

ITEM No ...2.....

REPORT TO: ENVIRONMENT COMMITTEE - 9th NOVEMBER 2015

REPORT ON: ENVIRONMENT DEPARTMENT SERVICE PLAN REVIEW

REPORT BY: DIRECTOR OF ENVIRONMENT

REPORT NO: 416-2015

1. PURPOSE OF REPORT

1.1 This report reviews the performance of Environment Department in relation to its Service Plan 2012-2017.

2.0 RECOMMENDATIONS

2.1 The Committee is asked to:

- note the contents of the Service Plan Review;
- approve the new actions contained in paragraph 4.7; and
- approve the new performance indicators in paragraph 4.8

3.0 FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications arising from this report.

4.0 MAIN TEXT

4.1 Reference is made to Article II of the minute of the Environment Committee of 10 December 2012, when approval was given for the Environment Department Service Plan 2012-2017. Performance against the indicators and progress on the projects included within the plan is undertaken on a regular basis.

4.2 There are 40 performance indicators in the service plan and 33 of these have demonstrated sustained or improved levels of performance. The Department has made the following improvements or sustained a high level of performance in the following areas:

Annual Citizen's Survey 2014

- 99% of adults satisfied with refuse collection
- 97% of adults satisfied with parks and open spaces
- 97% of adults satisfied with street cleaning
- 99% of adults satisfied with the natural environment
- 97% of adults satisfied with cleanliness of the area around their home

Recycling, Waste and Sustainability

- 6.9% of household waste landfilled, the lowest percentage of any Local Authority in Scotland
- 200 tonnes reduction in the annual carbon emission from the council's vehicle fleet, contributing towards a 34% overall reduction from the baseline
- 80% of construction waste recycled, a continuous improvement towards the 2017 target of 85% from a baseline of 39% in 2011/2012

External/Local Environment






- Green Flag and Resort Seaside Award status retained at five locations
- Street cleanliness score of 96 in the Local Government Benchmarking Framework (LGBF)
- 20 minute target response times exceeded for domestic noise complaints dealt with under Part V of the Anti Social Behaviour etc. (Scotland) Act 2004 and reduced average response times achieved for domestic noise complaints (Non Part V Anti-social Behaviour etc. (Scotland) Act 2004) have been maintained
- 99% of public health service requests received a response within 48 hours and 96% of those investigated were resolved
- 98% of racist or other offensive graffiti was removed within the target time of 24 hours from receiving the complaint

4.3 The following indicators have shown a decline or little improvement in trends and will be the subject to detailed performance reviews in the period ahead:

- Whilst the number of food premises within the city that have achieved a pass in the national Food Hygiene Information Scheme has increased to 80%, further measures require to be implemented to increase the pass rate
- Absence levels have not continued to reduce as planned

4.4 The following tables present the Department's top priority performance indicators:

Key Performance Indicators

Definition	11/12	12/13	13/14	14/15	2017 Target	National Benchmark (Family group average) where available *	Improvement Status
Tonnes of CO per year from council's vehicle fleet	5,976	4,416	4,164	3,965	3,600	N/A	
Number of green space quality standards green flag (park) yellow/blue flag award (beach)	5	5	5	5	5	N/A	
Street cleanliness index score (Streets A&B)	98.1	96.8	98.1	95.9	94	94	
Percentage of Dundee's citizens very satisfied or satisfied with the quality and maintenance of parks and open spaces	97	95	95	97	97	N/A	
Percentage of Dundee's citizens very satisfied or satisfied with the natural environment of Dundee	99	95	96	99	99	N/A	

Definition	11/12	12/13	13/14	14/15	2017 Target	National Benchmark (Family group average) where available *	Improvement Status
Percentage of racist or offensive graffiti cleaned within the target time of 24hrs from complaint received	100	100	100	98	100	N/A	↓
Noise complaints response times – requiring attendance on site	8.8hrs	6.74hrs	5.96hrs	6.25hrs	9	N/A	↑
- dealt with under Part V of the Act	18min	16.48min	15.84min	18.00	20min	N/A	↓
% of household waste recycled or composted	31.8	27.3	31.0	32	52.7	41	↑
Total household waste landfilled (tonnes)	N/A	43,751	17,661	4,409	9,741	N/A	↑
Percentage Construction waste recycled	39	78	72	80	85	NA	↑
Percentage business advice requests completed within 14 days		94.3%	91.7%	96.2%	97%	N/A	↑
Reduce absence levels in the department (Average FTE sick days lost)	11.9	11.30	11.09	11.28	9.9	N/A	↓
Reduce the levels of RIDDOR reportable accidents	42	23	19	20	32	N/A	↑

* 'National Benchmark' refers to the Local Government Benchmarking Framework. Dundee City Council's family group consists of North Lanarkshire, West Dunbartonshire, East Dunbartonshire, Falkirk, Glasgow City, City of Edinburgh and Aberdeen City Councils)

Key to arrows



= latest year better than mean of previous two years



= latest year is a decline in performance compared to the mean of the previous two years



= performance maintained

4.5 Highlights

During the year, the Department's key achievements have covered a wide range of service areas and are detailed as follows.

4.5.1 External/Local Environment

- Dundee being recognised as winner of the Britain in Bloom 2015 City category, covering horticultural achievement, community participation and environmental responsibility. This is the first win for the city in the national awards programme, with areas such as overall quality of green spaces, Riverside Nature Park and a wide range of community projects being singled out for particular praise from the national judges;
- The department continues to receive a high level of satisfaction from citizens in respect of environmental quality. This is reflected in parks and open space through the achievements including the Green Flags, the Seaside Award and the LEAMS result, all of which are externally audited and awarded through "Keep Scotland Beautiful". There has been significant work and continued development of "Friend of the Parks" groups including the "Bonnie Dundee" and "Broughty in Bloom" campaign groups;
- The "Take Pride in your City" campaign has been launched to engage the public in taking a more active role the city's environment. There have been 20 organised community litter picks this year and an action plan aimed at promoting responsible dog ownership and reducing dog litter is ongoing;
- As part of the transformation of the service, a programme of increasing more sustainable planting and enriching bio-diversity through the creation of wildflower panels has been extended, primarily on the greenspace associated with the road network; and
- There has been continuing success of events within parks including the annual firework display at Lochee and Baxter Park, which attracted an estimated 40,000 visitors and the Dundee Flower and Food Festival, which hosted the National Vegetable Association's annual competition and attracted over 20,000 visitors.

