

## Agenda Item

<b>Scrutiny</b>	17 August 2006
<b>Environment:</b>	CPA Improvement Plan
<b>Portfolio:</b>	Councillor Rachael Walker
<b>Service Area:</b>	Neighbourhoods
<b>Wards:</b>	All
<b>Forward Plan:</b>	No

### **Summary of report**

This report presents for members' approval the final update of the Environment CPA improvement Plan. This follows the inspection in October 2004 which has previously been reported to Regeneration, Environment, Housing and Community safety Scrutiny panel on 26<sup>th</sup> April 2005. The inspection assessed the Council's environment services to be a "FAIR" one star service with "EXCELLENT" prospects for improvement.

The Improvement Plan is attached as Appendix A

### **Recommendation**

The Panel approves the final CPA Improvement Plan and notes that outstanding issues have now been incorporated into service plans.

### **Resource and Legal considerations**

None arising directly from this report.

### **Citizen Impact**

The improvement plan includes reference to the service plans where a range of improvements are detailed which will have a direct impact on the quality of the environment aspects within the Borough.

### **Community safety**

Some of the stated improvements will lead to safer communities, including safer parks and improved transport arrangements.

### **Environment Impact**

All of the actions are intended to help towards the cleaner greener borough pledge.

## **Performance management and risk management issues**

Improved project and performance management has been developed to assist in the delivery of the improvement plan in line with corporate goals. All actions that are completed are in italics. Any actions behind schedule or underperforming will now be prioritised as urgent.

## **Equality Issues**

The service plans which underpin this improvement plan include work to further improve services for all our communities.

## **Consultation**

The improvement plan includes proposals to improve consultation with residents on a range of services, which will impact on our customer and Best Value satisfaction surveys in future.

## **Vision 2008**

The CPA improvement plan is a working document to assist the Neighbourhoods directorate achieve its part towards the Council's aim of becoming an excellent Authority by 2008.

## **Background papers**

Environment Scrutiny papers 26<sup>th</sup> April 2005

Contact Officer

Steven Chapman, Policy and performance Manager, Street Pride

Tel 01922 653163 E- mail [chapmans@walsall.gov.uk](mailto:chapmans@walsall.gov.uk)

Signed:.....

Executive Director Jamie Morris

Date 16.May 2005

Signed:.....

Portfolio holder Marco Longhi

Date.....



**Walsall**

*Metropolitan Borough Council*

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# **Environment Inspection Improvement Plan**

## **IMPLEMENTATION MANAGER:**

Keith Stone

01922 652100

[Stonek@walsall.gov.uk](mailto:Stonek@walsall.gov.uk)

## **PERIOD OF PLAN**

1 January 2005 to August 2006

## CONTEXT

This improvement plan is in respect of the Environment Inspection undertaken in September 2004. The overall outcome of that inspection was that “there has been a clear focus on service improvement over the previous two years, this has resulted in impressive improvements to environmental services”.

This plan addresses all the issues for improvement identified within that report as either specific recommendations or comments made indicating where improvement is required or is possible. The outstanding performance improvement agenda for the services covered by this plan are contained within the relevant service plans, team plans, and individual performance targets as part of the IPM scheme.

This plan focuses on the improvement agenda, so does not cover the many strengths and good practice identified within the report.

The actions for improvement have been devised using SMART principles to ensure clear focus and the best outcomes, as follows:

<b>S</b>	<b>Specific</b>	<b>What exactly are you going to do/change? Absolute clarity is vital.</b>
<b>M</b>	<b>Measurable</b>	<b>How much observable and quantifiable change is planned? What will be different and what will it look like?</b>
<b>A</b>	<b>Action-oriented</b>	<b>What action are you going to take that will ensure the change? How will you know when you've succeeded?</b>
<b>R</b>	<b>Realistic</b>	<b>Your timescales and targets should be stretching and realistic. Identify the critical path to ensure foundation targets are achieved first.</b>
<b>T</b>	<b>Time-based</b>	<b>By when are you going to do it/complete it?</b>

The actions in this improvement plan are grouped into logical themes. Each theme has a nominated “theme leader” who is responsible and accountable for ensuring all actions within their theme are implemented to the required standard and within the required timescales. There is one overarching generic theme applicable to all improvement plans entitled “Corporate Performance Management”. This is intended to ensure all performance management and improvement activity takes place within the wider improvement agenda, embeds our corporate approach, enables consistency, and promotes sound corporate governance. The theme leader for this is always the relevant Executive Director, with every senior manager ensuring compliance in their service.




Each recommendation/issue raised in the report is shown in this plan; relevant actions are directly linked to it. Improvement actions are prioritised as either ①, ② or ③, with ① being the highest priority. **BLUE** priority ① s are of particular/critical importance and/or are foundation actions that need to be done first as other actions are dependent upon them. Each action has a named individual, responsible for implementation. The Cabinet portfolio holder is Councillor Rachel walker.

