

ATTACHMENT 3.

The following table outlines progress against the implementation plan in the 12 months since the last update to Council and reflects the halfway mark of the implementation timeline.

Table 1: Clean Streets Service Review Implementation Plan (Feb 20- Feb 21)

#	Action	Implementation and progress
	Continued improvements to OHS and workplace safety	<ul style="list-style-type: none"> • Integrated use of Council's incident and hazard reporting system including providing access to the system for staff via their personal mobile phones. • Updated service wide risk assessments. • Numerous site, plant, personal protective equipment (PPE), procedural, rostering and training improvements as identified by the local OHS working group. • Establishment of a working group for dangerous goods handling and compliance. • Development of comprehensive standard operating procedures (SOPs) for both cleansing and waste management operations. • Completion and commencement of implementation of actions arising from a staff training and safety matrix assessment (such as hearing and skin checks). Implementation to continue over the next 12-months • Adoption of vehicle radio frequency identification (RFID) assignment and digital pre-start inspections through the Mobile Resource Management System. • Improvements to closed circuit television (CCTV) coverage at the 24-hour South Melbourne Operations Centre.
	Increased staff use of digital services and applications	<p>As part of the negotiation of the 2019 City of Port Phillip Enterprise Agreement (EA), a significant uplift in the use of technology across the cleansing services was achieved, this includes:</p> <ul style="list-style-type: none"> • Constant communication between all field-based staff and supervisors throughout the shift (24-hour operations). • Ability to access payroll and HR information remotely thus significantly reducing the administrative burden of providing such information to such a large field-based workforce. • Ability through a staff member's personal mobile phone to report safety concerns or related events in real time, whilst in the field, via Council's corporate hazard and incident reporting system. • Supervisors have been equipped with technology to allow them to operate remotely from the field.
	Improved supervision and reporting structure	<p>A key recommendation of the service review was to establish a new reporting line structure throughout the cleansing teams.</p> <ul style="list-style-type: none"> • Teams now report to a dedicated supervisor, improving oversight and chain of command and responsibility.

		<ul style="list-style-type: none"> • This established three day-shift teams, a single night-shift team and a beach cleaning team each managed by a dedicated supervisor. <p>As part of the 2019 Enterprise Agreement, significant changes were made to the role of the supervisors. This includes being responsible for:</p> <ul style="list-style-type: none"> • Increased in-field supervision and support of their respective teams. • Actively managing quality and OHS issues in the field. • The performance of the team including meeting customer service standards, response times, etc.
	<p>Mobile Resource Management System</p>	<p>In the past 12 months procurement, installation and integrations of the mobile resource management system has progressed. Installation of this new system into the Street and Beach fleet commenced in December 2020 and is currently due for completion in April 2021.</p> <p>The scope of operational improvements to the street and beach and waste service driven by this project are expansive and include;</p> <ul style="list-style-type: none"> • Objective data capture on all operational services through the use of GPS, isolated sensors, RFID, and CCTV footage • End-to-end transparency on service delivery in a live environment • The establishment of digital records on all operational services • Data-driven service redesign to minimise downtime and optimise delivery • The ability to flag, and record frontline level incidents through the Ops system's 'Alert' functionality (which films a 15 second video and tags it with incident category, address, time and date, and sends to a supervisor for action) • Streamlining the CRM to work execution process through integration with OneCouncil • Improved safety outcomes through a combination of digital pre-start inspections, camera footage, driver coaching, and transparency on vehicle use • A digital chain of vehicle responsibility. All operational tasks utilising vehicles are now recorded with a digital audit trail. • A thorough data set defining work processes – allowing for data driven assessment and planning of best practice methods and eventual application across all users <p>The optimisation of the Ops system will continue beyond the calendar year. The contract with the Ops system provider will continue until 2024, allowing Council time to not only transform existing services in a way that optimises integrated technology, but to also position the service as a market leader across local governments nationwide.</p> <p>Realisation of these improvements over the next 6 months will position not only the waste and street and beach services, but</p>