4.5.2 Recycling and Waste

- Commencement of the rollout of the new recycling service expansion to approximately 12,000 households in parts of Broughty Ferry and the West End. This expansion meets the requirements of the Waste (Scotland) Regulations as well as significantly boosting Dundee's recycling rate. The service change has been positively received with a high uptake of new collection types amongst residents and an enhanced recycling rate of 59% in Phase 1 areas, compared to the current 32% city-wide. The next phase commences in Menzieshill, Charleston and Lochee on 9th November;
- Scottish Resources Awards 'Best Community Sector Initiative Award' winners 2015 for the innovative Re-Use Hub at Baldovie Recycling Centre, set up and run in partnership with local social enterprise groups; and
- Through partnership working with DERL, the implementation of improved recycling and waste processing operations at Baldovie, which have provided improved quality of refuse derived fuel output to the DERL Plant. This has contributed towards the Energy-from-Waste plant achieving record levels of performance and processing record levels of waste. The energy exported from the plant is now roughly equivalent to the energy requirements of 14,000 homes or approximately 20% of the City's domestic demand.

4.5.3 Environmental Protection

- The very successful Estates Excellence project where the department had a leading role in the development and delivery of industrial and commercial Health and Safety at work training to local businesses;

- Meeting the National and more stringent Scottish Air Quality Objectives for PM₁₀ and NO₂ at a number of the monitoring stations throughout the city.

4.5.4 Construction Services

- Construction Services continues to provide a very strong support to construction industry training in Tayside and maintains a ratio of 10% of the workforce as apprentices. As well as providing important employment and training opportunities for 31 apprentices, Construction Services also acts as a major employer more generally within the local construction industry and provides a significant contribution to the local economy;
- Continued improvement to the recycling of construction waste has been achieved and the division has contributed to service improvements in a number of areas including housing repairs and maintenance standards and significantly reducing void letting times.

4.5.5 Corporate Fleet

- The council has the largest Fleet of Electric Vehicles of any authority in the UK, with 62 vehicles and was awarded the Low Carbon Vehicle Operator Award of the Year 2015 as well as being short-listed at Green Fleet Awards for 2015 Public Sector Fleet of the Year; and
- The Council recently completed bids for funding through the Office of Low Emission Vehicle and has been shortlisted for two substantial funding streams to further enhance the city's reputation as an international exemplar in the field of electric vehicles.

4.6 Areas for Improvement

On reviewing the service plan the department aims to ensure improvement next year in the following areas:

- Continued progression towards the completion of the rollout of the expanded household recycling service, which in turn will assist with the continued improved performance at the DERL Waste to Energy plant and achieve the maximum resource value from both the material sent for recycling and the material sent to DERL;
- Continued actions to promote responsible dog ownership within parks and open spaces;
- Developing sufficient STEP (Systems Thinking Empowers People) mentors and PSIF (Public Sector Improvement Framework) facilitators to sustain improvement strategies; and
- Implementing across all service areas a competency framework including health and safety competencies at managerial/supervisory levels.

Continued implementation of the initiatives and measures contained in the Department's Public Sector Improvement Framework/Staff Surveys action plan. The priority actions for continued development include:-

- Further encourage greater visibility of senior managers throughout the services;
- Ensure the roll out of annual Employee Development Reviews (EPDR) consistently across the department to build upon the 79% completion rate achieved this year; and
- Implement the corporate Communication Strategy across the Department and introduce access to electronic information for manual operatives.

4.7 New Actions

Based on the Single Outcome Agreement, Council Plan, Department Plan reviews, Changing For The Future 4 programme and new issues arising throughout the year, the department proposes adding the following new strategic actions to its service plan:

- Identification of potential partnership working opportunities in all areas of the Department's services, including continued collaboration with the Third Sector; and
- Identification of potential shared service working opportunities with neighbouring Local Authorities and public bodies

4.8 New Performance Indicators

Based on a review of the service plan the following new performance indicators are to be added to the service plan and will be included in next year's performance review report.

- The number of days lost through work related injury is being introduced as a high level indicator to accompany the performance indicators on absence and reportable accidents;
- Keep Scotland Beautiful has changed the performance indicator for street cleanliness which is now used in the Local Government Benchmarking Framework (LGBF). This provides a measure of the % of streets acceptably clean. A new target for the department using this scoring method has been set at 94 which is the family group average in the LGBF.

5.0 **POLICY IMPLICATIONS**

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

5.2 An Equality Impact Assessment has been carried out and is attached to this report.

6.0 **CONSULTATIONS**

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

7.0 **BACKGROUND PAPERS**

7.1 None.

Ken Laing
Director of Environment

Andy Malcolm
Head of Policy & Performance

19th October 2015

EQUALITY IMPACT ASSESSMENT TOOL

Part 1: Description/Consultation

Is this a Rapid Equality Impact Assessment (RIAT)? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Is this a Full Equality Impact Assessment (EQIA)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Date of Assessment: 16/10/2015	Committee Report Number: 416-2015
Title of document being assessed:	Annual Service Plan Review (2014/2015) of the Environment Department Service Plan 2012 to 2017
1. This is a new policy, procedure, strategy or practice being assessed (If yes please check box) <input type="checkbox"/>	This is an existing policy, procedure, strategy or practice being assessed? (If yes please check box) <input checked="" type="checkbox"/>
2. Please give a brief description of the policy, procedure, strategy or practice being assessed.	The report reviews the performance of the department in 2014 to 2015 in the implementation of the Environment Department Service Plan 2012/2017.
3. What is the intended outcome of this policy, procedure, strategy or practice?	The intended outcome is to ensure that the Environment Department Services will contribute to the Single Outcome Agreement and the Council Plan with improved outcomes for Dundee's citizens.
4. Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.	The Council Plan 2012-2017 and the Dundee Partnership Single Outcome Agreement. Environment Department Service Plan 2012/2017.
5. Has any consultation, involvement or research with protected characteristic communities informed this assessment? If yes please give details.	No. However the service plan was based on the Council Plan which is informed by community engagement. Service provision is based on citizen's demands and statutory obligations. The review took into account the results in the Dundee City Council's Survey Research Report 2014. Consultations and community engagement are used extensively on major projects such as the change to domestic waste collection/recycling.
6. Please give details of council officer involvement in this assessment. (E.g. names of officers consulted, dates of meetings etc.)	The review has been drafted by the Department's Management Board and managers. The report uses data and updates from operational managers provided throughout the year.
7. Is there a need to collect further evidence or to involve or consult protected characteristics communities on the impact of the proposed policy?	No

(Example: if the impact on a community is not known what will you do to gather the information needed and when will you do this?)	
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Part 2: Protected Characteristics

Which protected characteristics communities will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form.

