

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

**Development and Neighbourhood Services**

**Technical Services**

**2008/09 – 2010/11**

## Service Improvement Plan (*abridged*) - Technical Services 2008/09 to 2010/11

<b>Theme: Economic Development and Transport</b>
<b>Development Priority: TS1: To support Economic Regeneration within a sustainable Transport framework</b>

<b>Key Actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
Work with JSU and Highways Agency to develop area transport model to support major regeneration initiatives and SMI	September 2008	Sub Regional Transport Model developed SMI Secondary Road Network action plan in place Tees Valley Metro business case viability completed by July 2008. Town Centre and Ingleby Barwick Traffic Models in place  Section 106 agreements support sustainable transport network. Ensure work programmes reflect Town Centre regeneration plans.  Northshore Footbridge completed and ERDF draw down maximised
Support TVR JSU and TV Authorities to progress TV Metro project to business case viability.	September 2008	
Consider impact of Town Centre and Ingleby Barwick traffic models and develop infrastructure action plan	October 2008	
Provide technical advice and implement building/property improvements and highway improvements for:- Stockton Billingham Thornaby And Yarm Town Centres.	March 2009	
Support the development of Tees Valley Unlimited Transport Board action plan delivery.	Ongoing	
Implement Northshore footbridge to programme	December 2008	

## Service Improvement Plan (*abridged*) - Technical Services 2008/09 to 2010/11

Theme: Economic Regeneration and Transport

Development Priority: TS2: Improve quality of life for residents through quality design and effective management of construction projects

Key Actions	By when	Outcomes and Success Criteria
"Find 'n' Fix", focus on footpath and highway schemes to improve customer satisfaction.	June 2008	CFYA phase 2, Find N fix action plan delivered by June 2008
Urban Design challenge process for 4 schemes.	March 2009	Net Public Satisfaction with roads and footpaths improvement as measured within MORI survey Roads and Footpath and Street Lighting conditions at least achieve predicted targets Highways Maintenance Revenue and Capital schemes completed to programme Construction element of projects within 10% of time and cost predictions.
Provide technical support and advice, where required, for Council projects and strategies and monitor costs i.e. BSF, Town Centres, Leisure buildings etc.	March 2009	
Develop Street Lighting improvement and replacement plan.	October 2008	
Deliver Highway maintenance Schemes to programme <ul style="list-style-type: none"> <li>• Capital</li> <li>• Revenue</li> </ul>	March 2009	
Improve Project and programme management	July 2008	

## Service Improvement Plan (*abridged*) - Technical Services 2008/09 to 2010/11

Theme: Environment and Housing		
Development Priority: TS3: Reduce the growth in consumption of non-renewable resources through changes in lifestyle behaviour and environmental stewardship		
Key Actions	By when	Outcomes and Success Criteria
Implement alternative experimental Street Lighting strategies to reduce energy consumption in line with Carbon Management action plan.	September 2008	Carbon Management Action plan on programme Reduction in Council Building Energy use Climate Change Action Plan on programme Council Travel Plan to programme Reduce business miles travelled by 5% from 2005 baseline Council Travel Allowance review completed All major planning applications evaluated for travel planning Street Lighting Scrutiny Improvement plan on programme CO <sub>2</sub> emissions from Council operations reduced by 25% by 2013
Promote energy efficiency within the Council to reduce growth in energy consumption and increase use of green energy through delivery of the Carbon Management Programme.	March 2009	
Implement Climate Change Action Plan to programme	March 2009	
Implement Council Travel Plan to programme	March 2009	
Develop effective workplace travel planning with regard to private sector employees	March 2009	
Implement Actions from Street Lighting Scrutiny Review	March 2009	
Develop Sustainable Construction Strategy and Policies	September 2008	

## Service Improvement Plan (*abridged*) - Technical Services 2008/09 to 2010/11

Theme: Safer Communities, Children and Young People		
Development Priority: TS4: Improve the safety and security of the public highway environment for adults, children and young people		
Key Actions	By when	Outcomes and Success Criteria
LTP Capital schemes delivered	March 2009	98% of LTP schemes delivered Reduce road casualties Road Safety Service review completed. 16-19 year old concessionary Bus passes issued Increased number of schools with travelplans "signed off"
Continue to deliver Traffic Calming schemes	March 2009	
Child cycling and pedestrian training programme undertaken	March 2009	
Driver Improvement Training programme undertaken.	March 2009	
Motorcycle Training programme undertaken	March 2009	
Carry out a performance and value review for the Road Casualty reduction Service and develop improvement strategy for 2009/10 Service Improvement Plan.	November 2008	
Support Cleveland Strategic Road Safety Partnership action plan	March 2009	
Implement Safe Routes to School programme	March 2009	
Extend speed management programme to increase SIDs to cover villages	March 2009	
Continue 16-19 Bus Pass provision	September 2008	
Support BSF through transport/accessibility advice to mitigate transport impacts.	March 2009	
Improve School travel planning through delivering improvements from Scrutiny review action plan.	March 2009	

