheduling process.

Operatives are multi-functional and can be given any number of tasks to do on a given day. This flexibility enables the management of peaks and troughs of work, sickness and leave.

Crucial to the success of managing the “model” process is the culture and structure that underpins the processes. Without this even the best process won’t deliver.

Of greater significance is how management style and culture are linked to the effectiveness of organisational change. A positive, forward thinking, stable management structure will facilitate change.

The “model” process lends itself to mobile technology. This would enable completed work to be directly inputted onto the system by operatives.

Implementation Issues

- How close is the “as is” process to the “model” process?
- What needs to change?
- What are the blocks to implementing the process?
- Is the customer contact system (Lagan) being fully used?
- What systems are used to manage work (paper / IT)?
- How do these systems link up with Lagan (input & output)?
- How is planned work integrated with unplanned work?
- How is work scheduled?
- How flexible is the workforce?
- How is work supervised?
- How is work output against work plan measured?
- How is Lagan updated after work has been done?
- What management reports exist?
- How are exceptions managed?
- What changes need only minimal effort (quick wins)?
- Do partner authorities have systems that they are willing to share?
- What is needed to implement the harder improvements?
 - Time, money, IT systems, Corporate buy-in

Model

RESPONSIBILITY

Manager
Supervisor

Controller
Admin

CSU

Operative
Crew or
Contractor

Manage
Planned Work
Schedules &
Check Quality

Allocate ALL
Work

Receive Call
Record
Details

Ad Hoc
Work
Requests

Ad Hoc
Work
Requests

Record
Outcomes
Update
Systems

Carry Out
Planned Work
& Feedback

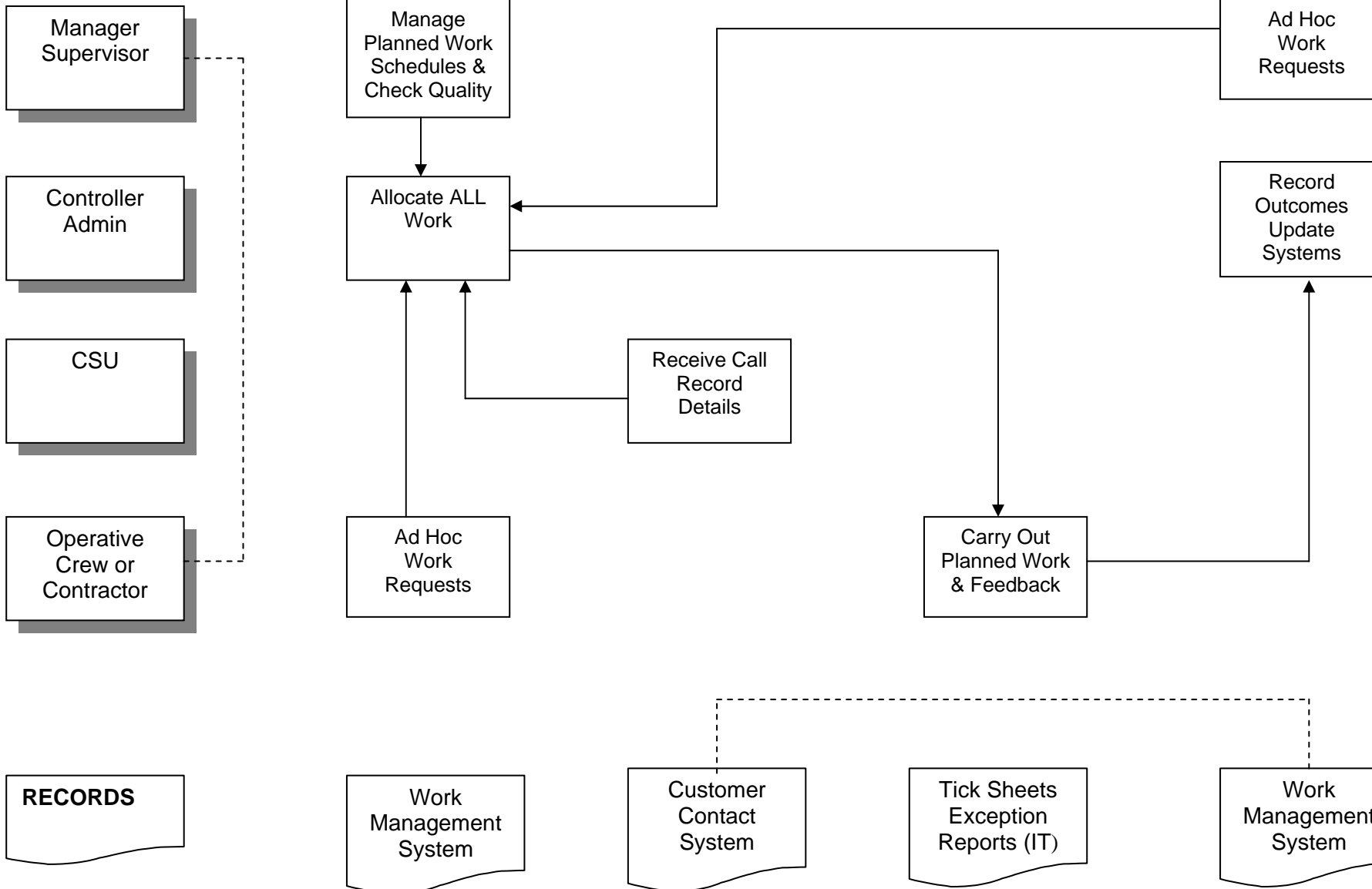
RECORDS

Work
Management
System

Customer