If the impact on a protected characteristic communities are not known please state how you will gather evidence of any potential negative impacts in box Part 1 section 7 above.

	Positively	Negatively	No Impact	Not Known
Ethnic Minority Communities including Gypsies and Travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People with a disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, Gay and Bisexual	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Socio-economic	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other (please state)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 3: Impacts/Monitoring



<p>1. Have any positive impacts been identified?</p> <p>(We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>	<p>Many of the departments services have a positive impact (e.g. assisted bin collections, garden maintenance) .This review will not affect such services.</p>
<p>2. Have any negative impacts been identified?</p> <p>(Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)</p>	<p>No negative impacts have been identified.</p>
<p>3. What action is proposed to overcome any negative impacts?</p> <p>(E.g. involving community groups in the development or delivery of the policy or practice, providing information in community languages etc. See Good Practice on DCC equalities web page)</p>	<p>Not applicable</p>
<p>4. Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome?</p> <p>(If the policy that shows actual or potential unlawful discrimination you must stop and seek legal advice)</p>	<p>Not applicable</p>
<p>5. Has a 'Full' Equality Impact Assessment been recommended?</p> <p>(If the policy is a major one or is likely to have a major impact on protected characteristics communities a Full Equality Impact Assessment may be required. Seek advice from your departmental Equality lead.)</p>	<p>A full assessment has not been recommended</p>
<p>6. How will the policy be monitored?</p> <p>(How will you know it is doing what it is intended to do? e.g. data collection, customer survey etc.)</p>	<p>Not applicable</p>

Part 4: Contact Information

Name of Department or Partnership	Environment Department, Dundee City Council
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Type of Document	
Human Resource Policy	<input type="checkbox"/>
General Policy	<input type="checkbox"/>
Strategy/Service	<input checked="" type="checkbox"/>
Change Papers/Local Procedure	<input type="checkbox"/>
Guidelines and Protocols	<input type="checkbox"/>
Other	<input type="checkbox"/>






Manager Responsible	Author Responsible
Name: Ken Laing	Name: Frank Feechan
Designation: Director of Environment	Designation: Performance and Training Manager
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Telephone: 01382 434729	Telephone: 01382 432247
Email: ken.laing@dundeecity.gov.uk	Email: frank.feechan@dundeecity.gov.uk

Signature of author of the policy:		Date: 19/10/2015
Signature of Director/Head of Service:		Date: 19/10/2015
Name of Director/Head of Service:	Ken Laing	
Date of Next Policy Review:	Next annual service plan review	







Appendix 1





Environment Service Plan: Dundee Outcome 10 - Our people will live in a low carbon, sustainable city






KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
Local Environmental Audit and Management System street cleanliness score	Rod Houston	74	72	73	75	This PI has been superseded by street cleanliness score (see below)	
Local Environmental Audit and Management System street cleanliness score A+B	Rod Houston	96.8	98.1	95.9	94	The latest LEAMS report by Keep Scotland Beautiful shows that the Council's Statutory Performance Indicator Score for 2014 to 2015 remains high at 95.9% compared to the national average of (93.9%) and urban family grouping of 91.5%. The A+B indicator will be used in future years. The current score is above the family group average in the Local Government Benchmarking Framework.	
Number of areas achieving Green Flag standard (excluding awards)	Peter Sandwell	4	5	6	15	These are internal assessments undertaken utilising the Green Flag scoring mechanism.	
Number of areas receiving Green Flag awards	Peter Sandwell	4	4	4	5	These are external assessments undertaken utilising the Green Flag scoring mechanism.	




KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
Number of resort awards	Peter Sandwell	1	1	1	1		
Number of Beautiful Scotland silver awards	Peter Sandwell	2	2	2	3	In September 2014 Keep Scotland Beautiful awarded Dundee and Broughty Ferry the Silver Gilt award which is higher than the Silver Medal award. In 2015 Broughty Ferry was again awarded the Silver Gilt Award and Dundee was nominated for the Britain in Bloom 2015 award. Dundee won the Britain in Bloom "Best City" Award in October 2015.	
Percentage of Dundee citizens very satisfied or satisfied with the natural environment of Dundee	Peter Sandwell	95%	96%	99%	99%		
Percentage of household waste recycled or composted	Janet Wade	27.3%	31%	32%	50%	Trend shows a slight increase - which the Council plans to build upon following the introduction of enhanced kerbside recycling facilities as part of a phased rollout	
Tonnes of CO2 per year from council's vehicle fleet	Gary McRae	4,416	4,164	3,965	3,600		

Environment Service Plan: Dundee Outcome 10 - Our people will live in a low carbon, sustainable city


Actions Description	Assigned To	Update	Status
Implement the relevant recommendations in the Tayside Joint Public Health Protection Plan 2012 to 2014	Frank Feechan	The plan has been superseded by the Tayside Joint Public Health Protection Plan 2014 to 2016	Completed 
Procure new long term waste disposal contract for the Council's residual waste	Ken Laing	The Official Journal of the European Union Notice was published in December 2014 and four bidders shortlisted for competitive dialogue in April 2015. The project is in the dialogue phase with a planned financial close date in early 2017.	In Progress 
Support and encourage entries into appropriate national award and recognition schemes to improve the image and perception of the city	Peter Sandwell	Broughty in Bloom was awarded a Silver Gilt Medal Certificate. "Bonnie Dundee" Awarded a Silver Gilt Medal Certificate in the Beautiful Scotland Awards. Dundee won the Britain in Bloom "Best City" Award in October 2015.	In Progress 
Increase the number and use of Council vehicles powered by electricity or other low carbon fuel systems	Gary McRae	The Council currently has 56 pure electric vehicles with a further 7 electric vehicles on order. The Fleet Section is monitoring closely the use of other alternative fuels in neighbouring local authorities.	In Progress 
Work with the Scottish Government and other partners to develop a network of publically available electric vehicles charging points across Dundee	Gary McRae	Additional 2 x 22kw chargers have been installed in Dundee. An additional charge point has been installed at Sinclair Street in Lochee, with a second 22KW charger being installed in Gellatly Street Car Park in October 2015. An additional Rapid Charger has been installed in Queen Street Car Park, Broughty Ferry.	In Progress 
Review and rationalise existing routing of all Council vehicles and	Jim Byrne	Work is progressing on the routing requirements of the domestic waste Major Service Change programme, which commenced in early 2015.	In Progress 