Many issues are crosscutting and/or covered in other plans. Where appropriate, these connections to other plans and/or sections of this plan are signposted. Each theme leader should liaise with the Implementation Manager of the other plans to ensure actions are neither duplicated nor missed. The key for links into service plans are as follows:

- (116) refers to paragraph number in the Environment inspection report**
- (PT C9) Refers to Planning & transportation service plan reference number**
- (S B5) Refers to Street Pride service plan reference number**
- (EPd2) Refers to Environment Protection service plan reference number**

The final column shows the current status of each action against target. This enables the original version of the plan to be updated for monitoring and reporting purposes. The traffic light and arrows system in common use throughout the performance management framework, also applies here:

<b>G</b>	means on target
<b>A</b>	means slightly off target and/or not on target but entirely recoverable
<b>R</b>	means off target and at risk

	Performance improving since previous report
	Performance stable since last report
	Performance declining since last status report

The final column should indicate when the action is entirely **COMPLETE**.

<b>A. CORPORATE PERFORMANCE MANAGEMENT</b> Working within the wider performance improvement agenda	<b>THEME LEADER:</b> Keith Stone
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REF	CORPORATE ISSUE	IMPROVEMENT ACTION	PRIORITY 1 2 3	BY WHOM?	SIGNPOST PLANS	CURRENT STATUS
A	Levels of service are not consistent across different elements of environmental services (116)	<ul style="list-style-type: none"> <li>Carry out diagnostic checks on street cleansing / green spaces / enforcement and implement performance improvement measures.</li> </ul>	2	Service Improvement Team (SIT)	Grounds / Policy & performance team plans	Complete
		<ul style="list-style-type: none"> <li>Better contact information developed for complaints through Tell us systems. (S B1)</li> </ul>	1	Tell us coordinators	Policy & performance team plan	Complete
		<ul style="list-style-type: none"> <li>Service improvement team will continue to work to improve customer satisfaction levels. (S C5)</li> </ul>	1	SIT	All Service Plans	Complete
B	Satisfaction with services has fallen in many areas, although it is not clear whether this is as a result of specific concerns about services (9)	<ul style="list-style-type: none"> <li>Introduce the service measurement tool to allow consistency of approach. (S D4x)</li> </ul>	1	SIT	Consultation section of all service plans	Complete
		<ul style="list-style-type: none"> <li>A telephone survey of Streetpride users took place in October 2004, training being delivered to address the issues. (S D4x)</li> </ul>	1	V Holding		Complete
		<ul style="list-style-type: none"> <li>Postal surveys and the tracker survey to be undertaken. (S D4x)</li> </ul>	1	SIT	Complete	
		<ul style="list-style-type: none"> <li>Investigate the possibility of an LPSA on customer satisfaction to raise extra funding,</li> </ul>	1	S Chapman	Complete	
		<ul style="list-style-type: none"> <li>Increase inclusiveness of Service Users (PT C8)</li> </ul>	1		Service heads	Complete
		<ul style="list-style-type: none"> <li>Improve quality of decision making (PT C7)</li> </ul>	1	Service heads	Complete	
		<ul style="list-style-type: none"> <li>Market Services and review Service Standards (PT C9) (programme of further standards underway with existing ones to be reviewed when necessary)</li> </ul>	1	Service heads	Complete	

REF	CORPORATE ISSUE	IMPROVEMENT ACTION	PRIORITY 1 2 3	BY WHOM?	SIGNPOST PLANS	CURRENT STATUS
C	Communication with the public and other organisations is not fully effective. (9)	<ul style="list-style-type: none"> <li>Further develop our web site.(SD6)</li> <li>Work with communications unit to promote and market our services and communications links.(SD6)</li> <li>BEMT and SMT to develop a list of links with key partners.</li> </ul>	1 1 1	Communications unit All Service Managers S Pretty	All Service plans	Complete  Complete Complete
D	There have been delays in the development of key strategies (44)	<ul style="list-style-type: none"> <li>Create specialist teams to respond to service improvement issues.</li> <li>Appoint a Policy and Performance Manager to develop strategies.</li> </ul>	1 1	All Service Managers	Street management strategy	Complete Complete
E	Complete and co-ordinate strategies and identify environmental service links to the ten vision priorities. (11)	<ul style="list-style-type: none"> <li>Implement outcomes of North East Walsall / Brownhills corridor study (PTC3) (New business case to be prepared for revised scheme)</li> <li>Publish and implement walking and mobility strategies (PTC3)</li> <li>Prepare and complete a street management strategy which integrates the current waste and highways strategies with our education plan and covers grounds and street cleansing. (Strategy drafted and will be presented to cabinet for approval at the earliest opportunity)</li> <li>2005 Service Plans now clearly identify links with Council Priorities in Vision 2008 and Directorate Pledges (C&amp;D)</li> </ul>	2 1 1 1 1	G Oliver  G Oliver All Service Managers  All Service Managers All Service Managers	Street management strategy  Service Plans 2005 – 10 RHBE Plan	A  Complete G Complete Complete

