

**REPORT TO: SCRUTINY COMMITTEE – 25 JUNE 20134**  
**REPORT ON: ENVIRONMENTAL MANAGEMENT PSIF ASSESSMENT**  
**REPORT BY: DIRECTOR OF ENVIRONMENT**  
**REPORT NO 271-2014**

## **1.0 PURPOSE OF REPORT**

1.1 To report on the results, key strengths and areas for improvement identified following a self assessment utilising the Public Service Improvement Framework model for Environment Department, Environmental Management Division.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the Scrutiny Committee notes the Areas for Improvement and Improvement Plan.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 None.

## **4.0 MAIN TEXT**

4.1 The Council has adopted an approach to assessing a department's capability to continuously improve services using the Public Service Improvement Framework. As part of this programme the Environmental Management Division carried out an assessment between November 2013 and March 2014. A summary of the key findings is included in this report.

4.2 The Environmental Management Division is responsible for the management and development of all aspects of the physical environment in the public domain across the city. The Division is structured to provide an efficient localised service serving the eight Community Planning Partnership areas.

Key service delivery functions include the management of parks, open spaces, the beach, street cleaning, rapid response and graffiti teams. The Division actively engages with and involves communities and stakeholders in their environment and promotes active use through the provision of sports pitches, play areas, allotments and delivering and encouraging events in the green space. This collectively contributes to the wellbeing of all citizens and makes the city a better place to live, work and visit.

### **4.3 Results**

A major part of the assessment is reviewing the service's performance over the past three to five years for evidence of continuous improvement. The table below highlights a sample of the most key performance measures for the services and show their trends over this period.

**SERVICE NAME****Key Results from SOA/Council Plan/Service Plan/Other plan for the service**

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration

Definition	09/10	10/11	11/12	12/13	Current Target	Benchmark	Long term Improvement Status
LEAMS Points	74	72	75	73	73	72	►
No of Green Flag – Parks - External Assessment	3	4	4	4	4	4	►
No of Green Flag – Parks, Open Space and Cemeteries – internal Assessment	12	13	15	20	3	15	▲
Seaside Resort Award	R1	R1	R1	R1	1	1	►
Beautiful Scotland Awards	3	3	2	2	2	3	▼

**CUSTOMER SATISFACTION****Key factors on service quality**

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration

Definition	09/10	10/11	11/12	12/13	Current Target	Benchmark	Long term Improvement Status
Satisfaction levels with children's play areas	18	88	88	86	88		►
Satisfaction level for quality and maintenance of open space	81	97	97	95	97		►
Satisfaction levels of the natural environment of Dundee	-	96	97	99	99		►

4.4 As can be seen from the above tables the service is showing evidence of continuous improvement in some areas within an environment of reduced resources. In respect of the Beautiful Scotland Awards one of the external groups did not submit an application in 2012/13. However the Department and the Council are supporting this group in respect of an application for 2014.

4.5 Strengths

The assessment also highlighted areas where the service has key strengths in its existing approach to continuous improvement. These are listed in the table below.

**KEY STRENGTHS AND IMPROVEMENTS DELIVERED**

Theme	Approach that is delivering results	Lead Officer
Community Involvement	The Division has continued to work closely within the Local Community Planning Partnerships to develop and improve the environment. In particular the development of a network of Friends Groups of parks, cemeteries and open spaces has ensured greater engagement with citizens in their environment and had the benefit of attracting external funding for improvements in the parks etc.	Peter Sandwell

Standardisation	A Quality Standards Document has been prepared which outlines the service delivery standards to customers and key stakeholders and British Standards are utilised in key areas such as playgrounds and land management.	<b>Rod Houston</b>
Charter for the Bereaved	Each of the cemeteries is assessed on an annual basis against a number of set criteria. This information is benchmarked nationally and an improvement plan is formulated/implemented.	<b>Ally Lawson</b>
Green Flag Assessment	Each of the major parks are assessed on an annual basis using national "Green Flag" criteria. In addition to marking the parks for internal benchmarking an action plan for improvement is formulated and taken forward hence delivering continuous improvement.	<b>Peter Sandwell</b>
Division Service Plan	The Division has a detailed Annual Service Plan which includes an Action Plan which aligns to the Department's Service Plan.	<b>Gary Robertson</b>

#### 4.6 Areas for Improvement

The PSIF assessment looks at all the critical factors in having an improvement culture in the service. The following table summarises the key areas for improvement identified and the actions to be taken to improve them.