Actions Description	Assigned To	Update	Status
service delivery systems to improve efficiency and reduce unnecessary journeys		In-cab routing devices will be fitted to waste collection vehicles. These will guide drivers on how to use the safest and most efficient routes. Other work is underway on a number of Environmental Management routing projects.	
Develop and implement the Dundee Zero Waste Strategy changing the collection infrastructure to meet the recycling targets consistent with the Waste (Scotland) Regulations 2012	Janet Wade	Phase 1 of 6 launched on 23rd March 2015 to approx. 12,000 households in parts of the West End and Broughty Ferry areas of the city. This involved the introduction of kerbside recycling services in line with the requirements of the Waste (Scotland) Regulations 2012 (paper, card, metals, plastics, glass & food waste) to all properties, alongside the implementation of a fortnightly residual waste collection in order to encourage usage of the new services and change householder habits. Collection infrastructure will continue to change over the course of the next two years as the remaining phases are introduced - phase 2 set to launch November 2015	In Progress 
Develop a corporate waste management strategy for all Council facilities	Catherine Conroy	The working draft of the corporate waste management strategy is now complete, as is the first phase of the rollout (city centre offices). Planning is currently underway for the introduction of the second phase of internal recycling containers (schools) with a collection methodology which mirrors the six phases of changes to collection infrastructure for domestic properties developed in response to the Waste (Scotland) Regulations. In support of the introduction of the new system, waste champions have been identified and trained across the council (utilising Zero Waste Scotland funded & Chartered Institute of Waste Management certified training) and their role is to support the Project Team in the promotion of the Zero Waste message and the internal education & awareness activities which relate to this.	In Progress 
Implement 'Zero Waste' management plans to reduce the impact of construction operations on the environment	Mark Ross	Working methods and procedures incorporate standardised resource management plans and a co-ordinated Council-wide approach is being taken.	In Progress 
Streamline current education and awareness activities to provide a more targeted approach to waste	Janet Wade	The first phase of targeted education & awareness activities is now complete and planning is underway to begin the second phase, running in support of the six phases of changes to collection infrastructure	In Progress 




Actions Description	Assigned To	Update	Status
education and to promote the 'Towards Zero Waste' message		developed in response to the Waste (Scotland) Regulations and the overall Zero Waste message. In addition, the education strategy for schools continues to run and will be greatly enhanced by the introduction of recycling facilities (and associated education programme) within school grounds as part of a Council-wide internal waste project.	
Improve the cleanliness of our streets, parks and open spaces utilising LEAMS to measure progress	Rod Houston	Most recent LEAMS figures show standards of cleanliness retained	In Progress 
Develop and implement a strategy to reduce the level of dog fouling in the city	Iris Whyte	On 14th February 2014 the Environment Committee approved an Action Plan promoting responsible use of parks and open spaces. A working group has been set up to implement the measures within the Action Plan. A report detailing the progress made to date was submitted to the Environment Committee in September 2015.	In Progress 
Develop action plan to reduce the incidence of environmental health nuisances within local communities	Iris Whyte	Many of the department's services are designed to intervene before conditions escalate to the level of an environmental health nuisance. The department is leading on an Environmental Health performance network with the Association of Public Sector Excellence. 31 Scottish Councils are taking part, and a wide range of performance information, including environmental health nuisances, is being gathered for benchmarking and other improvement activities. This will assist in developing proactive strategies by linking with similar strategies within the other Councils.	In Progress 
Develop a biodiversity action plan for Dundee involving partner organisations	Peter Sandwell	Draft Action Plan has been prepared. Biodiversity actions are continuing such as the creation of annual meadows, the management of nature areas and the involvement of communities and volunteers in natural heritage activities.	In Progress 
Develop and implement a strategy to improve the wildlife value of Dundee's open spaces including the creation of more natural grassed areas	Peter Sandwell	Dundee City Council was awarded the Wright Sustainability Award at the Beautiful Scotland Awards 2014. Wildflower panels have been planted throughout the city and have proved very popular. Plans for further sustainable planting for next season will include sowing for perennial mixes. Plans are being prepared for the further creation of wild flower areas.	In Progress 

Actions Description	Assigned To	Update	Status
Improve the quality of open space through the application of Green Flag standards to parks and open space where appropriate and participation in the Keep Scotland Beautiful beach resort award scheme for Broughty Ferry beach	Peter Sandwell	Retained Green Flag status for the four externally assessed locations. In addition, an internal review process has been introduced and a further 6 locations have achieved the Green Flag standards based upon the internal reviews.	In Progress 
Develop a programme of environmental improvements along key ambassador routes	Rod Houston	The Riverside approach has been planted with wild flowers. Shrub beds at roundabouts (such as the inner city routes) have been removed and replaced with wild flowers and sustainable plants. This adds colour to these routes as well as creating habitats for insects.	Completed 
Develop strategy for the development of community allotments and gardens within the community regeneration areas	Peter Sandwell	Strategy approved by Environment committee on 20 May 2013	Completed 



Environment Service Plan: Dundee Outcome 09 - Our communities will have high quality and accessible local services and facilities

KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
Number of recycling points located throughout the city	Catherine Conroy	115	115	121	130	Work is ongoing to increase the number of recycling points across the city - including the reconfiguration of existing sites and the introduction of Recycle on the Go facilities at sports grounds across the city	




Environment Service Plan: Dundee Outcome 09 - Our communities will have high quality and accessible local services and facilities

Actions Description	Assigned To	Update	Status
Implement strategy to build capacity within community groups to enable the transfer of appropriate land and associated assets to the community	Peter Sandwell	The department continues to work with community groups who are identifying potential funding sources. Douglas Open Space Group lease application for asset transfer was approved by committee in August 2015	In Progress 
Support and increase the activity of community groups involved in the management and maintenance of open spaces including community clean ups and Neighbourhood Environmental Action Teams	Peter Sandwell	The Take Pride campaign was launched in 2015 aimed at promoting civic pride and encouraging greater community participation in the management and maintenance of open spaces.	In Progress 
Increase the number of community recycling facilities available across the city, including Recycle on The Go, Neighbourhood Recycling Points and Recycling Points taking into account possible obstruction hazards	Catherine Conroy	Funding was obtained during 2014/15 to implement a further 8 Recycle on the Go units across three of the main city parks to combat the issue of sports litter whilst enhancing the community recycling facilities. Further improvements are planned in the existing community recycling network of neighbourhood recycling points (NRPs)	In Progress 

Environment Service Plan: Dundee Outcome 08 - Our People will live in strong, popular and attractive communities






KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
Percentage Dundee's citizens very satisfied or satisfied with children's play areas	Peter Sandwell	88%	86%	89%	95%		
Percentage of Dundee citizens very satisfied or satisfied with quality and maintenance of open spaces	Peter Sandwell	95%	95%	97%	97%		