REF	CORPORATE ISSUE	IMPROVEMENT ACTION	PRIORITY 1 2 3	BY WHOM?	SIGNPOST PLANS	CURRENT STATUS
		<ul style="list-style-type: none"> <li>Corporate group to discuss all vision pledges and how our directorate plan integrates with these.</li> </ul>				
F	The impact on services and service planning of the recently introduced local neighbourhood partnerships and pledges beyond 2004 are not yet clear. (10)	<ul style="list-style-type: none"> <li>Improve liaison with LNPs through regular meetings held between Streetpride and LNP managers.</li> </ul>	①	All Service Managers	Street management strategy	Complete
		<ul style="list-style-type: none"> <li>Improve communication links to ensure LNP pledges are built into service plans.</li> </ul>	1	Service Managers		Complete
		<ul style="list-style-type: none"> <li>Clarify consultation process (A)</li> </ul>	1	J Ball		Complete
G	There appears to be a relatively high proportion of roads in need of repair, according to the most reliable performance indicators, although we acknowledge that these indicators may still not be providing a wholly accurate picture. (9)	<ul style="list-style-type: none"> <li>Complete an enhanced highways maintenance programme (PTC2)</li> </ul>	1	S Pretty	Highways Maintenance Strategy	Complete
		<ul style="list-style-type: none"> <li>Complete the maintenance programme utilising the £5m of Prudential borrowing (PTC2)</li> </ul>	1	G Oliver		Complete
		<ul style="list-style-type: none"> <li>Carry Out Strategic Options Assessment to determine an improvement in service delivery (PTC2) (Draft report prepared and will be considered by scrutiny and cabinet)</li> </ul>	①	S Pretty		Complete
H	Recent surveys show satisfaction levels with public transport are above both national and regional averages. Satisfaction with the local bus service was 66% in the 2000/01 BVPI survey but fell to 56 % in the 2003/04 survey. (61)	<ul style="list-style-type: none"> <li>Implement improved traffic system and input TCTP</li> </ul>	1	S pretty	Local Transport Plan Walsall Transport Strategy	G
I	The council is not keeping the public informed about the effectiveness of local air quality management. (75)	<ul style="list-style-type: none"> <li>Implement and monitor Air Quality Management Area action plan (PTC6)</li> </ul>	2	S Pretty	AQMA action plan	G
		<ul style="list-style-type: none"> <li>Implement requirement of the TMA 2004 (PTC5)</li> </ul>	1	G Oliver		G



REF	CORPORATE ISSUE	IMPROVEMENT ACTION	PRIORITY 1 2 3	BY WHOM?	SIGNPOST PLANS	CURRENT STATUS
J	Develop the lessons from transport partnering arrangements and apply to other areas of the council. (11)	<ul style="list-style-type: none"> <li>Implement service planning away days(SD6)</li> <li>Introduce procurement forums and implement actions (SD6)</li> <li>Implement ODPM partnering guidance (PTC4)</li> <li>Team Members of PFIs utilised to assist and deliver others e.g. Schools PFI</li> </ul>	2	P Matley L Brazier  M Yardley/ S Pretty		Complete  Complete  Complete  Complete
K	The council did not meet the government 2003/04 target for recycling and composting household waste. Levels of waste collected per head of population are high, although the situation has improved in 2004/05.(110)	<ul style="list-style-type: none"> <li>Continued roll out of the Dry recyclable scheme / garden waste scheme to improve our waste figures (SC3).</li> <li>Investigate methods to reduce the amount of waste landfilled including. (SC3). <ul style="list-style-type: none"> <li>Contracts for incineration</li> <li>Roll out of home compost bins</li> <li>Mini recycling centres</li> <li>Investigation of alternate bin collections</li> <li>Employment of a waste minimisation officer</li> </ul> </li> </ul>	1  2 1 1 1 1	D Roberts/ S Chapman	Waste Management Strategy	Complete  Complete  Complete Complete Complete Complete
L	Use the existing service planning framework to clarify the actions to deliver waste targets, identifying the expected contribution of different initiatives.	<ul style="list-style-type: none"> <li>Input actions in the waste service managers IPM, target setting workshops. (SD3)</li> <li>Benchmark within the Black Country waste management forum. (SD3)</li> <li>Communicate across the service area.</li> </ul>	1	D Roberts/ S Chapman	Waste Management Strategy Waste Team Plan	Complete  Complete  Complete
M	Inspect all play areas on a daily basis making equipment safe immediately where needed, and complete	<ul style="list-style-type: none"> <li>Train extra staff as inspectors.</li> </ul>	1	G Hood	Green spaces strategy	Complete

