

REPORT TO: SCRUTINY COMMITTEE – 22 APRIL 2015

REPORT ON: ROADS MAINTENANCE PARTNERHIP PSIF ASSESSMENT

REPORT BY: DIRECTOR OF CITY DEVELOPMENT

REPORT NO: 152-2015

1 PURPOSE OF REPORT

- 1.1 To report on the results, key strengths and areas for improvement identified following a self assessment utilising the Public Service Improvement Framework model.

2 RECOMMENDATION

- 2.1 It is recommended that the Committee notes the Areas for Improvement and Improvement Plan.

3 FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications.

4 BACKGROUND

- 4.1 The Council has adopted an approach to assessing a department's capability to continuously improve services using the Public Service Improvement Framework. The Roads Maintenance Partnership was involved in one of the initial assessments in 2010. As part of this programme the Roads Maintenance Partnership carried out a follow up assessment between May and September 2014. A summary of the key findings is included in this report.
- 4.2 The Partnership operates as an integrated team under a single Road Maintenance Partnership Manager covering both Dundee City Council and Tayside Contracts. Formal reviews are carried out on a quarterly basis with an Executive Board, comprising of two Senior Officers from Dundee City Council and two Senior Officers from Tayside Contracts. The reviews are held to discuss performance, progress on agreed priorities and any opportunities to improve.
- 4.3 The Road Maintenance Partnership delivers the statutory duties of inspection and maintenance of the road asset, which includes the delivery of the capital carriageway and footway programmes along with the cyclic maintenance e.g. gully cleaning, road marking etc. The other main statutory function is the provision of a winter maintenance service.

Results

- 4.4 The overall score achieved by the Roads Maintenance Partnership in 2010 was 321 which indicated that it was an improving service with some best practice evident. Following the recent review, the partnership was able to demonstrate improvement achieving an overall score of 418, providing evidence of continuous improvement in a number of areas.
- 4.5 A major part of the assessment is reviewing the service's performance over the past three to five years for evidence of continuous improvement. The table below highlights the key performance measures from the corporate management system and shows their trends over this period. Local indicators have also been agreed and established through the Executive Board and these are reported annually through committee. Indicators for 2013/14 were reported at the City Development Committee, 23 February 2015, Report No 75-2015, providing further evidence of continuous improvement.

Roads Maintenance

Key Results for the service

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	10/11	11/12	12/13	13/14	Current Target	Benchmark	Long term Improvement Status
Percentage of the road network that should be considered for maintenance treatment as determined by the Scottish Road Maintenance Survey RCI Statutory KPI	28	25.78	27.7	27.3	27.7	28.2*	►
Cost of maintenance per km of roads (LGBF – Local Finance Returns)	12,412	8,137	9,767	7,644		12,291**	▲
Percentage of recycled material produced from excavated roads	94	95	96	94	90	90	►
Percentage of Category 1 potholes repaired within 3 hour target response time (29 potholes in current year)	100	100	100	100	90	90	▲
Percentage of Category 2 potholes repaired within 3 days target response time (1,934 potholes in current year)	85	94	94	91	85	85	►
Percentage of Category 3 potholes repaired within 28 days target response time (21,317 potholes in current year)	97	99	99	92	80	80	▼***

* Based on the Local Government Benchmarking Framework (LGBF) urban family group of eight authorities, which shows Dundee as having the best performance of the group on this measure.

** based on the LGBF Dundee is below the group median cost per km. This indicator is significantly affected by annual winter maintenance and following a review in 2013/14, this indicator is to be reviewed by Audit Scotland.

*** Although showing a downward trend the target is being maintained against an increasing number of defects annually. Since 2010/11 the numbers have increased by 123% (7,643 potholes to 17032 potholes per annum.)

4.6 In 2014, based on annual performance submissions, the Roads Maintenance Partnership received a national award through the Association of Public Sector Excellence (APSE) for the 'Best Performing Roads and Winter Maintenance Service in the UK in 2013/14'

KEY CUSTOMER SATISFACTION RESULTS

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	10/11	11/12	12/13	13/14	Current Target	Benchmark	Long term Improvement Status
Percentage of Dundee's citizens very satisfied or satisfied with the condition of roads, pavements and street lighting (Source Dundee Citizens Survey)		89	84	72			▼
Percentage satisfaction with face to face contact (Govmetric, Roads and Transport)*			84	63			▼
Percentage satisfaction with telephone contact (Govmetric, Roads and Transport)*			92	96			►
Percentage satisfaction with website (Govmetric, Roads and Transport)*			48	45	75**	51**	►

* Although the customer satisfaction on customer contact channels is shared with Transport, examination of customer comments indicates that Roads makes up a significant proportion of the customer sample for this measure.

** This is the corporate target for website satisfaction by 2017. The benchmark is the average customer contact satisfaction for the council in the current year.

4.7 As can be seen from the above tables the service is showing evidence of continuous improvement in the majority of the historical indicators but will be aiming to get improvement in others by focusing some of the improvement activity below in those result areas. Customer satisfaction is a new area for monitoring and some of these can be influenced by activities undertaken by the team however, others will require liaison with the customer services team and an agreed corporate approach to achieve improvement.

