

Leicester  
City Council

WARDS AFFECTED All Wards

## FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

Cabinet

27<sup>th</sup> January 2003

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### Best Value Review of Local Environmental Services Executive Summary and Improvement Plans

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#### Report of the Service Director, Environmental Services

#### 1. Purpose of Report

To ask Cabinet to

- 1.1. Note the comments of the Arts, Leisure and Environment Scrutiny Committee,
- 1.2. formally approve the Best Value Review of Local Environmental Services,
- 1.3. authorise the necessary Reviews under the Council's Protocol for Organisation and Staffing Change.

#### 2. Summary

- 2.1 The Best Value Working Group approved this report on 11<sup>th</sup> December.
- 2.2 The Arts, Leisure and Environment Scrutiny Committee considered the report on 8<sup>th</sup> January 2003. Their comments are shown as an addendum.
- 2.3 The Review proposes integrated structures so as to provide a 'seamless' service for the customer and meet the objectives of Revitalising Neighbourhoods. It recommends:
  - ◆ an integrated waste management structure within the Environment, Regeneration and Development Directorate (ER&D), which will also deliver the work towards the successful Private Finance Initiative
  - ◆ that all parks management and maintenance functions will be in the Cultural Services and Neighbourhood Renewal Directorate (CS&NR)
  - ◆ that Ecology and Riverside section remains in ER& D, as this service plays a crucial role in the regeneration of the city
- 2.4 Appendices to this report contain comments from consultees as well as endorsement from the Independent Consultee and the Trade Unions.

### **3. Recommendations**

3.1 Members are asked to:-

- i) Examine and comment upon the Executive Summary and Improvement Plans.
- ii) Note that the Final Report is available in the Members Library.

### **4. Headline Financial Implications**

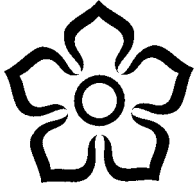
- 4.1 The cash savings target for the Review is £126,000. £84,000 of this will be found from CS&NR, and £42,000 from ER&D through Reviews under the Council's Protocol for Organisation and Staffing Change.
- 4.2 Service Improvements will be funded by redirection of existing resources, except where indicated in the summary of financial implications (already notified to the Chief Financial Officer).

### **5. Report Author/Officer to contact:**

John Hackman  
Service Director  
Environmental Services  
Extension 6504

### **DECISION STATUS**

<b>Key Decision</b>	<b>No</b>
<b>Reason</b>	<b>N/A</b>
<b>Appeared in Forward Plan</b>	<b>Yes</b> <b>Potential effect on the Policy and Budget Framework</b>
<b>Executive or Council Decision</b>	<b>Executive (Cabinet)</b>



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## FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

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### Best Value Review of Local Environmental Services Executive Summary and Improvement Plans

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## SUPPORTING INFORMATION

### 1. Purpose of Report

- 1.1. To ask Cabinet to formally approve the Executive Summary and Improvement Plans arising from the Best Value Review of Local Environmental Services, and authorise the Corporate Directors of Environment, Regeneration & Development and Cultural Services & Neighbourhood Renewal to carry out the necessary Reviews under the Council's Protocol for Organisation and Staffing Change.

### 2. Summary

- 2.1 The attached Executive Summary, Improvement Plans and Appendices have been endorsed by Directors Board and informally commented upon by the Cabinet Lead and Scrutiny Triumvirate. This section of the report summarises the findings of the Best Value Review.
- 2.2 In addition to receiving comments from the Independent Consultee and the Joint Trade Unions, consultation workshops on the Improvement Plans have taken place with members of the public and with staff, and summaries are attached. In addition, all Service Directors and Heads of Service were sent a copy of the Executive Summary and Improvement Plans for comment.
- 2.3 Because of the current Corporate review of support services following the Senior Management Reforms, support services have not been examined at this stage. Similarly, because of the importance of maintaining existing professional links between Architects and Landscape Architects, earlier proposals to include Landscape Architects in the scope of this Review have been dropped.

