

neighbourhood services

BUSINESS PLAN 2016/17 – 2018/19

About Neighbourhood Services

An overview of our services

Neighbourhood Services
Business Plan 2016/17 – 2018/19

Total Budget: £24.984m

Total FTE: 534

FTE = Full Time Equivalent employee

Customer Services	<ul style="list-style-type: none"> • Provide and manage the Council's Customer access arrangements • Develop and improve the customer experience • Provide a Registration Service for births, deaths, marriages and civil partnerships • Maximise income through the administration and collection of local taxation • Financial assessment and administration of a range of benefits, welfare funds and grants • Develop and drive the Council's Customer Strategy with digital opportunities being a key strand • Implement Welfare Reform policies • Provide governance of the Council Complaints procedures and system 	Budget: £1.716m
		FTE: 109
Neighbourhood Operations	<ul style="list-style-type: none"> • Ensure all public areas are clean, safe and maintained • Provide a street sweeping service for roads, paths and car parks in Border towns • Undertake routine, reactive and emergency maintenance and repairs to public roads, footways, bridges, road signs, car parks and road gullies, street lights and illuminated signs, festive and civic lighting schemes and traffic management information • Manage allotments, play areas, public conveniences, burial grounds, sports pitches, parks and gardens and undertake roads winter maintenance 	Budget: £12.611m
		FTE: 275
Safer Communities	<ul style="list-style-type: none"> • Promote and co-ordinate a multi-agency response to gender based violence • Encourage prevention activities to reduce the negative impact of substance misuse • Reduce the level and impact of crime and antisocial behaviour • Work with partners to reduce the level of injuries at home and on our roads. 	Budget: £0.442m
		FTE: 7
Strategic Policy Unit	<ul style="list-style-type: none"> • Strengthen our community planning partnership and implement Community Empowerment (Scotland) Act 2015 • Maximise community benefit opportunities and external funding • Manage corporate planning process, driving continuous improvement / public accountability • Provide research, information and analysis 	Budget: £0.868m
		FTE: 12
Waste Services	<ul style="list-style-type: none"> • Arrange for the collection and disposal of household and commercial waste in the Borders area • Provide Kerbside waste and recycling collections • Manage Community Recycling Centres, Waste transfer stations and landfill disposal • Provide Recycling Points across the Borders 	Budget: £9.347m
		FTE: 131

Our Successes and Areas for Improvement

An overview of our recent successes and areas of service delivery that could be improved

	Successes	Areas for Improvement
Customer Services	<ul style="list-style-type: none"> • Delivery of on-line applications including Housing Benefit, Council Tax Reduction & Educational Benefits • Launch of Looking Local App • Developed on-line booking facility for Activity Centres • Administration of Flood Grant Scheme • Integration of Social Work's duty hub into Customer Services 	<ul style="list-style-type: none"> • Continue to improve the measurement and reporting of customer satisfaction and complaints across the Council • Increase digital delivery and channel shift • Improve income collection levels • Expand corporate e-learning functionality and content • Review of key Customer Services policies
Neighbourhood Operations	<ul style="list-style-type: none"> • Completed the Neighbourhood Operations Review • Developed a policy for dealing with dog fouling & littering to improve street cleanliness • Participated in benchmarking activity for parks, open spaces and bereavement services 	<ul style="list-style-type: none"> • Continue to develop more robust performance measures, & better quality reporting across the service and per locality • Improve communication, engagement and the feedback loop with the public • Align activity & resource to address cyclical/predictable issues
Safer Communities	<ul style="list-style-type: none"> • Safer Housing Options (STEPS) service has been recognised as 'Best Practice' by Care Inspectorate • Robust processes and procedures now in place for Multi Agency Risk Assessment Conference (MARAC) • Value of stolen property from farms reduced by over 60% as a result of Rural Crime Initiative 	<ul style="list-style-type: none"> • Extending data availability and sharing across partners • Improve sustainability of short-term projects • Improve reporting and internal communication • Managing customer expectations
Strategic Policy Unit	<ul style="list-style-type: none"> • Standardised approach to Business Planning • Updated Corporate Plan approved by Council • Maximised external funding • Provided ongoing support to develop community opportunities 	<ul style="list-style-type: none"> • Roll out corporate approach to Self Assessment • Build member understanding/interest in performance • Implement requirements of the Community Empowerment (Scotland) Act 2015
Waste Services	<ul style="list-style-type: none"> • Upgraded and developed new community recycling centres at Eshiels, Hawick and Kelso • Introduced food waste collections • Closure of Easter Langlee Landfill site / development of new Waste Transfer Station approved • New policy agreed for accepting Trade Waste at community recycling centres 	<ul style="list-style-type: none"> • Optimise current Refuse Collection systems and waste facility operating arrangements • Optimise working patterns • Upgrade Selkirk Community Recycling Centre • Review Waste Services structure • Improve Waste Data Management systems • Improve food waste collection participation in Hawick

Transforming the way we work

An overview of how the Directorate is changing the way it works

Neighbourhood Services
Business Plan 2016/17 – 2018/19

Key Corporate Transformation Programmes

Customer First

Continued roll out & development of modern customer services across SBC

Waste Plan

Create efficiency saving, reduce expenditure and provide additional income through the implementation of a strategy that is financially and environmentally sustainable

Critical Dependencies

- ICT Review
- Workforce Transformation
- Consistent approach to reviewing our business processes
- Alternative Models of Service Delivery (esp Roads)
- Localities



transformation
MODERNISING THE WAY WE WORK

[Click here](#) to find out more about our Corporate Transformation Programme

Neighbourhood Services <i>Directorate wide actions</i>	<ul style="list-style-type: none"> • Drive culture change promoting excellent customer service • Develop the localities model in partnership with other services • Maximise the collection of income • Review working patterns and practices in Neighbourhood Operations and Waste Services • Ensure business policies conform with Equality Impact Assessment requirements
Customer Services	<ul style="list-style-type: none"> • Develop the Customer First strategy and improvement plan • Deliver business change required by the implementation of Universal Credit and other welfare reforms • Implement technology & procedures to accelerate corporately customer self service & feedback loop • Devise a Customer Services operating model in line with corporate customer and digital strategies
Neighbourhood Operations	<ul style="list-style-type: none"> • Undertake a review of Public Toilet provision • Undertake a review of operational winter maintenance • Improve alignment of resourcing and activity to address cyclical / predictable issues • Develop and agree a communications and marketing plan with the Corporate Communications Team • Review of roads services
Safer Communities	<ul style="list-style-type: none"> • Implement recommendations from external evaluation/review the Pathway Project (Domestic Abuse) • Secure long term sustainable funding model for the pathway project • Finalise and publish updated multi-agency policies and procedures for anti-social behaviour • Implement any agreed recommendations from the review of Safer communities • Development of a multi-agency strategy for tackling home injury prevention
Strategic Policy Unit	<ul style="list-style-type: none"> • Roll out Covalent “Browser” to all Service Directorates, linking actions, risks and PIs • Roll out corporate self assessment (where no inspection/audit takes place) • Complete Strategic Assessment and use as evidence base for Locality planning with Community Planning Partners • Implement processes that meet requirements of Community Empowerment (Scotland) Act 2015 • Implement new governance arrangements for Community Planning Partnership • Work with community groups to develop projects that maximise funding opportunities
Waste Services	<ul style="list-style-type: none"> • Develop the new Waste Management Plan to deliver a service that is fit for purpose and financially sustainable • Undertake a management review of the service