Environment Service Plan: Dundee Outcome 08 - Our People will live in strong, popular and attractive communities



Actions Description	Assigned To	Update	Status
Help drive improvements to the quality of the Council's housing stock through the development of the Housing Repairs Partnership	Bruce Patrick	Responsibility for oversight of the Housing Repairs Service has passed from the Partnership Board to the Housing Best Value Group which has a broader stakeholder membership. Construction Services continues to support the performance of the Partnership and has contributed to improvements in areas such as ECM, Relets, Gas Servicing etc.	In Progress 
Assist in the delivery of the Scottish Housing Quality Standard programme through the development of the strategic partnership	Mark Ross	A formal Partnership has been established and the Environment Department Construction Division is represented on the Project Board. Delivery programme has been achieved.	Completed 
Develop a Land Asset Management Plan for all areas of public open space	Peter Sandwell	GIS mapping of assets is being compiled covering play areas, forestry and open spaces noting landform and infrastructure. This information is being analysed to determine priorities and action plans.	In Progress 

Actions Description	Assigned To	Update	Status
Work with local community planning partnerships to improve standard of play provision and open space	Peter Sandwell	The Department continues to work with the local communities and the Local Community Planning Partnerships to identify possible funding streams to support the improvement of play areas.	In Progress 
Develop and implement an action plan for the upgrading of tennis facilities across the city	Peter Sandwell	Work has been completed on the upgrading of Dawson Park Tennis Courts. Improvement works are planned for Baxter Park and Victoria Park Tennis Courts.	In Progress 
Introduce Green Fitness Gyms into appropriate parks and areas of open space	Peter Sandwell	Proposal for South Road Active Play Area will include an adult gym. The work is about to commence and will be completed in March 2016.	In Progress 
Work with other partners to plan a programme of outdoor activities and events for the Central Waterfront open spaces	Peter Sandwell	The Department continues to work closely with the Waterfront team on the design and development landscaping works as required.	In Progress 
Work with appropriate community groups to seek gold standard within the Beautiful Scotland Awards	Peter Sandwell	Broughty in Bloom and the Bonnie Dundee Groups both received silver gilt medals at the recent Beautiful Scotland awards, both groups are supported by the department.	In Progress 




Environment Service Plan: Dundee Outcome 01 - Dundee will be an internationally recognised city at the heart of a vibrant region with more and better employment opportunities for our people

Actions Description	Assigned To	Update	Status
Develop a shared approach to apprentice engagement within the local construction industry	Paul McLaughlin	Discussions ongoing with a number of organisations including local education providers, CITB and Tayside Construction Forum	In Progress 
Develop the partnership with Dovetail Enterprises to assist in securing the ongoing viability and operation of supported employment in the city	Mark Ross	Formal partnership agreement now in place. Existing Construction Services Workshop facilities successfully transferred to Dovetail. Dovetail potential forward workload identified via the Council's Capital Plan. Further opportunities to develop partnership to be explored.	In Progress 
Identify further opportunities for supporting employability in the city and the department's current modern apprenticeship scheme	Frank Feechan	The department currently employs a large number of apprentices. (29 in construction trades, 9 in gardening, 1 mechanical engineer and 1 horticultural engineer). Modern apprentices are employed in administrative work and work experience placements are given to school pupils. Professional trainees are employed when necessary in environmental protection.	In Progress 
Promote and develop the Dundee Flower and Food Festival as a regional event, highlighting 2014 as the Year of Homecoming	Peter Sandwell	2015 Festival has been successfully staged hosting the National Vegetable Association's annual competition. 20,000 visitors and exhibitors attended.	Completed 
Prepare and implement development plans for Dundee's major parks including Camperdown Park and Dundee Law creating high quality regional facilities	Peter Sandwell	A project to improve the Dundee Law was approved in October 2015. Plans are under development for Camperdown Park.	In Progress 


Environment Service Plan: Dundee Outcome 03 - Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included

KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
Percentage of 15 year old smokers who buy cigarettes from shops	Ken Daly	79%	79%	42%	10%	From SALSUS data, latest figures show that in Dundee, 42% of 15 Year Olds bought cigarettes from shops. This is a significant improvement from previous surveys in 2010 and 2006	
Percentage tobacco sellers subject to a test purchase operation	Ken Daly	8.73%	9.33%	10%	10%		


Environment Service Plan: Dundee Outcome 03 - Our children will be safe, healthy, achieving, nurtured, active, respected, responsible and included

Actions Description	Assigned To	Update	Status
Implement relevant actions within Dundee's outdoor Youth and Play Area strategy	Peter Sandwell	Magdalen Green project has been completed.	Completed 
Prepare an action plan for the development of an intelligence led strategy to protect young persons from the harm of tobacco	Ken Daly	Actions ongoing. Input to Tayside Tobacco Plan through Dundee Tobacco Alliance	In Progress 
Increase employee awareness of vulnerable persons policies	Frank Feechan	A new corporate strategy is to be introduced through Learning and Workforce Development. The department will support and implement this strategy when it is available.	In Progress 




Environment Service Plan: Dundee Outcome 04 - People in Dundee will have improved physical and mental wellbeing and will experience fewer health inequalities

KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
Number of Green Circular Cycle movements	John Whyman	34,000	35,500	34,900	37,400	Many variables will contribute to cycle numbers.	

Environment Service Plan: Dundee Outcome 04 - People in Dundee will have improved physical and mental wellbeing and will experience fewer health inequalities





Actions Description	Assigned To	Update	Status
Implement appropriate priority actions from Dundee's Outdoor Access Strategy	Peter Sandwell	Committee will consider proposals in October 2015 for The Law, which, if approved will result in significant investment with a view to making the location more accessible, alongside other improvements.	In Progress 

Environment Service Plan: Dundee Outcome 06 - Our communities will be safe and feel safe




Actions Description	Assigned To	Update	Status
Review the safety of parks and open spaces in consultation with the Dundee Community Safety Partnership	Rod Houston	To improve safety in our parks and open spaces, improved coordination and communication with the police and other council officers through the Community Safety Hub has been introduced. Community Safety Wardens patrol parks and open spaces upon request from environmental management officers when areas of concern have become apparent.	In Progress 
Develop a social media strategy for consumer information	Ken Daly	Twitter usage ongoing, followers now over 400, Facebook used for enforcement purposes	In Progress 
Develop and implement the Healthy Home Check scheme	Iris Whyte	<p>A pilot of the Home Safety -Operating Model is being taken forward by the Council and four other agencies. Further training has taken place and the project will go live in January 2016.</p> <p>The Scottish Government and Royal Society for the Prevention of Accidents are gathering Best Practice for Phase 2 of the Building Safer Communities strategy. They are considering making a recommendation that the model be adopted across Scotland.</p>	In Progress 

