

# The Care for Your Area Challenge



# The Challenge

- Legacy of CCT – 7 separate contracts
- Lack of performance management
- Damning Customer Feedback
- Very limited recycling
- Very limited environment education
- Poor leadership and management
- Poor attendance
- Lack of procedures
- Budget management issues
- Customer care issues



# MORI Poll + “Independent on Sunday” League Table

9.4.2000

## Independent on Sunday Dirtiest Towns in Britain

Risborough upon Swark  
**Stockton on Tees Borough Council**  
Warmington on Sea  
Surbiton on Sands  
Jutland RDC  
High Flying Borough Council  
Oxenford Metropolitan  
Gotham City  
Pretty Dockside Development  
Wexington District  
Slipping Peak District Council  
Nowhere important District Council



## Where we began...

- Extensive consultation
- Applying the Best Value Review Toolkit
- Strong political leadership and support
- Comprehensive work force and trade union involvement

# Driving the change

- Restructured the Division
- Ensured we had the people to deliver change
- Systematic and consistent use of Council Policies and Procedures
- Tackled sickness absence
- Tacked disciplinary issues
- Tackled performance issues
- Cultural change:
  - Managers managing!
  - Performance culture
- Introduction of Appraisal System for all.

# The plan in action – Street Cleansing

- Area based “clean & green” teams
- Integrated cleansing and grounds maintenance covering:
  - sweeping and cleaning;
  - weed spraying and digging out;
  - strimming and trimming;
  - dumping issues;
  - litter and dog fouling;
  - and tackling ‘hot spots’;
  - Zero Tolerance to Fly Posting.

Delivered through a New Work Ethos!

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# Performance Management

- Robust and effective Performance Management Systems established
- Council Plan and Service Improvement Plans reviewed regularly with clear objectives
- Performance monitored closely and reported frequently at all levels
- Sound financial management
- Corporate and Civic pride.

# Result - Stockton is different



*“...the biggest impact on whether or not people are happy with their local council is street cleaning. It may be for this reason that ratings of local authorities have now fallen. Nationally, the only local authority that has gone against the tide in terms of local opinion is Stockton on Tees”.*

The Rising Prominence of Liveability – MORI 2002

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# Outcomes/Turning the corner

- Significant, visible service improvements
- Robust and effective performance management
- Framework leading to genuine service improvements
- High satisfaction results from IPSOS MORI Survey:

	<b>Refuse Collection</b>	<b>Street Cleaning</b>	<b>Recycling Facilities</b>
<b>1998</b>	83%	57%	65%
<b>2000</b>	81%	53%	66%
<b>2002</b>	89%	69%	73%
<b>2004</b>	92%	78%	89%
<b>2006</b>	93%	79%	87%
<b>2008</b>	92%	81%	83%

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# Key Achievements

- Entente Florale – Gold Medal Award 2010
- Parks, open spaces and horticultural services APSE Best Performer 2010
- Six parks and cemeteries accredited with Green Flag status
  - Billingham Beck Country Park
  - Charlton's Pond
  - Cowpen Bewley Woodland Park
  - Ropner Park
  - Thornaby Cemetery
  - Wynyard Woodland Park



