



# Service Plan Template for 2008/09 (covering April 2008 – March 2011)

**Service Plan for:** Licensing and Bereavement Services

**Directorate:** Neighbourhood Services

**Service Plan Holder:** Dick Haswell

**Workplans:** Licensing and Bereavement Services

**Director:** Terry Collins

*Signed off* \_\_\_\_\_

*Date:* \_\_\_\_\_

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*Date:* \_\_\_\_\_

## Section 1: The service

### **Service description**

#### **Bereavement Services**

Bereavement Services provide a dignified and sympathetic cremation and burial service. Each year we carry out about 2000 cremations. In addition we carry out welfare funerals where people die with no one available to make funeral arrangements. We provide a burial service in conjunction with Fulford Parish Council. In 2006 £4815 was donated for local and national charities.

We support work experience opportunities for young people with learning difficulties and provide work tasks for PACY.(locally based rehabilitation scheme)

Our customers are the families of the bereaved, funeral directors, ministers of religion, medical referees, coroner's officers, hospitals and schools and colleges.

#### **Licensing Services**

The licensing service covers a wide range of licensing and registration functions in the city including taxis, alcohol and entertainment, trading activities, gaming activities and sports grounds. In 2006/07 we licensed 830 vehicles and 992 drivers and tested 596 taxi meters. We licensed 41 new premises and 284 personal licences under the Licensing Act 2003 which resulted in 20 hearings and 35 mediation meetings. We issued 296 consents to trade in the street; issued 67 gaming permits and 136 street collection permits together with various other lower volume activities.

Our customers are those who hold licenses and those who benefit from their activities which includes businesses, residents and visitors.

### **Service objectives**

S01 – Provide a high quality sympathetic bereavement service giving choice and access to all customers and users.

S02 – Operate a fair, transparent and proportionate licensing system, providing optimum protection to users and residents.

S03 -Provide an effective response to all emergency situations that involve action by the group.

## Section 2: The Drivers

<b>Driver</b>	<b>How might this affect our service</b>
<p><b>External drivers</b></p> <ul style="list-style-type: none"> <li>• New requirement to control mercury emissions from Crematorium</li> <li>• Declining Death Rate until circa 2016</li> <li>• Possible Flu epidemic</li> <li>• New Legislation :Charities Bill Regulatory Enforcement and Sanctions Bill ( Hampton Report)</li> <li>• Government Priorities for Regulatory Services</li> <li>• New Best Value performance indicators</li> <li>• Taxi quantity controls (DETR)</li> <li>• Charter Mark</li> </ul>	<p>Additional capital expense to meet legislative requirements</p> <p>Reduction in regular income at the crematorium</p> <p>Potential need to meet abnormal demand at crematorium</p> <p>Fundamental changes in way we work</p> <p>National priorities set influencing service delivery</p> <p>New PI's may affect service delivery</p>
<p><b>Corporate drivers</b></p> <ul style="list-style-type: none"> <li>• Corporate Strategy</li> <li>• Equality impact assessments</li> <li>• Community Safety Plan</li> <li>• Job evaluation</li> <li>• Accommodation Review</li> <li>• Crime and Disorder Act Section 17</li> <li>• E Government</li> </ul>	<p>Corporate direction to service delivery</p> <p>Staff motivation</p> <p>New ways of working towards moving to Hungate and meeting E gov. targets</p>
<p><b>Directorate drivers</b></p> <ul style="list-style-type: none"> <li>▪ Tackling violent, aggressive and nuisance behaviour</li> <li>▪ Improving health and safety culture</li> <li>▪ Improving staff absence</li> <li>▪ Staff Development</li> </ul>	<p>Directorate lead in corporate priority</p> <p>Contribute to directorate pi's</p> <p>Improve staff job satisfaction.</p>
<p><b>Service drivers</b></p> <ul style="list-style-type: none"> <li>• Implement approved changes in taxi standards and quantity restrictions</li> <li>• Review management and process at the crematorium</li> <li>• Take part in retail enforcement pilot to improve service to businesses</li> </ul>	<p>Improve image and standards of taxis and contribute to corporate priority of environmentally friendly transport.</p> <p>Improve already high standards of service delivery</p>

### **Section 3: Critical Success Factors (CSFs)**

<b>CSFs for 2008/09</b>	<b>Why a CSF?</b>
To embrace new ways of working to meet new government performance framework and future accommodation requirements	To help the council meet excellent standards and the service achieve a seamless move into Hungate
Meet mercury abatement requirements at the crematorium	To meet legal requirements and maintain operation of the business
To apply new approved standards for hackney carriages and the controlled growth in numbers	Standards set by members with significant public profile.