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Environment Service Plan: Corporate Outcome 01 - Our customers will get the services they need in an efficient and customer focused manner








Actions Description	Assigned To	Update	Status
Develop departmental systems for monitoring and reviewing all forms of customer feedback and implementing corrective action to resolve the root cause of service failure	Frank Feechan	<p>1) GovMetric notifications being followed up when contact details have been left.</p> <p>2) Corporate complaints being monitored regularly.</p> <p>3) Trade Waste customer survey using Lime Survey has been completed and the results are being analysed.</p> <p>4) Call handling survey carried out on main reception and special phone lines for the changes to the domestic waste collection service.</p> <p>Over 60 different call types recorded. The biggest categories relate to waste collection/recycling, bulky uplifts and pest/animal control. The survey information was used to install call menus. Govmetrics to be applied to these lines inviting callers to take part in a satisfaction survey. A review meeting on the new menu system due in mid-October 2015.</p>	In Progress 
Develop an action plan on the department's web service and on line transaction priorities	Stuart Trayner	<p>Further development of on line services will be considered as part of the Changing for the Future 4 project on becoming a digital council.</p> <p>The Department already has a number of services which the public can access and make transactions online.</p>	In Progress 
Increase the opportunities for the public who have access to the internet to make request services on the Council's web site including paying for services	Stuart Trayner	<p>Further development of on-line services will be considered as part of the Changing for the Future 4 projects on becoming a digital council</p> <p>The public can make a number of service requests online at present, and the Department intends to expand on this, subject to corporate priorities. On-line sports pitch bookings to be introduced in 2016.</p>	In Progress 
Develop a department strategy to identify the needs of service users in all equalities streams	Frank Feechan	<p>The department takes part in corporate equalities groups which examine the Council's equalities strategies. The department provides a number of services relevant to equality. For example, providing assistance for refuse collection.</p>	In Progress 







Environment Service Plan: Corporate Outcome 02 - Our organisation values and respects its employees so involves all equally in improving our services

KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
Employee responses in the Council's employee surveys relevant to diversity	Frank Feechan	-	-	-	-	This objective was set prior to the drafting of the employee survey. The PI description is not sufficiently precise and this PI should be abandoned.	
Percentage of employees completing the two core STEP modules	Frank Feechan	0%	33%	33%	100%	The STEP delivery method was changed to take account of the fact that at least 75% of the workforce has no PC access. 328 employees out of a workforce of approximately 970 have completed module 1 and 336 module 2. Whilst this may have been good progress for a new programme greater progress is required. This needs to be reviewed within the new Neighbourhood Services department	
Percentage of Environment employees in the 3 yearly staff survey recording high level of agreement on engagement and involvement	Frank Feechan	n/a	55%	55%	100%	The figures for the past two years remain the same because it is a 3 yearly survey. Improving this figure will be influenced by the implementation of action plans.	







KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
Percentage of occupational health surveillance appointments attended	Jacqui Burt	95%	95%	96%	100%	Systems for making appointments are working well. The Council now have a new provider with different systems	↑
Reduce Absence levels in Environment department (per FTE)	Val Ridley	11.30	11.09	11.28	9.9	Detailed management information on absence is considered by the management team on a regular basis with actions being agreed where appropriate. Outstanding management actions are closely monitored. The Environment Department closely monitors absence levels and training has been provided for line managers. Support such as physiotherapy which will allow employees to remain at work is offered and discussions with the trade unions continue.	↓
Reduce the levels of RIDDOR reportable accidents	Ken Laing	23	19	20	32	Current target has been consistently surpassed and consideration to be given to reducing the target.	↑

Environment Service Plan: Corporate Outcome 02 - Our organisation values and respects its employees so involves all equally in improving our services






Actions Description	Assigned To	Update	Status
Develop and extend the STEP programme in the department and seek to embed whole systems thinking throughout the workforce and all tiers of management	Mark A. Ross	A STEP programme continues in the Environment Department involving various tiers of Management and Employees. There are currently 3 STEP activities, all at various stages, with good progress and some positive results and feedback being achieved. Those STEP activities which are complete continue to be monitored to ensure continuous improvement. Progress is reported to the Environment Department Management Team and posted on the STEP portal, Department Intranet, Notice Boards and at Team Meetings	In Progress 
Implement the Construction Skills Certification Scheme as minimum standard of health and safety for all construction operatives	Paul McLaughlin	CSCS test for construction operatives has been complete. This will be ongoing in relation to renewing the training and test within 5 years.	Completed 
Improve the accident reporting system to reduce under reporting for minor incidents and near misses	Gary Robertson	System now in place noting that training will be rolled out as part of the winter training programme.	Completed 
Develop the Healthy Working Lives initiative across whole department	Lindsay Matthew	Successfully awarded the Bronze Award in July 2015	Completed 
Improve compliance with safe working procedures for reversing fleet vehicles used by the department	Jacqui Burt	Procedures are in place for refuse collection vehicles and task monitoring is carried out. Action is taken when non-compliance is discovered. Procedures for all other departmental vehicles are being reviewed.	In Progress 
Implement a departmental IT development strategy and increase the use of GIS as a management tool	Stuart Trayner	The early stages of the strategy are being brought together and ready for development. Environmental Management have employed a GIS officer to assist with the Land Asset Management Strategy. GIS and Routesmart technology is used extensively in planning waste management services.	In Progress 
Conduct PSIF assessments and	Frank Feechan	PSIF assessments undertaken and action plans being implemented in	In Progress 

Actions Description	Assigned To	Update	Status
implement the consequent action plans		part. When the department is re-organised these actions will still be relevant since they relate to service area functions.	
Implement an internal communications strategy	Frank Feechan	Internal strategy developed and is being linked with corporate communications strategy.	Completed 
Develop annual training and development plans	Frank Feechan	An outline competency framework for manual staff is being developed. This includes core health and safety courses and a suite of softer skill courses. This should inform future training plans. The department's training officers will be managed by Learning and Workforce Development .Arrangements for service continuity and the maintenance of key projects are being discussed.	In Progress 
Develop and implement a departmental workforce plan	Frank Feechan	A corporate 'people' strategy is being developed and this will include approaches to workforce planning which will be incorporated by the department. The department employs a large number of apprentices, as detailed in the employability opportunities section of "Environment Service Plan: Dundee Outcome 01" above.	In Progress 
Improve staff awareness of equalities issues	Iris Whyte	A representative from the Department participates in the Corporate Equality Steering Group. The department provided input for the Mainstreaming Equality Progress Report 2013-15 that was approved at the Policy and Resources Committee in April 2015.	In Progress 
Develop baseline information from the 3 yearly employee surveys regarding equalities	Frank Feechan	The 3 yearly employee survey did not cover equalities questions in the same way as the previous survey. Baseline information cannot therefore be provided. This project should be re-considered in a future service plan review or new service plan.	Completed 
Standardise the implementation and reinforce absence management policies in the department	John Martin	This task is completed. The new corporate absence management system will be introduced within the department in phase two of the implementation plan	Completed 

