

**Service Improvement Plan** *(abridged)*

**Development and Neighbourhood Services**

**Direct Services**

**2008/09 – 2010/11**

## Service Improvement Plan (*abridged*) – Direct Services 2008/09 – 2010/11

<b>Theme: Environment and Housing</b>		
<b>Development Priority: DS 1 – further develop waste strategy to promote waste reduction, re-use and recycling</b>		
<b>Key actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
<p>Implementation of the Environment Scrutiny Committee's recommendations on waste management (in line with timescales), including proposals relating to:</p> <ul style="list-style-type: none"> <li>• Cardboard and plastics waste collection;</li> <li>• Side waste collection; and</li> <li>• Food waste collection.</li> </ul>	April 2011	<ul style="list-style-type: none"> <li>• Achieve the national target of 40% for recycling and composting of household waste by 2010 (NI 192)</li> <li>• Achieve the national target of 53% for the recovery of municipal waste (including recycling, composting and energy from waste) by 2010 (NI 193)</li> </ul>
Implementation of the Joint Tees Valley Waste Management Strategy	March 2011	
Further develop policies and planning guidance in conjunction with the Planning service to promote waste reduction and recycling via improved waste storage facilities and design guides	March 2010	<ul style="list-style-type: none"> <li>• Maintain satisfaction with recycling facilities at above median levels</li> <li>• Maintain satisfaction with waste disposal facilities at above median levels</li> </ul>
Renegotiate the SITA contract to improve the recycling performance at the civic amenity site	September 2008	
Explore potential sites and funding opportunities for the provision of a second civic amenity site in the borough	March 2009	<ul style="list-style-type: none"> <li>• Maintain satisfaction with household waste collection at above median levels</li> </ul>

## Service Improvement Plan (*abridged*) – Direct Services 2008/09 – 2010/11

<b>Theme: Environment and Housing</b>		
<b>Development Priority: DS 2: make Stockton a cleaner, greener place to live, work and visit</b>		
<b>Key actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
Effectively manage staff and other resources to ensure high standards of cleanliness throughout the borough	Ongoing	<ul style="list-style-type: none"> <li>• Maintain missed bin performance at top 10% nationally</li> <li>• All reported incidents of fly tipping removed within average of 1 day of reporting (NI 196)</li> </ul>
Reduce the amount of environmental pollution through seeking viable alternative and sustainable fuels for Council vehicles	Ongoing	<ul style="list-style-type: none"> <li>• Performance on litter, detritus, graffiti and fly-posting at less than 5% of sampled areas not at acceptable standard (NI 195)</li> <li>• 90% of all Council vehicles to be operating on bio-diesel by March 2010</li> <li>• Maintain satisfaction with cleanliness of the borough at above median levels</li> </ul>

## Service Improvement Plan (*abridged*) – Direct Services 2008/09 – 2010/11

<b>Theme: Environment and Housing</b>		
<b>Development Priority: DS 3: provide attractive and safe parks, open spaces and cemeteries</b>		
<b>Key actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
Develop a strategic vision for parks and green space management through the Tees Valley Greenspace Strategy	September 2008	<ul style="list-style-type: none"> <li>• “Green Flag” status held by five parks by March 2009</li> <li>• Increased number of visitors to facilities</li> <li>• Improved customer satisfaction levels of visitors to facilities and residents as a whole (measured through internal surveys, Viewpoint and MORI)</li> </ul>
Contribute to the development of the River Tees Navigation Strategy	March 2009	
Development of the Tees Park	March 2009	
Work with friends groups, clubs and associations to improve facilities at playing pitches for youths and young people, with five-year development plan developed	June 2008	
Contribute to the preparation and adoption of the Open Space and Landscaping supplementary planning document by January 2009, to provide guidance and standards for the provision and maintenance of open spaces, recreational facilities and landscaping in new developments	January 2009	

## Service Improvement Plan (*abridged*) – Direct Services 2008/09 – 2010/11

<b>Theme: Children and Young People</b>		
<b>Development Priority: DS 4: reduce inequalities in health outcomes for children and young people</b>		
<b>Key actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
Ensure that the mandatory level of quality of nutritional standards in school meals is achieved	Ongoing	<ul style="list-style-type: none"> <li>• NI 52 Take-up of school lunches</li> <li>• NI 55 Obesity among primary school age children in reception year</li> <li>• NI 56 Obesity among primary school age children in Year 6</li> </ul> <p>(annual targets are being developed for these indicators as part of the new national performance framework)</p>
Further develop the use of Fairtrade produce in the provision of school meals	March 2009	
Implement the 2007/09 action plan from the Transforming School Meals and Healthy Eating Strategy	March 2009	