		Council as an organisation as a market leader in service provision and civil asset management
	Mobile resource management (Ops) system <i>Council wide impacts (Including CX integration)</i>	<p>Further to the operational benefits listed above the Ops system has Council wide benefits that will assist numerous items:</p> <ul style="list-style-type: none"> • By establishing an integrated digital record within Council's OneCouncil system, the Ops system will allow, for the first time in Council history, the ability to transfer cost of services to the end assets being serviced. This will create a transparent record on all service delivery, but more so, contribute to accurate asset lifecycle costing by assigning the cost of resources as they're being expensed. • In turn, that will allow Council to create comparative analytical models, comparing the cost of sweeping one street against the other, the cost of seasonal fluctuations like leaf season, the cost and impact of public events like those held in Catani Gardens for example, and the cost and impact of any introduced variables (new bike lanes, roundabouts, car parks, etc) that may prevent standard services from occurring. • The Ops system/OneCouncil integration will create digital records of all works completed and make them available to all relevant Council departments. It will enable key departments, such as ASSIST in improving customer service delivery by allowing them to quickly type in a street address, and see the complete records of every street sweep or clean that has occurred against that street, complete with date and time. • The Ops system/OneCouncil integrated solution will also allow customers the ability to live track their requests as they're being performed. Utilising OneCouncil's CRM and Customer Portal modules (scheduled for release in July 2021), the Ops system/OneCouncil integrated solution will create seamless end-to-end automation which will allow a driver to perform a task in-field, finalise the work and trigger an integrated response that notifies Council's customer that work has been completed.
	Embedding of the Rapid response crew function	The Rapid Response crew has been implemented into Council's BAU service provision over the last year and continues to provide excellent service outcomes, in partnership with Council's Local Laws officers (City Amenity officers). The Rapid Response crew is a front-line service that conducts rubbish collection, spot cleaning and biohazard removal in our St Kilda shopping precincts. The service currently removes approximately 80m ³ of dumped rubbish every week.
	Continuation of the Litter prevention program	This taskforce continues to bring together relevant departments from across the organisation to address litter and cleaning related issues. This has provided a strong network and information sharing platform, particularly for the local laws, street cleaning, waste management and communications departments, through which to deliver services. This is ensuring consistent messaging and processes across Council.

<p>Leaf season service (Additional intervention level)</p>	<p>Leaf fall season (March-July) requires a dedicated service response in the City of Por Phillip due to a combination of local flora (plain trees) and drainage issues due to a low height above sea level of many council areas (particularly Elwood). Despite significant staffing impacts from COVID19 the street cleaning staff again completed a highly successful leaf fall season recording. The team were able to implement improved service delivery, as outlined in the service review, with additional resources resulting great amenity outcomes.</p> <p>In total, the number of street segments cleaned in Leaf Season 2020 was recorded as 3,172 a 143% increase in the amount of street segments cleaned during Leaf Season 2019.</p> <p>Total customer requests received for leaf cleaning services have dropped by over 50% since the introduction of the new cleaning program in 2019. (Note that this result may be impacted by COVID-19 restrictions)</p>
<p>Progressing a shift to Hybrid and/or Electric vehicles</p>	<p>Substantial investigation into electric operational vehicles was undertaken at length. As it stands, there are no heavy electric vehicle providers within Australia's domestic market, and it appears none are scheduled until post 2023. All heavy electric vehicles present on Australian roads were initially purchased as diesel machines, then retrofitted by a domestic provider, SEA Electric, to perform thereon as an EV. The Maintenance & Operations team performed a thorough analysis into the benefit of a retrofitted vehicle, but the cost-to-benefit ratio placed the project on hold. To progress with a carbon-free future, investigation into alternate options resulted in the first Hybrid heavy vehicle being procured.</p>
<p>Integration and alignment with other major Council services</p>	<p>While work still remains regarding budgeting for asset maintenance and creation of service agreements between departments (including event management, parks and open space) significant progress has been made to align the Street and Beach service better with other departments – reducing overlap and confusion between teams. This has included:</p> <ul style="list-style-type: none"> • Removal of the call out service from the civil maintenance contract and bringing of this service in house (to be completed by August 2021) • Integration and clarification of responsibilities regarding dumped rubbish collection in the new kerbside waste collection contract • Improved communication and problem solving via the Litter prevention taskforce
<p>Dedicated Change plan implementation</p>	<p>The introduction of the Clean Streets Service review, the rollout of OneCouncil and the CX program, and the introduction of the Ops system, marked the first major operational change to the Street & Beach team in over a decade. In response, the Service Transformation team lead the development and rollout of a holistic change implementation plan, coordinated by Council's Change Enterprise Lead, and contributed to by the operational supervisors and coordinators of Street & Beach, to outline a strategy that'd deliver improved service outcomes while minimising strain on our end users. That implementation plan outlined the scope of changes at a categorical worker level, assessed the varying impacts on users, and outlined strategies that'd help deliver end user</p>

		<p>acceptance in line with Council's strategic goals. The plan was delivered to the outdoor crews, service by service, and the reception was overwhelmingly positive. More so, adoption of OneCouncil and the Ops system after the change implementation plan rollout supported acceptance of the Change Implementation Plan strategy, which will continue to be used across the next 12 months to transition the teams to a new operating environment, and a new digital data-driven, service-first direction</p>
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