## Service Improvement Plan (*abridged*) - Technical Services 2008/09 to 2010/11

Theme: Health and Wellbeing		
Development Priority: TS5: Improve accessibility for work, leisure, retail and health for our communities and influence strategy development in these key areas.		
Key Actions	By when	Outcomes and Success Criteria
Delivery of LTP Bus Improvement Schemes to achieve Bus Punctuality target in line with Major Scheme Bid.	Interim – Bid submitted June 2008	Bus Major Scheme bid submitted for programme entry to Regional transport Board by June 2008.
Develop and implement Public Transport improvements to information and facilities including ICT	Information and Facilities – June 2008 ICT March 2009	Bus Major Scheme Project Year one Schemes to programme subject to bid success Reduced rate of decline in Bus Patronage Public Transport information and facilities improvement plan delivered
Deliver Cycling Schemes in line with outcomes of cycling bids <ul style="list-style-type: none"> <li>• Connect 2</li> <li>• Cycling Town Bid</li> </ul>	Interim target – Connect2 Cabinet report April 2008	Traffic Management Act duty fulfilled and Network Management Plan in place by July 2008
Monitor and manage roadworks on the Highway Network for all parties to reduce congestion – deliver Traffic Management Act requirements.	Interim – 31 July 2008 Network management Plan approved	Deliver Accessibility Strategy Disabled facilities at pedestrian crossings improved Planning advice support continued to meet consultation targets
Develop and deliver accessibility Strategy for work, leisure, retail, healthcare and Education facilities to reach LTP targets.	March 2009	
Public Rights Of Way that are easy to use improved	March 2009	
Improve Disabled facilities at Pedestrian crossings	March 2009	
Provide specialist traffic assessment advice and Urban Design advice to planning team.	Ongoing	

## Service Improvement Plan (*abridged*) - Technical Services 2008/09 to 2010/11

Theme: Stronger Communities		
Development Priority: TS6: Support the Council's vision for stronger and cohesive communities through managing diversity and empowering communities.		
Key Actions	By when	Outcomes and Success Criteria
Continue support for Community Engineer programme to empower citizens to deliver their own traffic calming solutions (4 per year)	March 2009	Community Engineer delivers community led traffic schemes
Carry out assessments of rail station access for BME and Disabled communities – prepare funding bids in partnership with Network Rail	March 2009	Network Rail funding agreed to improve access to Rail Stations for BME and Disabled
Support development of Local Development Framework through timely provision of appropriate data and contribute to Policy.	Ongoing	Small environmental improvements projects delivered
Programme and implement small environmental improvement schemes with members.	March 2009	Alleygates projects delivered.
Programme and implement Alleygates Schemes with members.	March 2009	
Deliver community priority projects through the Local Strategic Partnership Area Transport Boards	March 2009	
Deliver Equality Impact Assessment actions from EIA of LTP, Consultation and Media Strategy and Concessionary fares.	January 2009	
Appropriate contracts evaluated for equality impact assessment	September 2008	Contracts evaluated against Equality Impact Assessment scheme
Develop and expand e-tendering	September 2008	Percentage of projects e-tendered increased
Review Constructionline tender selection process to maximise efficiencies.	October 2008	Construction line evaluated

## Service Improvement Plan (*abridged*) - Technical Services 2008/09 to 2010/11

<b>Theme: Organisational Development – Performance and Resource Management</b>		
<b>Development Priority: TS7: Ensure Council property is effectively improved and maintained</b>		
<b>Key Actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
Continue risk based approach to asset maintenance schemes.	Ongoing	<ul style="list-style-type: none"> <li>• Corporate responsibilities (Legionella, Asbestos) fulfilled</li> <li>• DDA to Council buildings delivered to programme</li> <li>• Major Building Projects progressed with all technical input delivered on time.</li> </ul>
Provide data and support for the implementation of key Corporate Strategies <ul style="list-style-type: none"> <li>• Capital Strategy and asset management</li> <li>• Housing futures</li> <li>• Energy Efficiency</li> </ul>	Ongoing	
Provide inspection service for legionella and asbestos	Ongoing	
Implement DDA action plan	March 2009	
Support Major Building Projects <ul style="list-style-type: none"> <li>• Billingham Forum</li> <li>• Splash</li> <li>• Preston Park</li> </ul>	To meet project timescales	