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	and necessary permanent repairs in 12 weeks. (This pledge to be changed to sate weekly inspections. Daily cannot be achieved due to the volume of parks and amount of staff needed to achieve this especially at weekends.)					
<b>N</b>	Satisfaction with parks and open spaces was low at 57 % in the 2000/01 BVPI survey and remained low, at 61% in the 2003/04 survey. (50)	<ul style="list-style-type: none"> <li>Carry out a marketing strategy to raise the level of understanding of parks. (Included within the green spaces strategy)</li> <li>Establish residents priorities, through our Green spaces strategy and act upon the outcomes. (10,000 user survey carried out with a 58 point recommendation action plan now in place)</li> </ul>	1  1	G Hood  G Hood	Green spaces strategy	A  G
<b>O</b>	There are some parts of the borough where litter has been allowed to accumulate; some of these were however on private land.(52)	<ul style="list-style-type: none"> <li>Introduce a litter enforcement officer. (SD2)</li> <li>Issue fixed penalty notices (SD2)</li> <li>Carry out a review of enforcement. (SD2)</li> <li>Better press campaigns. (SD2)</li> <li>Education Officer to visit schools. (SD2)</li> </ul>	2	S Chapman	Litter plan Street Management Strategy Policy & Performance Team plan	Complete Complete Complete Complete
<b>P</b>	Demonstrate improved transport system and reference to Local Transport Plan (35)	<ul style="list-style-type: none"> <li>Complete enhanced maintenance programme (TPC2)</li> <li>Implement TCTP (TPC2)</li> <li>Input into the production of WMLTP in accordance with Government guidance</li> </ul>	1  1	S Pretty	Local Transport Plan 2005 Walsall Transport Strategy	G  Complete

REF	CORPORATE ISSUE	IMPROVEMENT ACTION	PRIORITY 1 2 3	BY WHOM?	SIGNPOST PLANS	CURRENT STATUS
Q	Reduce congestion on Urban Network (36 & 59)	<ul style="list-style-type: none"> <li>Implement TMA 2004 (TPC2)</li> <li>Implement ITP PFI (TPC2) (<i>Awaiting DFT approval in response to Chief Executive's letter</i>)</li> </ul>	1	S Pretty	Local Transport Plan 2005	<b>G</b> <b>A</b>
R	Improve accessibility , punctuality and reliability of local transport (36)	<ul style="list-style-type: none"> <li>Implement Bus Showcases and Red Routes (TPC2)</li> </ul>	2	S Pretty Centro	Centro 10 year Plan	Complete
S	Reduce number of people killed /injured – improve road safety (36 & 63)	<ul style="list-style-type: none"> <li>Implement road safety schemes to meet Government PSA targets (TPC1)</li> </ul>	1	G Oliver / S Pretty		Complete
T	Increase cycle trips (36)	<ul style="list-style-type: none"> <li>Implement TCTP which includes specific cycle provision (TPC2)</li> <li>Implement Walking and Cycling Strategies (TPC3)</li> </ul>	1 2	S Pretty G Oliver	Cycling/ Walking and Mobility Strategies	Complete
U	Improve Bus Accessibility and Information (36 & 61)	<ul style="list-style-type: none"> <li>Implement BSCs and Red Routes (TPC2)</li> <li>Liaison ongoing with Centro to improve Web Information &amp; on site information installed</li> </ul>	1 1	S Pretty G Oliver		Complete Complete
V	Increase business / School Travel plans and usage (58)	<ul style="list-style-type: none"> <li>Implement P&amp;T Guidance &amp; Strategies including the provision of a green school travel plan (TPC9)</li> </ul>	2	G Oliver	Travel Plan / Travel wise	Complete
W	Improve Car Parking (60)	<ul style="list-style-type: none"> <li>Introduce Car Parking Strategy (TPC1) (<i>Draft strategy prepared</i>)</li> <li>Implement decriminalised parking enforcement (TPC1)</li> </ul>	1 2	G Oliver	Planning & transport Plan	<b>G</b> <b>G</b>
X	Deliver CIP of Lighting PFI and ensure effective management (65)	<ul style="list-style-type: none"> <li>Completed CIP ahead of programme (TPC2)</li> <li>Implemented further lighting of alleyways and footpaths to meet needs of safety groups and Police (TPC2)</li> </ul>	1 2	S Pretty S Pretty	Planning & transport Plan	Complete Complete