Contact
System

Tick Sheets
Exception
Reports (IT)

Work
Management
System



Appendix 5

General Observations Report

Methodology

Operational, administrative and supervisory staff were interviewed using a set format of questions relating to finance, metrics, organisational, work and general information.

Observations were based on impressions, questions, and the process gone through for an employee or myself to gain this information

Each general observation had a series of supporting questions and depending on the answers received was scored out of five; five being the highest and one the lowest.

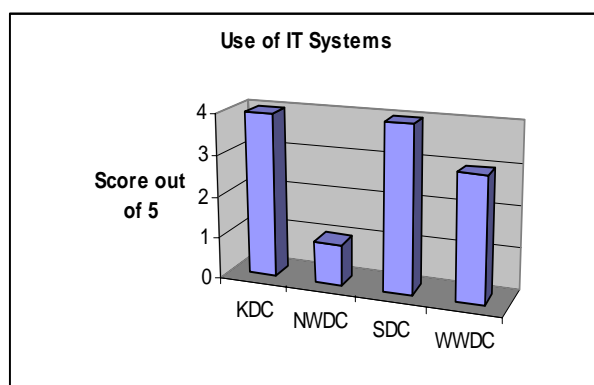
Use of IT Systems

Kennet - have developed a work management system, which allows tasks to be allocated to individuals or teams. Each task is seamlessly tracked from receipt to completion. Staff were IT literate and IT was used extensively.

North Wilts - much of the information held was paper based, or in "heads", staff had difficulty extracting information, the IT system appeared to be inadequate, no up to date GIS, reluctance of staff to use IT.

Salisbury - although they did not use a work management system, IT systems were used extensively throughout the business

West Wilts – use of IT was not as consistent compared to Kennet and Salisbury.



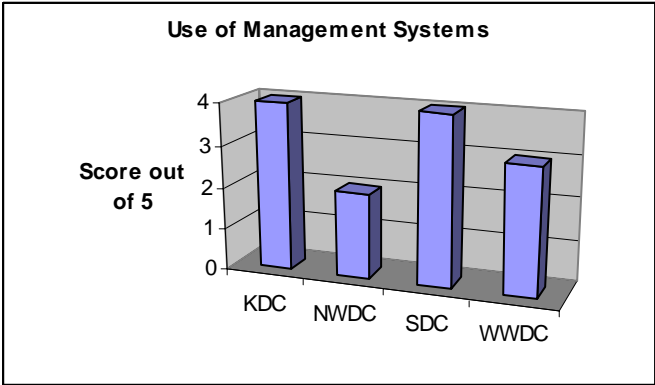
Use of Management Systems

Kennet - had a clear flow of work processes. Management and supervisors were fully bought into the use of the work management system to drive efficiency and productivity.

North Wilts – impressions gained were of a business constantly working in a reactive situation. Lack of IT knowledge, equipment, admin support and senior staff dealing with the public.

Salisbury - compared well with but did not achieve the levels attained by Kennet.

West Wilts - although management systems were in place did not appear to be used effectively - a combination of human and IT issues.