Environment Service Plan: Corporate Outcome 03 - Dundee City Council will make maximum use of its assets and aim to reduce the cost per asset






Actions Description	Assigned To	Update	Status
Fleet Strategy and Integration of Fleet Management	Gary McRae	The integration of the council's corporate fleet has been completed and a draft Asset Report has been completed.	Completed 
Develop performance management system and Value for Money indicators within the Housing Repairs Partnership	Bruce Patrick	A joint Finance / Performance Sub-group meets regularly to provide the necessary reports to assure the stakeholders of progress. Value for Money reports have been introduced for the Best Value Group and further developments are being introduced by the Finance / Performance Sub-group	Completed 
Develop performance management system and Value for Money indicators within the Property Maintenance and Minor Works Partnership	Bruce Patrick	The new Partnership Agreement is now in place. As a result, a Property Operations Group involving all stakeholders meets regularly to consider performance and Value for Money reports.	Completed 
Further develop and implement the department's property rationalisation programme	Mark A. Ross	Property rationalisation strategy in terms of office accommodation for Environmental Management, Environmental Protection and Support Services has been agreed; in addition two operational facilities to support Environmental Management have been delivered. Office, Stores and associated yard accommodation for Construction Services is currently being assessed via options appraisal.	In Progress 
Embed partnership with City Development for the maintenance of corporate buildings and implementation of the Property Asset Management Strategy	Mark A. Ross	Formal partnership agreement agreed. Performance reporting in terms of both finance and productivity currently being monitored on a monthly basis.	Completed 
Develop and deliver benefit realisation plans for the management of Corporate Open Space	Gary Robertson	Initial exercise complete noting that there will ongoing reviews to consider efficiencies	Completed 

Environment Service Plan: Departmental Service Improvements

KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
Average response time (in hours) between time of complaint and attendance on site dealt with under ASB (S) Act 2004	Craig Somers	0.3	0.3	0.32	0.33		
Construction transport costs as percentage turnover	Leigh Booth	4.83%	3.71%	3.71%	4.5%		
Domestic noise complaints (Non Part V Anti-social Behaviour etc. (Scotland) Act 2004) average response time (in hours).	Iris Whyte	6.74	5.96	6.25	9	Response well below target of 9 hrs	
High risk premises enforcement programme percentage completed (TS)	Ken Daly	96.3%	100%	92.5%	100%	Intelligence led priorities, for example issues concerning potential harm to vulnerable groups have displaced a small number of premises inspections last year. These inspections were added to the 2015/16 programme.	
Medium risk premises enforcement programme percentage completed (TS)	Ken Daly	26.7%	11.2%	3.2%	30%	This type of inspection includes routine visits to shops/supermarkets etc. to check the accuracy of produce	

KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
						displays and pricing. Resources have recently been deployed to higher risk areas such as telephone scamming and sale of legal highs, therefore this target will require to be reviewed.	
Net cost of waste collection per premises (£)	Paul Raeper	£46.10	£46	£46.50 (provisional)	£43	Since 2013/2014 this PI has been included in the Local Government Benchmarking Framework. The family group average is £59 and Council is ranked 3 rd in the group. Revise target to reflect family group average of £59.	▬
New business health and safety intervention visits - percentage achieved	Lindsay Matthew	0%	85.7%	100%	60%	35 out of 35 new businesses identified were visited	↑
Number of complaints received about refuse collection per 1,000 households	Paul Raeper	N/A	25.74	25.76	10	In the last year two corporate complaints have been received about refuse collection. The domestic waste collection system is being changed over 6 phases to meet waste and recycling legislation. The current system does not properly differentiate between complaints and routine enquiries particularly	↓









KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
						associated with the major service change. Steps to be taken to improve complaint recording.	
Local Environmental Audit and Management System street cleanliness score	Rod Houston	74	72	73	75	This PI has been superseded by the street cleanliness score.(See below)	▬
Local Environmental Audit and Management System street cleanliness score A+B	Rod Houston	97	98.1	95.9	94	The latest LEAMS report by Keep Scotland Beautiful in shows that the Council's Statutory Performance Indicator Score for 2014 to 2015 remains high at 95.9% compared to the national (93.9%) and urban family grouping of 91.5%.	↓
Number of Public Health Complaints resolved as a percentage of those investigated	Iris Whyte	97.3%	96%	98.4%	98%		↑
Percentage Adults satisfied with refuse collection	Paul Raeper	98	100	98	100%		▬
Percentage business advice requests completed within 14 days	Ken Daly	94.3%	91.7%	96.2%	97%		↑
Percentage Construction waste recycled	Mark A. Ross	78%	72%	80%	85%	Steady improvement due to the establishment of a waste station	↑








KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
Percentage Consumer complaints completed within 14 days	Ken Daly	77.7%	77.1%	84.2%	82%		
Percentage Customers satisfied with the service they receive in terms of clear information and advice, responsive and friendly staff and good outcomes	Ken Daly	95.5%	95.6%	95%	97%	Data taken from published customer reviews on www.trustedtrader.info The current figure is marginally Lower but remains in the mid 90s	
Percentage Non-housing property maintenance works carried out by Construction Division	Kenny Doig	78%	79%	80%	100%		
Percentage of food premises deemed to be broadly compliant for food hygiene	Lindsay Matthew	78.2%	76.5%	78.2%	83%	The 2 year cross contamination strategy whereby highest risk premises were targeted for inspection has come to an end. There has been some improvement last year and it is anticipated that this will continue since we will be inspecting lower risk category D premises again this year.	
Percentage of food safety and food hygiene complaints and advice requests receiving a	Lindsay Matthew	96.3%	95.6%	99.36%	97%	311 out of 313 service requests responded to on time	







KPI Definition	Assigned To	2012/13	2013/14	2014/15	Current Target	Note	Long Trend
		Value	Value	Value			
response within 48 hours							
Percentage of Public Health Complaints receiving response within 48 hours	Iris Whyte	98.9%	98.6%	99%	98%	Maintained high level of response.	↑
Percentage Response within 48 hours to serious H&S accidents/incidents	Lindsay Matthew	100%	100%	100%	97%	89 reportable accidents responded to within time	▬
Tonnes of construction waste generated	Mark A. Ross	1,594	840	826	1,000		↑





ITEM No ...2.....