# CURRENT PERFORMANCE (2010/11)

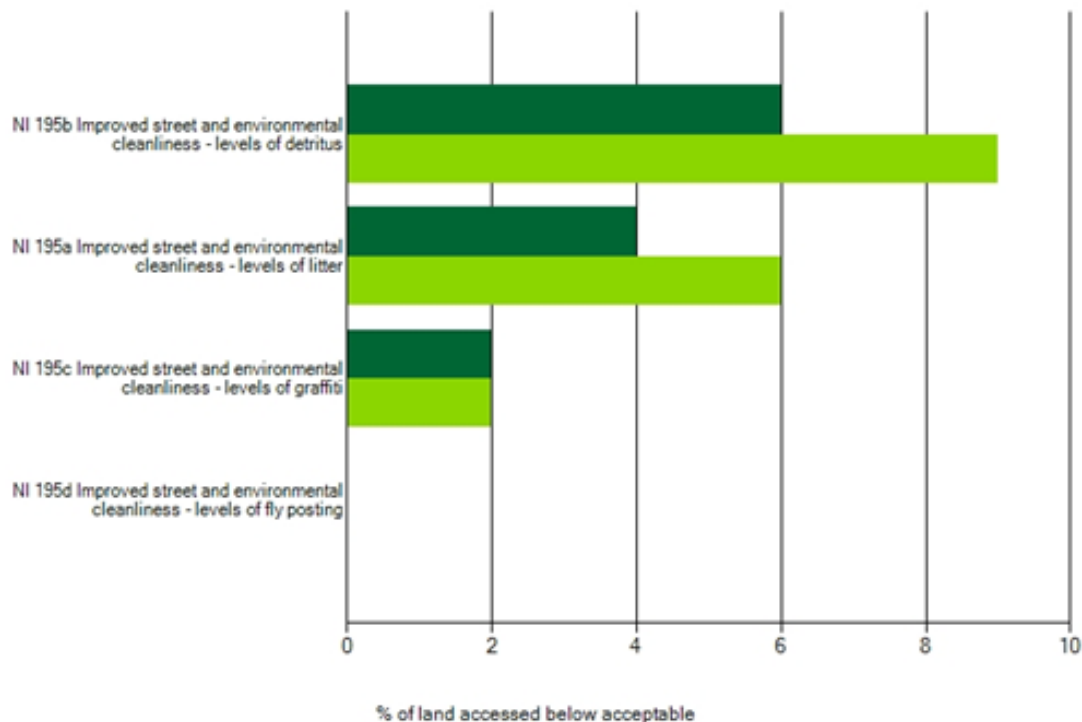
- Recycling and composting up to 30% of household waste, compared with 5% in 2001/02
- Street cleanliness surveys – percentage of areas acceptable on:
  - Litter: 99%
  - Detritus: 98%
  - Graffiti: 98%
  - Fly-posting: 100%
- Missed bins: 0.21 missed per 100,000 collections (9 in total), compared with 1093 in 1999/2000
- % non collections rectified within 24 hours: 100% compared with 35% in 1999/2000

# CURRENT PERFORMANCE (2010/11)

- 98.5% of Council vehicles operating on bio-diesel
- Fly-tipping – service judged as “effective” with average time for removing fly-tips less than 1 day
- Average number of days to remove a fly tipped item: less than 1 day, compared with over 4 days in 1999/2000
- Increased use of landfill sites and reduced production of energy from waste.