### 3. Strategic Outcomes

- 3.1 The essential outcome of this Review is to deliver improved local environmental services for the customer which meet the aspirations of Revitalising

Neighbourhoods. The changes proposed in the organisational structure and culture of the services are designed to improve responsiveness and accountability to local communities.

- 3.2 The Review recommends that, as community capacity increases and Area Forums are established, Forums and stakeholders be encouraged to help set and monitor local service standards and priorities.
- 3.3 The concerns that were raised most frequently by service users and non-users relate to grass maintenance, litter (including dog fouling) and crime & disorder. The Improvement Plans incorporate actions to address these issues.
- 3.4 Public consultation also identified dissatisfaction with the current level of enforcement, and support for stronger measures against littering and flyposting. The Public Service Agreement (PSA) for the City Centre includes the employment of litter wardens to carry out enforcement, educational and promotional activities.
- 3.5 Customers have expressed dissatisfaction with some service standards (for example street cleaning, public conveniences and the Community Recycling Centres), which reinforces the message of the 2001 Residents Survey. Remedial action has already been taken with street cleaning and the CRCs. Parks in general have a reasonably good level of satisfaction. The Review recommends specific improvements in service standards for cemeteries and parks grounds maintenance, playgrounds and tree management. Challenge and comparison also demonstrated a need to improve service standards.
- 3.6 Public conveniences remain a source of great dissatisfaction (see Report to Arts, Leisure and Environment Scrutiny Committee, 18<sup>th</sup> February 2002), and the Review recommends that Members be asked to reconsider current provision and agree a way forward. It is proposed to prepare a position statement for Members, giving possible options for future provision. It is strongly recommended that the currently separate arrangements for toilets in Parks are integrated with the highway public toilets.
- 3.7 With regard to the Council's organisational structure, the Review recommends the abolition of the divisive aspects of the CCT legacy, while retaining the positive aspects such as the 'value for money' culture. The Review recommends integrating the 'grounds maintenance' functions for all the City's green spaces, and integrating all the waste management and cleansing functions. The final decisions must be left to the appropriate reviews under the Council's Protocol for Organisation and Staffing Change (former Appendix R).
- 3.8 The Review has looked at alternative management options and the competitiveness of the current service providers. It is recommended that the proposed PFI procurement continues for integrated waste management, and that the existing in-house provision for operational grounds maintenance and street cleaning continues. A dummy tender exercise against current tender rates from major public and private sector providers demonstrated that City Landscapes and City Cleansing offer the best Value for Money, and the Year 4 reports from the Association for Public Service Excellence (APSE) confirmed that their performance indicator results are mostly better than average or within the top quartile for the family group.

- 3.9 The Review recognises an increasing pressure to meet the Council's statutory obligations, for example the safety of memorials in cemeteries and the safety of trees.

## **FINANCIAL, LEGAL AND OTHER IMPLICATIONS**

### **4. Financial Implications**

- 4.1 The Review was required to identify revenue savings of £126,000 as a contribution to funding Revitalising Neighbourhoods from April 2003.

<b><u>Cash Savings target:</u></b>	<b>£126,000</b>
Cultural Services & Neighbourhood Renewal	£84,000
Environment , Regeneration & Development	<u>£42,000</u>
To be found from 'Protocol for Organisational and Staffing Change' Reviews:	<b>£126,000</b>

- 4.2 These savings will be made by reducing duplication in the current Client / Contractor split, following a Review under the Council's Protocol for Organisation and Staffing Change. This Review will begin immediately and the savings will be included in the 2003-2004 revenue budgets for CS&NR and ER&D.
- 4.3 Savings of £42,000 have been identified in Waste Management and Street Cleaning, and a saving of £84,000 has been identified in Parks Services, arising from the rationalisation of contract monitoring arrangements.
- 4.4 A Summary of Financial Implications is attached, and has been agreed by the Corporate Directors of CS&NR and ER&D, and the Chief Financial Officer.