Environment Service Plan: Departmental Service Improvements

Actions Description	Assigned To	Update	Status
Construction to undertake a review of the construction management control process	Jim Meechan	Review and associated training completed. Revised Quality Management processes/systems have been developed and embedded.	Completed 
Construction to undertake a STEP review of repairs & maintenance commercial management process	Tony Dolan	A STEP review is complete and Standard Operating Procedures have been developed for those involved in this activity.	Completed 
Construction to Undertake a STEP review of construction manpower / resource planning	Tony Dolan	A review involving Operational Management within the Construction Division and I.T. was undertaken and is now complete. A weekly manning level report is now circulated to Operational Management to enable effective decision making being taken in relation to manpower and resource planning	Completed 
Construction to undertake a STEP review of sub-contractor / external resource procurement	Tony Dolan	Standard Operating Procedures are now developed and in place	Completed 
Construction to undertake a STEP review of construction material requisition / control	Tony Dolan	A STEP review has been carried out and controls are now in place. Continuous monitoring is carried out with exceptions/concerns highlighted to Construction Division Management for corrective action measures to be taken.	Completed 
Construction to undertake a STEP review of commercial management procedures	Tony Dolan	A review for this action has been carried out and is now complete. A process and procedures are now in place for those involved in this activity.	Completed 
Construction to undertake a STEP review of construction bonus payment systems	Tony Dolan	A review has been undertaken and is now complete. A future review and changes to the bonus payment system may be required but are dependent on possible restructures within the Construction Division.	Completed 
Construction to undertake a STEP review of construction plant procurement	Martin Wallace	Initial review completed. New quality management procedures for procurement and hire of mechanical and non-mechanical plant currently being embedded. Framework procurement documentation	In Progress 

Actions Description	Assigned To	Update	Status
		currently being prepared.	
Construction to Undertake PSIF review/ develop action plan to implement improvements	Mark A. Ross	PSIF review has been completed and formally reported. Key areas for improvement have been identified and action plans have been formulated.	Completed 
Rationalise existing stock control systems	Mark A. Ross	The provision for a new stock control system has been incorporated within the divisional IT replacement programme.	In Progress 
Deliver service improvements identified within the benefit realisation plan for corporate land and open space	Rod Houston	Work relating to the original parameters of this plan have been completed, A full review of operations service delivery is now underway as a new exercise	Completed 
Develop and update strategy to improve the safety of headstones and other cemetery monuments	Ally Lawson	Capital works are ongoing to deal with the highest risk headstones. The current strategy and approach is being reviewed to take into account the last advice and guidelines provided by ICCM and Scottish Government.	In Progress 
Environmental Management to undertake PSIF review / develop action plan to implement improvements identified	Gary Robertson	Complete	Completed 
Develop a strategic improvement plan based upon the output from the most recent external assessments by KSB, Green Flag, Visit Scotland and LEAMS etc.	Peter Sandwell	Actions are undertaken following the external assessments taking place.	Completed 
Develop plan to ensure that at least 50% of all new businesses with employees in Dundee receive health and safety intervention visits within their first year of trading to encourage companies to achieve a safer	Lindsay Matthew	Plan now in place - 100% of the new businesses identified for health and safety intervention visits (34 out of 34) were done in 2014/2015.	Completed 

Actions Description	Assigned To	Update	Status
and healthier workplace for their employees.			
Environmental protection undertake PSIF review / develop action plan to implement improvements	Paul Raeper	Actions within the plan are being progressed. Cross departmental common themes have been taken out of the sectional plan and are included in an overall departmental action plan.	Completed 
Develop a Corporate Minibus strategy to ensure the efficient and effective use of the council assets	Fraser Crichton	Strategy will be developed within the current Fleet & Transportation Review.	In Progress 
Develop a single location for all Corporate Fleet Workshops	Gary McRae	The new workshop is now in full operation and all Fleet activities take place on the Marchbanks site.	Completed 
Update financial management and information systems	Colin Bruce	Specification complete and Invitation to Tender issued.	In Progress 
Standardise existing financial and budgetary procedures in the Environment Department	Colin Bruce	Realignment of budgets has been completed and cost pressure areas identified. Work will now move on to improving level of information available.	In Progress 
Review and streamline performance reporting arrangements	Frank Feechan	<p>The department is becoming accustomed to the new Covalent system. This has brought an element of streamlining. A set of departmental management team scorecards are being developed to give an overview of performance. The current round of performance reports and the annual service plan review are being used to rationalise some PIs and review targets.</p> <p>The environmental health function is taking part in an environmental health performance network administered by the Association for Public Sector Excellence.</p>	In Progress 

Actions Description	Assigned To	Update	Status
Co-ordinate the development of the department's intranet and web pages	Andy Malcolm	Updates are regularly processed. Events pages are to be reviewed. Text is being prepared for the Major Service Review in domestic waste and recycling.	In Progress 
Review and develop departmental civil contingency plans and contribute to corporate and regional civil contingency planning	Frank Feechan	<p>The department organised a severe weather table top exercise with the roads partnership in December 2014 Environmental plans are being updated within the local and regional resilience structures.(Hazardous materials plan, Oil pollution plan)</p> <p>The department participated in Exercise Silver Swan (Pandemic flu) in September 2015</p> <p>Current proposal that two senior officers to take part in a corporate standby rota are being considered.</p> <p>Opportunities are taken to train appropriate officers.</p>	In Progress 
Lead on the implementation of the Corporate Customer Charter when available	Frank Feechan	The course for the Charter was adapted for manual staff. Roll out of this format is being planned. Staff who deal with the public have participated in the e-learning courses as detailed:- 44 have completed the "World Host" module, 69 completed e-learning; 39 are currently undertaking the e-learning course.	In Progress 
Develop workforce capacity for the department's civil contingencies and health protection response responsibilities	Frank Feechan	<p>Over recent years managers and team leaders have taken part in civil contingency courses.</p> <p>Opportunities are also taken to take part in civil contingency exercises the most recent example being officers participating in the national exercise in September this year on pandemic flu called exercise 'Silver Swan.</p>	In Progress 
Rationalise existing file structures to reflect the Departments information needs	Frank Feechan	The Management Board receive regular report on CeRDMS development. Division are providing details to their preferred top level electronic storage structures. All HR records are now on CeRDMS	In Progress 