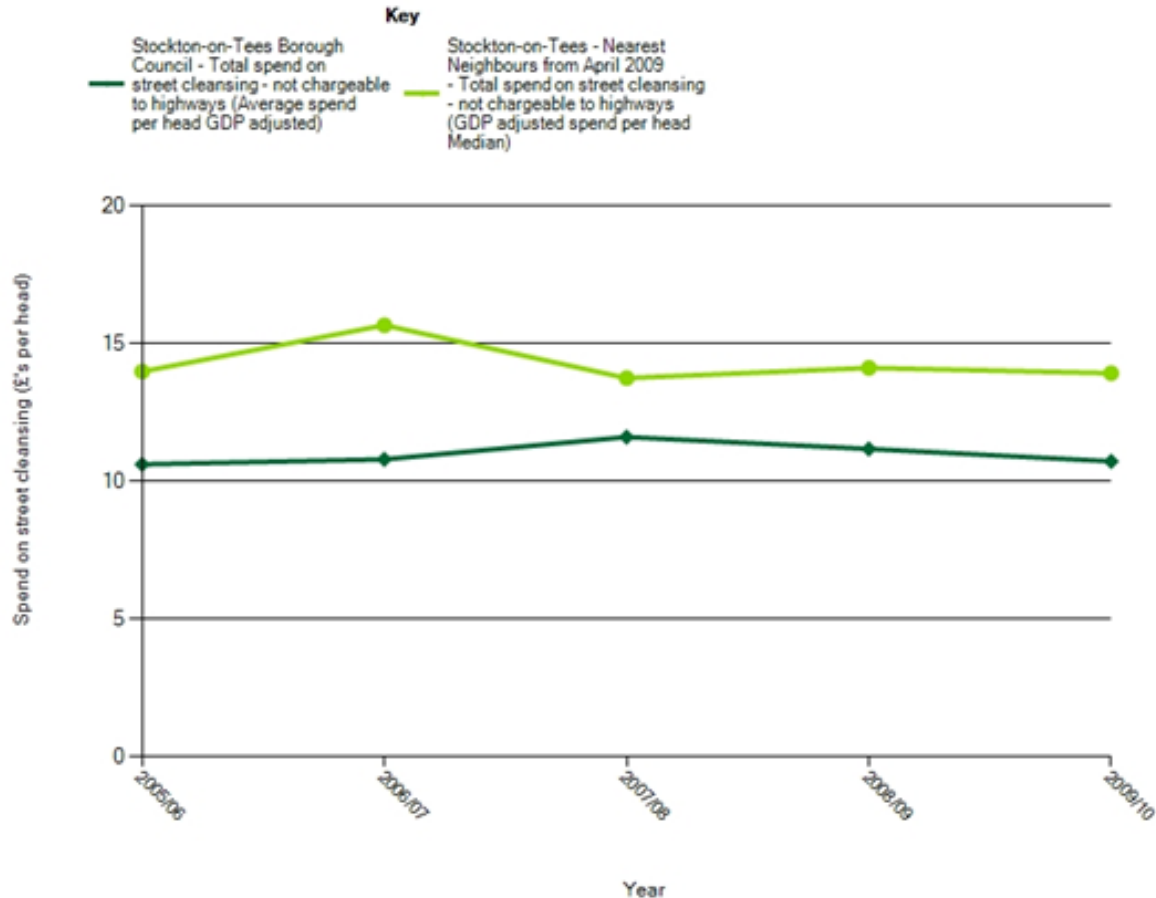
# NEAREST NEIGHBOUR COMPARISONS STREET AND ENVIRONMENTAL CLEANLINESS

**Key**  
Stockton-on-Tees Borough Council  
Stockton-on-Tees - Nearest Neighbours from April 2009

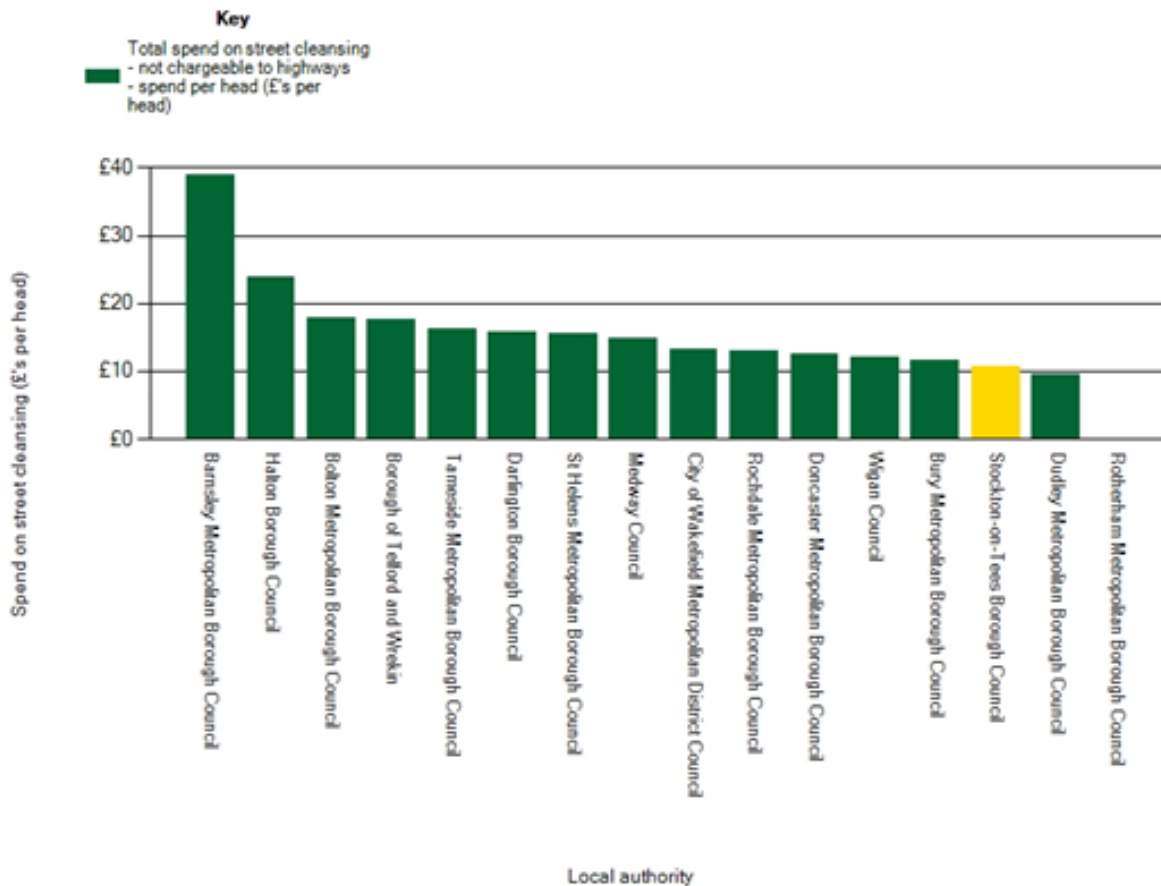


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# NEAREST NEIGHBOUR COMPARISONS TOTAL SPEND ON STREET CLEANSING / HEAD



# NEAREST NEIGHBOUR COMPARISONS TOTAL SPEND ON STREET CLEANSING / HEAD



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# NEAREST NEIGHBOUR COMPARISONS RESIDENT PERCEPTION OF CLEANLINESS