## Service Improvement Plan (*abridged*) - Technical Services 2008/09 to 2010/11

<b>Theme: Organisational development - Performance and Resource Management, People Development and Learning, Focus on Residents and Customers</b>		
<b>Development Priority: TS8: Organisational development</b>		
<b>Key Actions</b>	<b>By when</b>	<b>Outcomes and Success Criteria</b>
Service planning process drills down to staff appraisals and SIP and BUP progress are monitored monthly.	Ongoing	<ul style="list-style-type: none"> <li>• Reduced sickness absence – to contribute to the corporate target of a reduction of at least 0.5 days per FTE</li> <li>• 97% for 'on contract' spend for corporate procurement</li> <li>• 85% of invoices paid within 30 days</li> <li>• 90% staff appraisals completed by May 2008</li> <li>• Gershon Efficiency Savings - targets set via the forward looking Annual Efficiency Statement</li> <li>• Value for money reviews undertaken where appropriate</li> <li>• Partnership Healthchecks – as per D&amp;NS timetable</li> <li>• Data Quality – improving further by responding to recommendations made in the Data Quality Audit 2007 and Data Quality Strategy</li> </ul>
Team meetings with all staff to develop SIP, BUP and MTFP held each year.	November 2008	
Monitor and proactively manage sickness absence.	Ongoing	
95% appraisals completed	May 2008	
Ensure customer satisfaction process embedded to improve customer satisfaction. (NB Client satisfaction relates to commissioned projects - Customer satisfaction to the general public)	July 2008	

## Service Improvement Plan (*abridged*) - Technical Services 2008/09 to 2010/11

Key Actions	By when	Outcomes and Success Criteria
Improve client liaison and set benchmark and improvement targets for client satisfaction. (NB Client satisfaction relates to commissioned projects - Customer satisfaction to the general public)	October 2008	<ul style="list-style-type: none"> <li>• Customer First - Stage 2 achieved</li> <li>• High quality and monitored action plans are in place</li> <li>• Improved customer satisfaction</li> <li>• Client satisfaction improved</li> <li>• Services delivered within MTFP</li> </ul>
Progress Customer first to stage 2	October 2008	
ICT systems reviewed and improvement plan produced	September 2008	
Maximise on contract spend	Ongoing	
Ensure effective invoice management	Ongoing	
Carry out staff competency frameworks	May 2008	
Deliver Efficiencies and savings in line with Medium Term Financial Plan.	March 2009	
Review and refresh Service Improvement Groups to improve effectiveness and staff ownership.	April 2008	
Improve project management training and project recording tools.	September 2008	
Procure new Technical Services Partnerships in line with improvement audit report and performance review.	April 2008	
Review current construction benchmarking and develop a more robust benchmarking strategy.	October 2008	
Continue Technical Apprentice Scheme, increasing number of apprentices.	September 2008	

## Service Improvement Plan (*abridged*) - Technical Services 2008/09 to 2010/11

Theme: Organisational Development

Development Priority: TS9: Undertake all relevant actions within the Council's Equality Plans and other cross-cutting strategic plans

Key Actions	By when	Outcomes and Success Criteria
Involve BME communities and disabled communities in transport planning	Ongoing	<ul style="list-style-type: none"> <li>Outcomes relating to the improved accessibility of services to all people and improved community cohesion</li> </ul>
Provide Blue Badge scheme information in alternative formats and languages	Ongoing	
Improve accessibility of transport information	Ongoing	
Conduct feasibility study around access to railway stations, incorporating needs of BME communities and disabled people	Ongoing	
Incorporating planning accessibility and disabled parking facilities into new projects	Ongoing	
Ensure all pedestrian crossings have facilities for disabled people (in line with targets for BVPI 165)	Annually	
Continue expansion of cycle paths ensuring that they meet the needs of people with a disability or long term health problem	Ongoing	
Ensure all bus stops are accessible for disabled people	By 2010	

**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.

## **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.