<b>Total cost of implementing Improvement Plans (mostly for the 3 years 2002-2003, 2003-2004 and 2004-2005)</b>	<b>£1,611,900</b>
	comprising:
Agreed funding from CS&NR and ER&D 2002/2003 budgets (includes £67,000 PSA pump priming funding)	£355,700
Agreed funding from CS&NR 2003/2004 base budget	£100,000
Agreed funding from CS&NR 2004/2005 base budget	£100,000
Agreed funding from CS&NR 2005/2006 base budget	£100,000
Agreed funding from CS&NR 2006/2007 base budget	£90,000
Service Development Bid (ER&D) for increased waste arisings (not currently included in ER&D 2003/4 budget strategy)	£200,000
Service Development Bid (ER&D) for PSA City Centre improvements (£100,000 each year included in ER&D 2003/4 and 2004/5 budget strategies)	£200,000
Capital Programme Bid for 2005/2006 (CS&NR) for new Burial Land (not included in the current three year Capital Strategy)	£300,000
B&C improvements - redirection of CS&NR resources from Protocol Review	£96,200
Parks Management Plans - redirection of CS&NR resources from Protocol Review	£50,000
Health Improvement Activities - redirection of CS&NR resources from Protocol Review	£20,000

## 5. Legal Implications

- 5.1 The Review makes no proposals to vary existing legal and contractual arrangements. In particular, the procurement process for the Integrated Waste Management contract (the PFI) is expected to continue as planned.
- 5.2 Extensive use was made of Legal Services to help bring the Household Refuse Collection contractor's performance back up to standard. The lessons learned have been used in the preparation of the PFI contract.
- 5.3 "Legal Services has been consulted on the Legal Implications of the Report for Directors Board and Leaders Briefing entitled "Best Value Review of Local Environmental Services - Executive Summary and Improvement Plans". The Legal Implications centre on ensuring competitiveness is achieved in the award of contracts to service providers. The Waste Management PFI is specifically mentioned and will continue unchanged following this Review. The work undertaken by Legal Services in the Household Refuse Collection Contract is also mentioned." (Rebecca Jenkyn, Senior Solicitor/Team Leader, Commercial and General section)

## 6. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	<b>YES</b>	<b>7</b>
Policy	<b>YES</b>	<b>3.6</b>
Sustainable and Environmental	<b>YES</b>	<b>8</b>
Crime and Disorder	<b>YES</b>	<b>9</b>
Human Rights Act	<b>NO</b>	
Elderly/People on Low Income	<b>YES</b>	<b>7</b>

## 7. Equal Opportunities

- 7.1 The Review identified several instances where customer access to services can be improved, and action is being taken to ensure that they are addressed.
- 7.2 Some services already demonstrate best practice in ensuring all communities benefit from the service (for example assisted collection of wheeled bins, free collection of clinical waste, free collection of bulk waste for people on low income, special burial arrangements to meet the needs of faith communities).
- 7.3 There are also areas where the diversity of Leicester's communities could be better recognised (for example the limited use of community languages, the need to complete disability access audits, the inability of the Crematorium to carry out the full Hindu cremation ritual, and the unrepresentative workforce).
- 7.4 The Review identified that the reduction in provision of public conveniences has had a disproportionate effect on some sections of the community, and recommends that Elected Members receive recommendations to formulate a policy on public conveniences.

## **8. Sustainable Development and the Environment**

- 8.1 This Review covers 4 of the 8 Council's EMAS Significant Effects. The Review found that the Council's performance on Waste is better than average (and with the PFI will meet future statutory requirements), but that the targets for implementing sustainable management plans by 2005 are currently unlikely to be met.
- 8.2 While plans exist to control Council Waste and Household Waste through Integrated Waste Management, the Review recommends redirection of resources to ensure that more progress is made on the Quality of the Natural Environment and the Quantity of Publicly Accessible Open Space.
- 8.3 The national debate on 'liveability' emphasises the importance of Local Environmental Services in making neighbourhoods attractive places to live. Whilst 'liveability' is not a Council priority, the research for Revitalising Neighbourhoods suggests that Area Forums will be keen to see local environmental improvements.