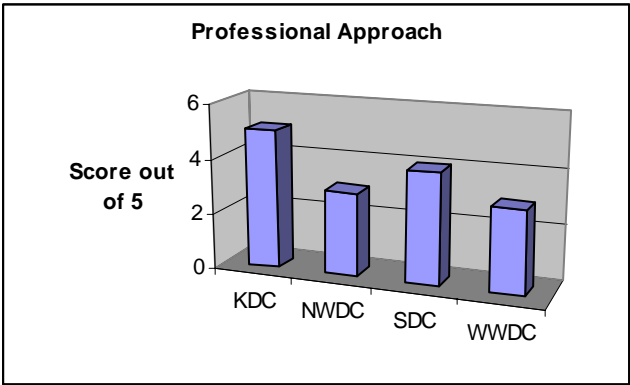


Professional Approach

Kennet - staff are fully focussed on service delivery, improvement and ensuring core business is done well.

Salisbury showed commitment, professional approach and drive to improve their professionalism.

North Wilts and West Wilts - appeared to be struggling to deal with the day to day work with a professional approach taking a second place.

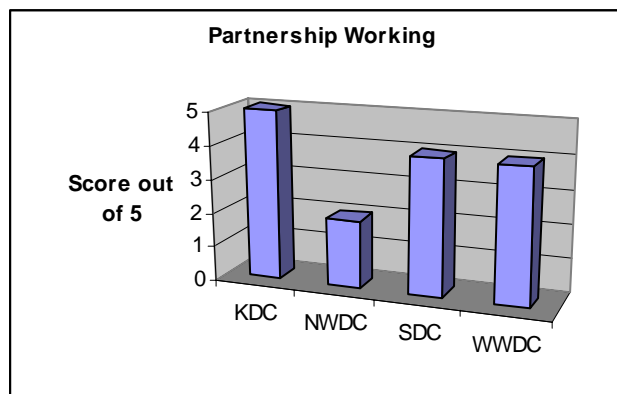


Partnership Working

Kennet - are committed to partnership working seeing this as a way of improving the environment for the benefit of the community. Kennet's evening shift assists as a community resource in identifying issues in area communities. This has enabled the additional provision of mobile phones enabled through partnership working.

North Wilts comments apply from point 3, additionally their IT systems contribute to this difficulty.

Salisbury and West Wiltshire - appeared not as advanced or as innovative but are striving to make improvements and work with partners to improve services.

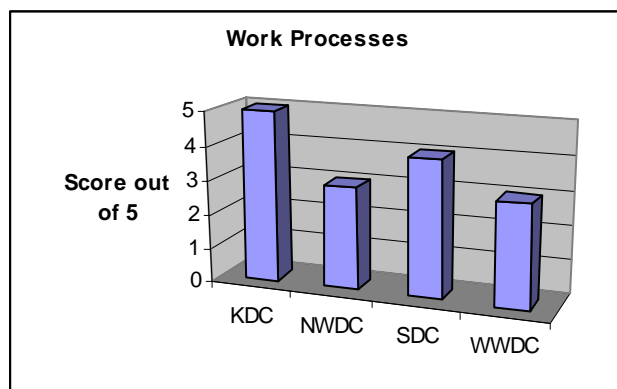


Work Process

Kennet - use of a work management system enables tasks to be recorded from start to finish. The system flags out of date tasks to managers and supervisors and escalates upwards the more out of date the work becomes. Staff are flexible and multi skilled which assists management to deal with workload troughs and peaks. Supervisors are released to supervise, enabled back office administration provides support.

Salisbury - had flexibility with staff but not to the extent of Kennet, planned and unplanned work were recorded and IT systems were used to assist in this process.

North Wilts and West Wilts - scored lowest in this section, as the overall impression was lack of quality audit checks, flexibility of staff and reliance and method of information held.

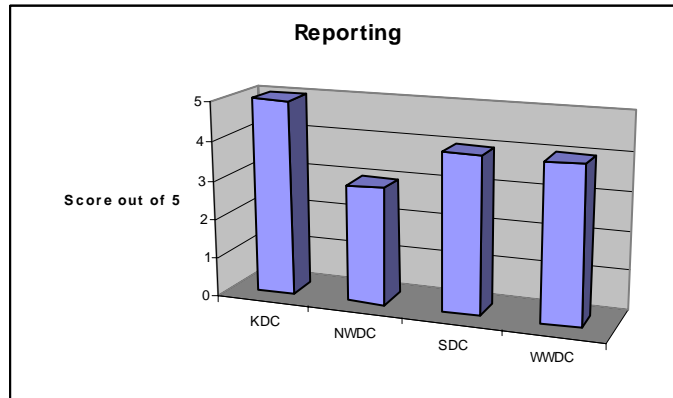


Reporting Mechanisms

Kennet, Salisbury and West Wiltshire were even in this area, some used IT more effectively. Mobile phones and radios are used throughout the business to communicate information to and from the workforce.