<b>Theme</b>	<b>Area for Improvement</b>	<b>Action Required</b>
Improve Internal Communication	<ul style="list-style-type: none"> <li>Improve the two way flow of information and ensure results in team briefing</li> </ul>	<ul style="list-style-type: none"> <li>Establish a robust team briefing process and meeting matrix for all levels.</li> </ul>
Training	<ul style="list-style-type: none"> <li>Improved Customer Care and interaction with public and key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Level of training to be identified for all staff and implemented accordingly.</li> </ul>
Communication with Stakeholders	<ul style="list-style-type: none"> <li>Although job roles have changed across the division, some stakeholders continue to communicate with their known contact and this can cause delays in service provision.</li> </ul>	<ul style="list-style-type: none"> <li>Re-launch the divisional information sheet to all departments and stakeholders.</li> </ul>

An improvement action plan has been prepared following the assessment and will be monitored over the next three years on the council's online plan monitoring database when a repeat of the assessment will be carried out. This is attached in Appendix one.

## 5.0 **POLICY IMPLICATIONS**

5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

**6.0 CONSULTATIONS**

6.1 The Chief Executive, Director of Corporate Services and head of Democratic and Legal Services have been consulted in the preparation of this report.

**7.0 BACKGROUND PAPERS**

7.1 Environment Department Service Plan 2012 to 2017.

7.2 Environment Department employee survey results 2004 to 2013.

Ken Laing  
Director of Environment

20/06/2014

## Improvement Action Plan

### Department: Environmental Management

Action number	Theme	Related Council Plan Outcome (e.g. DO1)	Improvement Required	Action	Measure of success	Responsible Officer	Start Date	Review Date (first time system will ask for an update from you)	Action End date
1	Customer Satisfaction	CO1	There is a need to extend customer surveys across a range of satisfaction, measures. For example, the satisfaction with timeliness of responses, etc.	Develop a customer consultation strategy that defines who our customers are, how we engage with them and improvements that can be made. Complete strategy and implement action and measure customer satisfaction figures for future benchmark.	Baseline customer satisfaction results	Gary Robertson	1/07/2014	30/09/14	31/03/15
2.	Communication	CO1	Although job roles have changed across the division, some stakeholders continue to communicate with their known contact and this can cause delays in service provision.	Re-launch the divisional information sheet to all departments and stakeholders.  Annually review the divisional information sheet and ensure that all relevant stakeholders are updated.	Improved end to end times	Gary Robertson	01/07/14	31/08/14	31/08/14
3	Communication	CO1/CO2	There is a limited debrief process for divisional feedback from LCPP meetings.	Introduce a core briefing process to inform relevant Staff of the key issues raised at LCPP meetings and also a feedback process which allows Staff to raise issues to be considered by the LCPP meetings.	Improved staff satisfaction with communication on staff survey	Gary Robertson	01/07/14	30/09/14	31/12/14

Action number	Theme	Related Council Plan Outcome (e.g. DO1)	Improvement Required	Action	Measure of success	Responsible Officer	Start Date	Review Date (first time system will ask for an update from you)	Action End date
4	Standardisation	CO1	There is not one system which manages enquiries and complaints for the division, e.g. monitoring, timescales, locations, accountability etc. Hence the need to move to a single system.	Introduce a GIS complaints/information process which links complaints etc to the Council's GIS system for future interrogation.	Clear and robust complaints data	Gary Robertson	01/07/14	30/09/14	31/03/2015
5	Communication	CO2	There is a need to standardise the meetings protocol at all levels to ensure key messages are being communicated.	Using the approach described in the recently launched corporate team briefing guidance, deliver a briefing process and meeting structure protocol for all levels (including Management/Supervision/Chargehands to ensure sound 2 way communication in the Division. Ensure process is in place by deadline and audit effectively.	Improved staff satisfaction with communication in staff survey	Gary Robertson	01/07/14	30/09/14	31/12/14
6	Performance	CO1	We have limited comparative data on key areas	Develop long term approach to benchmarking to ensure that we have robust comparative information.	Have key benchmarking data in place by end of plan.	Gary Robertson	01/07/14	30/09/14	31/12/15
7	Training	CO2	It is not always clear what information is permitted to be shared under the Data Protection Act.	Clarification of existing policy and follow up training to all. Relevant staff to be aware of the policy.	All staff aware of DPA	Gary Robertson	01/07/14	30/09/14	31/12/14