## **9. Crime and Disorder**

- 9.1 The Review found that public perception of personal safety issues is much worse than the actual figures show, and that fear of crime has deterred some people from using parks, cemeteries and open spaces.
- 9.2 The Council has not been making effective use of its powers to enforce legislation and local bylaws. The public expressed strong support for more enforcement.
- 9.3 The Review recommends:
- ◆ Taking steps to reduce the public perception of parks as unsafe, by marketing and promotion activities, including raising awareness of the low levels of actual crime
  - ◆ Taking practical action where possible (improved lighting, removing hiding places, using barrier plants) to reduce the opportunities for crime
  - ◆ Building better relationships with local beat police and making better links with local voluntary groups such as Parks Watch and User Groups
  - ◆ The commencement of Enforcement action where the Council does not currently use its powers (for example issuing fixed penalty notices for littering)
  - ◆ The expansion of enforcement activities (including surveillance and prosecution) is further developed (for example in the areas of fly posting, fly tipping, graffiti, dog fouling and Parks Bylaws)
  - ◆ Increasing the number of staff authorised to take enforcement action (for example giving horticultural staff the powers currently exercised only by parks rangers)
  - ◆ Linking in with the Area Forums to increase local ownership and responsibility for the facilities provided

## **10. ICT and e-government**

- 10.1 The Process Mapping exercises identified the importance of a Council-wide system for recording and monitoring customer complaints and requests for service. Customers emphasised their wish for one point of contact, and staff told of their frustration in getting inadequate information to resolve problems.
- 10.2 Problems with the current Household Refuse contractor led to a pilot extension of the opening hours of the ER&D Helpline to deal with the increase in complaints. It has been decided to continue offering an early evening service until Christmas 2002, as it has proved popular with customers. Helpline has also been chosen to pilot the Council's work on a Customer Relationship Management system.
- 10.3 The Task Groups identified other e-government issues (for example on-line booking of bulk waste collections or funeral times at the Crematorium) which are being pursued through the Business Planning process.

## **11. Contribution to Revitalising Neighbourhoods**

- 11.1 Progress on the Review has been reported regularly to the Revitalising Neighbourhoods Project Team, and a Local Environmental Services pilot project in Eyres Monsell has helped to shape proposals for the Area Forums and role of the Neighbourhood Co-ordinators.
- 11.2 The Street Cleaning workforce has already been reorganised to provide local teams for each of the 10 Areas, and the Grounds Maintenance Contracts have been analysed to permit a similar exercise in using the same area boundaries. Supervisors, parks managers and team leaders will be building up relationships with their local communities and attending Area Forums.
- 11.3 To achieve economies of scale, wheeled bin and kerbside recycling collection will remain on a city-wide basis, though the service will seek a close relationship with Area Forums to develop recycling 'bring' sites, the local mobile collection service and arrangements for bulk collections.
- 11.4 Although the Crematorium and two open cemeteries have a city-wide role, the proposed relocation of the Burial and Cremation Office to Gilroes Cemetery will improve local access to services and remove the current need for customers to come into New Walk Centre.
- 11.5 The Review recognises the need to involve Area Forums in the setting and monitoring of local service standards. The results of user and non-user surveys will be assessed at an Area level so that local concerns can be identified and addressed. Proposals to speed up the production of Management Plans for Parks include increased input from local user groups and the Area Forums, to increase local ownership of facilities.



