

Service Delivery Assessment

Introduction

The aim is to provide 'Quality Place Management' where neighbourhoods and green spaces are well managed, are clean and well maintained. The green and open space service provision is divided between a number of services. The operations of these services in relation to green and open spaces can be subdivided into individual service elements. For example, the Parks Service provides the maintenance for many of the city's green open spaces, but this can be subdivided into elements such as playgrounds and grounds maintenance. An objective method of assessment is required in order to work out the most effective management for each element.

Method of assessment

Each area is to be assessed based on a set of criteria for the best way to manage the element in the future. It is proposed that an options appraisal methodology similar to that carried out for the non-PFI elements of Streetforce is undertaken. During this assessment, a series of workshops involving a variety of stakeholders was used to score each element against a series of options. These scores were then weighted to give a combined total that highlighted the most desirable outcome.

A full assessment of each element of each service will be required prior to the assessment process. This will include assessment of turnover, income, direct staff costs and a brief synopsis of the operation.

Key considerations

The following are the key considerations for assessment. Each area of consideration shows a weighting that should be applied to the total score. The final score is the sum of the mean score in each section multiplied by the weighting.

Customer First (30%)

- **Customer focus:** Makes sense to the public – accessible, responsive, Customer Friendly. Links to TARAs and FOGs.
- **Accessibility:** Clear accountability, non-bureaucratic minimising unnecessary service interfaces. One point of contact for all open space.
- **Area delivery:** Delivers flexibility that is joined up with Area based working (Housing plus, links to ward boundaries). Contributes to the benefit areas for Great Place to Live Outcome. Links to Clean Attractive Neighbourhoods.

Value for money (30%)

- **Modern efficient Organisation:** Delivering a high quality service. Foreseeable efficiency gains possible.
- **Resource management:** Costs match the best – benchmarked. Will contribute to meeting targets for reduced costs to both General Fund and HRA 30 year Business Plan.
- **Asset consideration:** Resource capacity (availability of land, Depot facilities, ICT etc. for service delivery)

Appendix B

Council Considerations (20%)

- **Statutory/regulatory/political:** Identify statutory or other constraints that limit choices
- **Financial Risk:** Minimise financial risk for the council (liability, fraud, loss of income)
- **Resource Risk:** Does not expose resources to undue risk. Maximises opportunity for efficient resource management. Consolidating responsibility for resource management
- **Reputational risk to council:** eg service quality issues, service delivery failure

Employee Considerations (20%)

- Job security, T&Cs, Career prospects

Working group composition

A core group will attend all assessment workshops and be supplemented by additional people with specific knowledge of a particular service area when needed. The core group will have, collectively, an understanding of all elements under consideration and potential outcomes to ensure that possible linkages between service elements will be included in the considerations. The group will be chaired by an independent person. Membership will not include external organisations in order to ensure that discussions can be candid. Each assessment will continue until consensus is reached on the scores. A record of each assessment will be kept along with notes on the key aspects of the considerations, which will be published as a report at the end of the process with the recommendations of the outcomes.

The group will consist of:

- Independent Chair (Ian Oldershaw)
- David Hargate
- Jayne Foulds
- Liam Duggan
- 2 x District Parks Officers
- 2 x Housing Area Managers
- Finance representative
- HR Representative

Options

Various potential options for the future delivery of each service element have been identified as follows:

1. Maintain status quo
2. Form a new internal service (reconfigure)
3. Transfer to other specified Council Service provider (move)
4. Transfer to multiple specified Council Service providers (split)
5. Transfer to existing external Council Partner with no procurement (outsource whole)
6. Transfer to external council Partner following a procurement (outsource whole)
7. Transfer to multiple external partners (Outsource split)

Appendix B

Scoring

Scoring will be on a scale of 0 to 6 as follows:

0	Unacceptable
1	Clear disadvantages to customer and council. Poor outcome
2	Some disadvantages to the customer and/or council. Negative outcome.
3	Advantages equal disadvantages or no information.
4	Some advantages to Customer and/or Council. Positive outcome.
5	Clear advantages to customer and council. Good outcome
6	Potential for excellence

A matrix scoring sheet (Appendix A) will be used for use in the assessment workshops and the final scoring will be part of the final report from the process.

Links and synergies

In order to facilitate comparison between the various operations, operations can be grouped into similar workstreams so that they can be assessed consecutively. These are as follows:

Horticultural maintenance:

Parks grounds maintenance
Housing grounds maintenance
Housing Estate Officer grounds maintenance
City Centre grounds maintenance (incl water features)
City Centre Horticulture
Other internal Clients grounds maintenance
External Clients grounds maintenance
Bereavement Services

Non-horticultural maintenance

Playground inspection and maintenance (for all clients)
Playground Installation (for all clients)

Citywide service provision

Dog bin service
Graffiti Team
Litter Team

Organisation and Support

Green open spaces strategy (incl GIS)
Parks Project team
Housing Support functions (incl policy & procedure, inspections, contract monitoring)
Parks OH & support
Housing OH & Support
City Centre External Clients

Other

Block Cleaning
Estate Services functions (fly tip, bin skimming etc.)
Housing Land Tree inspections

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