



The Care for Your Area Journey

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Stockton-on-Tees Borough Council





The Challenge

- Legacy of CCT - 4 separate contracts
- Lack of performance management
- Damning Customer Feedback
- Very limited recycling
- Very limited environmental education
- Poor leadership and management





How we were

- Poor Management/Supervision
- Fire Fighting
- Poor Attendance
- Lack of Procedures
- Trade Union Influence
- Budget Management Issues
- Customer Care Issues – no systems



 **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



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 **Where we began**

- Extensive consultation across the board
- Applying the Best value review toolkit
- Strong political leadership and support
- Comprehensive work force and trade union involvement

 **What we did**

- **Extra Resources** – how much completely reconfigured, integrated and expanded services
- **Enforcement** zero tolerance
- **Education** changing behaviour and attitudes Recycling initiative



 **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, Disciplinary and Performance Issues
- Cultural Change - Managers Managing! Performance Culture
- Introduction of Appraisal System For All – training and development days

 **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 - lots of quick wins!
 - strimming and trimming
 - dumping issues
 - litter and dog fouling
 - and tackling ‘hot spots’
 - Zero Tolerance to Fly Posting



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The Plan in Action

- Out with old working practices and in with flexible committed workforce
- Investment in People training – Quality Groups
- Engaging and involving the community – Liveability Technicians
- Moved onto 'beautification elements' – CFYA Awards / In Bloom as a driver for resident involvement (more flower beds!)
- Local PSA, Area Partnership Boards and other funding sources – e.g. Neighbourhood Mgmt, Pathfinder
- Increased productivity and decreased sickness – e.g. 2% Refuse, 2.3% Street Cleansing, 1.6% Grounds

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Performance Management

The diagram illustrates a performance management framework. At the top is the CHIEF EXECUTIVE, who oversees the DMT (Detailed National and Local Indicators) and the SELECT COMMITTEE. The DMT is linked to a Basket of KPI's. Below the DMT is the SMT, which is connected to TRADE UNIONS. At the bottom is the TEAM or INDIVIDUAL, which is linked to Quality Groups, Toolbox Talks, Newsletters, and Notice Boards. A table titled 'Area Based Team Leader KPI's - March 2007' is included in the diagram.

Area	Team Leader	Trinches Inspected	A	B	C	%
1	N Bets (Thornaby and area)	20	8	11	0	100
2	S Bulmer (Stockton 1)	18	6	12	0	100
3	Bolton (Stockton 2 and 3)	12	2	10	0	100
4	A Hesley (Billingham)	12	5	6	1	91.66
Overall	Street Cleansing Levels	87	27	55	4	95.9

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Outcomes / Turning the Corner

- Continuous Improvement Plan – Driven by BV Review
- Significant, visible service improvements
- Robust and effective performance management
- Framework leading to genuine service improvements
- Increased productivity
- Recognition
 - Northumbria in Bloom, Britain in Bloom, Communities in Bloom and 5 Green Flags
 - APSE Service Team of the Year / Customer Service Awards
 - "People & Places" - Education
 - Short listed "Council of the Year"
- Corporate and Civic pride
- Sound Financial Management
- 2008 Mori satisfaction levels - Increase from 53% to 75%

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