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<b>Theme: Organisational Development – People Development and Learning, Performance and Resource Management, Focus on Residents and Customers</b>		
<b>Development Priority: DS5: undertake all relevant actions within the Council's Equality Plans and other cross-cutting strategic plans</b>		
<b>Key actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
Undertake Equality Impact Assessment on the findings of the Environment Scrutiny Committee report	Before publication	Outcomes relating to the improved accessibility of services to all people and improved community cohesion
Promote recycling and the refuse collection assistance service to BME communities and disabled people	Ongoing	
Consult with BME and other communities on the feasibility of representing the borough's diverse communities and faiths within the Council's celebratory lighting displays	March 2009	
Ensure all staff have undergone relevant training on race, faith, belief and diversity	March 2010	
Ensure all food provided caters for a range of dietary requirements including faith groups	Ongoing	
Further develop the use of Fairtrade produce in all catering activities	March 2009	
Implement the Customer First Stage II Standard	March 2009	
Undertake relevant actions within the Climate Change Action Plan	March 2009	
Reduce sickness absence	March 2009	
Improve performance on payment of invoices	March 2009	
Ensure all staff receive annual appraisal	August 2008	

## Service Improvement Plan (*abridged*) – Direct Services 2008/09 – 2010/11

**Theme: Corporate Health – Organisational Development – All Themes**

**Development Priority: Organisational Development**

### **Outcomes and success criteria**

All services are subjected to a number of Organisational Development objectives. These demonstrate how the service contributes to the achievement of the organisation's 'corporate health'.

#### **SICKNESS ABSENCE**

Sickness absence remains high across the Council compared to other local authorities and therefore it is imperative that sickness is targeted for reduction. Sickness absence is measured via ex-BVPI12 and all services need to contribute to the corporate target of a reduction of at least 0.5 days lost per FTE due to sickness.

#### **ON CONTRACT SPEND**

All services contribute to making savings via better procurement. Value for money contracts have been arranged for areas of corporate spend such as mobile phones and stationery. In order to maximise savings, services have been set a target of 97% for 'on contract' spend for these contracts.

#### **PAYMENT OF INVOICES**

The Council is measured for the time taken to pay invoices. Prompt payment is important to our supply base and helps improve their cash flow, which in turn keeps them profitable and helps economic development of the locality. Payment of invoices is measured by ex-BVPI8 and all services contribute to the corporate target of at least 85% of invoices paid within 30 days, by Q4.

#### **APPRAISALS**

Highly trained and motivated employees are necessary for the delivery of modern, effective and efficient services. Consequently the employee appraisal scheme has been revised and improved to ensure staff have the relevant skills and development opportunities. All services have been set a target of undertaking appraisals for at least 90% of employees.

#### **GERSHON EFFICIENCY SAVINGS**

The Council is subject to an annual 3% cashable efficiency target and many services contribute in one way or another. Services will set their targets via the forward looking Annual Efficiency Statement (April) which includes both the financial targets and any associated quality cross checks.

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### **VALUE FOR MONEY REVIEWS**

Council services are subject to the requirement to demonstrate value for money in order to show the public that money is spent effectively. The process also feeds into the Use of Resources service block in CPA. Services subject to reviews are those with apparent high costs compared to other local authorities and the initial focus of reviews is to determine why this is the case.

### **PARTNERSHIP HEALTHCHECKS**

New government policies and legislation frequently involve partnership working. The major policy initiatives for local government all depend for their success on effective joint working. There is a growing policy focus on area governance and service delivery at regional, sub-regional and the neighborhood level; this may involve local authorities and a variety of partners at each level. Consequently, well-developed and effective partnerships are becoming an essential feature for Stockton Borough Council's success.

### **DATA QUALITY**

The Council is assessed against its corporate management arrangements for Data Quality. Good quality data is essential in supporting effective decision making at all levels across the organisation. All services are working towards improving data quality further by responding to the recommendations made following the Data Quality Audit 2007 and implementing the actions highlighted within the Data Quality Strategy.

### **CUSTOMER FIRST**

Customer First Stage II launched in June 2007 aims to encourage services to strive for excellence in customer service. The programme requires every service to adopt the latest service standards and compare how it measures up against five key components. All services should aim reach the Stage II standard by March 2009.

### **DIVERSITY**

#### **Equality Impact Assessment**

- Ensure all appropriate reports submitted to Cabinet have been subject to Equality Impact Assessment.
- Carry out Equality Impact Assessments of existing services. 50% in 2008/09 and 50% in 2009/10, including Impact Assessments of contracted services where appropriate.
- Include actions developed as a result of Equality Impact Assessment in SIP or BUP as appropriate.

#### **Training**

- Ensure all employees attend corporate diversity training in line with Council Plan targets.

#### **Single Equality Scheme**

- Achieve all relevant targets within the race, gender and disability equality action plans

#### **Procurement**

- Utilise new procurement procedures to ensure equality is embedded in procurement activities.