### **Section 4: Links to corporate priorities**

<b>Improvement Statement (IS)</b>	<b>Contribution</b>
Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	<p>The effective application of the Licensing Act 2003 has a significant impact on alcohol related crime and antisocial behaviour. The use of Designated Public Places Orders is beneficial in controlling such behaviour in specific locations.</p> <p>The licensing service leads multi agency work in many initiatives aimed at reducing alcohol related crime and antisocial behaviour.</p>
Increase the use of public and other environmentally friendly modes of transport	Improvements to the availability of taxis are being introduced which will reduce the dependence on the private car for local travel .New vehicle emission standards are being applied and encouragement of the use of greener fuels will be linked to future policies

## Section 5: Balanced Scorecard of outcomes and measures

### Customer based improvements

<b>Customer Measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Business Satisfaction with Regulatory Services – (new national indicator NI182)	N/A	None set	None set	None set
% of applicants satisfied with the licensing service (may feed into NI182)	97	98	98	98
% of applicants satisfied with the taxi licensing service (may feed into NI 182)	84	86	88	90
<b>Customer Actions</b>				
Improvement action	Deadline			
Trial a retail enforcement pilot inspection regime.	31 March 2009			
Implement agreed licensed taxi standard improvements, and implement controlled growth policy.	31 March 2009			
Refine mechanism for measuring customer satisfaction of bereavement services.	31 April 2008			
Introduce new format for measuring customer satisfaction of licensing services which compliments new Pi relating to satisfaction with local authority regulatory services (NI 182)	From 1 <sup>st</sup> April 2008			

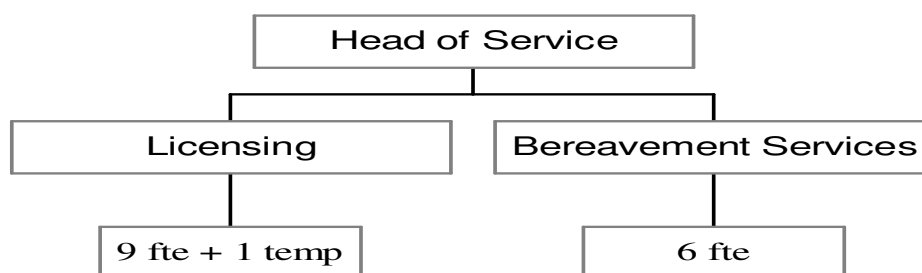
### Process based improvements

<b>Process Actions</b>	
Improvement action	Deadline
Work with IT to develop mobile working for licensing.	1 <sup>st</sup> June 2008
Evaluate and process Designated Public Places Order (alcohol control zones) for city centre.	1 <sup>st</sup> June 2008
Undertake Charter Mark Audit and implement improvement actions.	1 <sup>st</sup> July 2008
Evaluate the development of (and introduce as appropriate) area based licensing forums.	1 <sup>st</sup> July 2008
Evaluate introduction of pub watch scheme in York.	30 <sup>th</sup> Sept 2008
Evaluate options for reducing the volume of paper filing for licensing.	31 <sup>st</sup> March 2009
Develop new PIs in relation to taxi licensing	31 March 2009

## Resource management improvements

<b>Resource Measures</b>				
Measure	Current	2008/09 Target	2009/10 Target	2010/11 Target
Number of Riddor notifications CP11a	0	0	0	0
Number of days lost to sickness BV12	12.7 (06/07) 9.7 (07/08 forecast)	11 (CYC)	None set	None set
Number of days lost to stress CP13a	4.5 (06/07) 1.5 (07/08 forecast)	1.8 (CYC)	None set	None set
Number of staff receiving appraisal in last year CP14	100%	100%	100%	100%
<b>Resource Actions</b>				
Improvement action		Deadline		
Implement additional informal 1:1 meetings for all staff with the head of service.		March 2009		
Trial alternative mobile working technologies within licensing teams		March 2009		
Embed new attendance at work policies		March 2009		

## Section 6: Resources (1 page max)



### Budget (£000s)

	<u>2007/08</u>	<u>2008/09</u>	
Employees	£484	£XXXX	There has been a XX% increase/decrease in our budget since last year. This is due to.....
Premises	£160	£XXXX	
Transport	£17	£XXXX	
Supplies and Services	£131	£XXXX	
Miscellaneous			
– Recharges	£257	£XXXX	
– Other	£0	£XXXX	
Capital Financing	£39	£XXXX	
<b>Gross cost</b>	<b>£1,088</b>	<b>£XXXX</b>	
Less Income	£1,908	£XXXX	
<b>Net cost</b>	<b>-£820</b>	<b>£XXXXX</b>	

- A reprioritisation bid to make permanent the temporary licensing officer post has been submitted. It will be self funding through increased licensing fees
- A capital programme bid has been submitted for mercury abatement equipment at the crematorium