Strengths

- 4.8 The assessment also highlighted areas where the service has key strengths in its existing approach to continuous improvement. These are listed in the table below.

KEY STRENGTHS AND IMPROVEMENTS DELIVERED

Approaches that are delivering results
There is a systematic approach to two way communication with staff and staff understand their role in the service.
Continual review and improvement embedded - Annual review of the winter maintenance service, involving key stakeholders is a key example of this approach.
Managing and reviewing performance to support service delivery by benchmarking through the annual SCOTS/APSE indicators, involving all 32 councils.
The transfer of all 'black' surfaces to the Roads Maintenance Partnership is a sound approach to asset management
Annual staff appraisals, covering team priorities and identifying development needs.
Co-location of RMP staff in one office benefits communication between staff and ensures the free flow of information.

- 4.9 The assessment team also agreed that winter service provision and the associated annual review is an example of best practice that can be featured in awards and be of interest to others in this sector.

Areas for Improvement

- 4.10 The PSIF assessment looks at all the critical factors in having an improvement culture in the service. The following table summarises the key areas for improvement identified within the review and the actions to be taken to improve them. The areas for improvement are those which are not currently being undertaken through the agreed priorities of the Executive Board.

AREAS FOR IMPROVEMENT

Theme	Area for Improvement	Action Required
People Integration	Review further integration of staff responsibilities to minimise duplication in areas of the service.	Review post requirements and liaise with HR for grading review.
Customer Engagement	Limited liaison with customer to provide information on service standards of the RMP and annual programmes.	Briefing to elected members and LCPP's on service standards and annual programmes.
People Development	No previous training on DCC GIS systems	Arrange for staff to get an overview of the GIS system and its functions. If required arrange appropriate training for staff.
Customer Services	Not all customer enquiries are logged on the CRM system, causing difficulty in monitoring the level and quality of response.	Logging of all customer enquiries on the CRM system, using a unique reference that can be referred to.

Customer Services	The current CRM system is limited in the automated feedback to the customer.	Establish a unique reference that can be referred to. Providing feedback to the customer on the enquiry status.
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- 4.11 An improvement action plan has been prepared following the assessment and will be monitored over the next three years on the council's online plan monitoring database when a repeat of the assessment will be carried out. This is attached in Appendix 1.

Quick Wins

- 4.12 During the assessment, the following items were identified that could be addressed very quickly and are already being resolved:

Area for Improvement	Action taken or in progress
Cycle storage provision	Establish the demand for cycle storage and take action accordingly.
Local office staff induction process	Develop a local office specific induction that slots into the generic induction process.
Access for all RMP staff to corporate GIS system.	Liaise with DCC corporate IT to establish if DCC and Tayside Contracts staff can obtain access to GIS information.

5 POLICY IMPLICATIONS

- 5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6 CONSULTATIONS

- 6.1 The City Development Management has been consulted and is in agreement with the contents of this report.

7 BACKGROUND PAPERS

- 7.1 None.

Mike Galloway
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City Engineer

FW/DMcK/MS

7 April 2015

Dundee City Council
Dundee House
Dundee

Improvement Action Plan

Department: Roads Maintenance Partnership

Action number	Theme	Related Council Plan Outcome (e.g. DO1)	Problem	Action	Measure of success	Responsible Officer (Owner on online plan monitor)	Lead Officer (for online plan monitor)	Start Date	Review Date (first time system will ask for an update from you)	Action End date	Online Plan update frequency
1	People Integration		Review further integration of staff responsibilities to minimise duplication in areas of the service.	Review post requirements and liaise with HR for grading review.	Posts reviewed and assessed by HR	Dougie McKay	Ewan MacNaughton	April 2015	December 2015	December 2015	Once
2	Customer Engagement		Minimal liaison with customer to provide information on service standards of the RMP and annual programmes.	Briefing to elected members and LCPP's on service standards and annual programmes.	Meetings held with elected members	Dougie McKay	Ewan MacNaughton	June 2015	January 2016	May 2016	Annually (March 31 st)
3	People Development		No previous training on DCC GIS systems	Arrange for staff to get an overview of the GIS system and its functions. If required arrange appropriate training for staff.	Appropriate staff aware and trained in the GIS system	Dougie McKay	Ewan MacNaughton	May 2015	September 2015	March 2016	Annually (March 31 st)

4	Customer Service		Not all customer enquiries are logged on the CRM system, causing difficulty in monitoring the level and quality of response.	Logging of all customer enquiries on the CRM system, using a unique reference that can be referred to.	All calls logged on the CRM system. Including on line entries	Dougie McKay	Ewan MacNaughton	June 2015	March 2016	March 2017	Annually (March 31 st)
5	Customer Service		The current CRM system is limited in the automated feedback to the customer.	Establish a unique reference that can be referred to. Providing feedback to the customer on the enquiry status.	Relevant feedback provided through the system	Dougie McKay	Ewan MacNaughton	June 2015	March 2016	March 2017	Annually (March 31 st)