North Wilts - scored less due to points raised earlier.

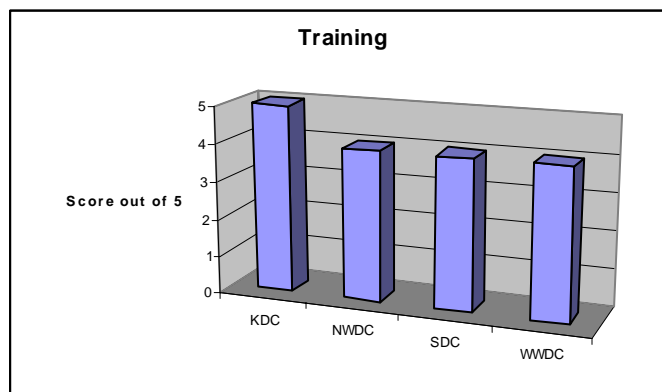
None of the authorities use mobile technology currently.



Training

Kennet focus on service delivery, recognising that a qualified and motivated workforce will assist the business from basic literacy, specialist to NVQ assessors. Kennet operatives are multi functional so training is important to give the flexibility to cover all the tasks required.

Salisbury, North Wilts and West Wilts all encourage staff training as above from basic literacy to specialists and NVQ's.

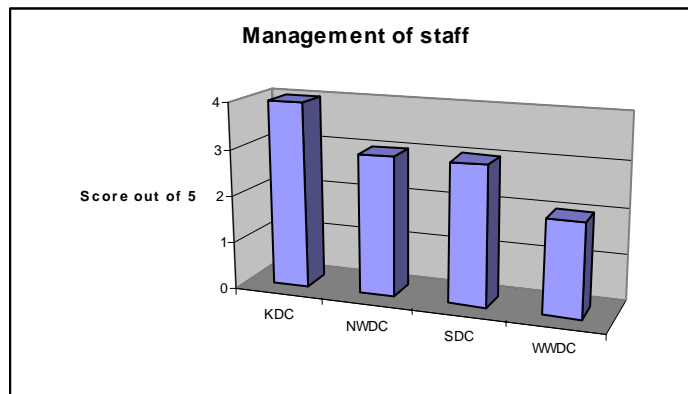


Management of Staff

Kennet management style and culture is reflected in its position along with its approach to innovative funding.

Salisbury although good was behind and did not permeate through the business in comparison with Kennet.

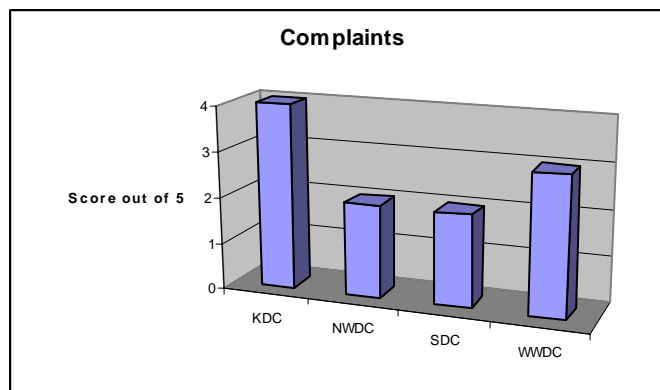
North Wilts and West Wilts have some work to do to catch up with their counterparts in Kennet and Salisbury.



Complaints Handling

Kennet's WRC system ensures that any "work" outstanding escalates upwards, staff know this and aim to ensure few out of date tasks. Regular meetings are held with back office staff and CCU to ensure FAQ's and issues dealt with. Statistical information can be easily accessed.

West Wilts, Salisbury and North Wilts had difficulty in separating issues received concerning urban grounds and street maintenance issues from dissatisfaction with some of the queries that came though from CCU services and general process.



Website Information

Kennet, West Wilts and Salisbury Website were relatively easy to find information regarding cleansing and grass cutting information.

North Wilts although holding information tended to rely on “phone this number” and the amount of information given was minimal.

This information was gathered at the start of the project. Having since gained an understanding of the terminology used I can navigate my way with more confidence to find out amenities information. As a beginner it was more frustrating. Information regarding these amenities is held under different headings within each district. The Website are being updated and my scoring might be different if I was to undertake the same exercise currently.