## **12. Background Papers – Local Government Act 1972**

- ◆ Report to Arts, Leisure & Environment Scrutiny Committee 8<sup>th</sup> January 2003 - Executive Summary, Results of Consultation, Summary of Financial Implications and Improvement Plans
- ◆ Report to Members Best Value Working Group 11<sup>th</sup> December 2002 - Executive Summary, Results of Consultation, Summary of Financial Implications and Improvement Plans
- ◆ Report to Leaders Briefing 25<sup>th</sup> November 2002 - Executive Summary, Results of Consultation, Summary of Financial Implications and Improvement Plans
- ◆ Report to Directors Board 22<sup>nd</sup> October 2002 - Executive Summary, Results of Consultation, Summary of Financial Implications and Improvement Plans
- ◆ Report to Directors Board 24<sup>th</sup> September 2002 - Executive Summary and Improvement Plans
- ◆ Consultation Draft Report, Executive Summary and Improvement Plan 12<sup>th</sup> September 2002
- ◆ Progress Report to Arts, Leisure and Environment Scrutiny Committee 19<sup>th</sup> June 2002
- ◆ Interim Report - Cabinet 7<sup>th</sup> May 2002
- ◆ Scoping Report - Members Best Value Working Party 13<sup>th</sup> February 2002 and Cabinet 11<sup>th</sup> March 2002

## **13. Consultations**

- 13.1 All Departments were consulted and sent copies of earlier reports for comment. The Appendices contain comments from consultees, including transcripts of meetings held with the public, with staff and Members, and with the Joint Trades Unions.

## **14. Report Author/Officer to contact:**

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### Attached documents

Executive Summary  
Summary of Financial Implications  
Improvement Plans

- Appendix 1 Comments from the independent consultee  
Appendix 2 Letter of approval from the Joint Trades Unions  
Appendix 3 Comments from the Arts, Leisure & Environment Scrutiny Committee  
Triumvirate

**BEST VALUE REVIEW OF**

**LOCAL  
ENVIRONMENTAL  
SERVICES**

**EXECUTIVE SUMMARY**

**AND**

**IMPROVEMENT PLAN**

**OCTOBER 2002**

# Executive Summary

## 1. Introduction

- 1.1 The Best Value Review of Environmental Services was brought forward into Year 3 of the Best Value programme, mainly because of the pending implementation of the Revitalising Neighbourhoods initiative; where it is intended to divide the City of Leicester into 10 geographical 'neighbourhood' areas and, where possible, deliver services at a local level. It was agreed that local residents' views should be sought during the consultation period of this Review.
- 1.2 The opportunity was also taken to identify the level and cost of duplication caused by having a client and a contractor, which were only created to respond to the 1988 Compulsory Competitive Tendering legislation. Where barriers to service delivery were identified, an alternative organisational structure should be identified and put in place.
- 1.3 Also included in the Scope of the Review is the provision of Burial and Cremations, which need to reflect in their service delivery the many cultures and faiths in the City, and be able and prepared to adapt and change accordingly.
- 1.4 Waste management and how the City deals with its waste is reaching a critical time for the Council. We have chosen a partner who will take the service forward for the next 25 years and provide an integrated service from doorstep collection of household waste and recycling, to the management of our recycling centres. The method of waste disposal, which relies less on taking waste to landfill and more on producing a by-product, is important to our City. The reduction in landfill costs (which are subject to extra taxes year on year), plus the contractor being paid their income only when they reach certain targets for recycling, should be more cost effective than the current arrangements.
- 1.5 During the consultation period of the Best Value Review, disquiet was expressed from a number of quarters regarding dissatisfaction with the Street Cleansing Services. This was confirmed by the Residents Survey 2001 Action Plan as one of the key outcomes, and urgent action was required to improve the service.
- 1.6 The worst performing service was the provision and maintenance of public conveniences within the City. Again, as a result of the MORI poll, it was obvious that the public at large are far from happy with the current situation.

## 2. Local Context

- 2.1 Much of the evaluation around the "Revitalising Neighbourhoods" pilot project in Eyres Monsell concerns the local delivery of local environmental services such as cleansing and grounds maintenance, which has to date achieved improved:
  - ◆ Local access for customers
  - ◆ Access to service providers
  - ◆ Shorter lines of communication
  - ◆ Cross service operational co-ordination
  - ◆ Flexibility between service providers

- 2.2 All of the Services included in this Review are high profile 'shop window' services, highly valued by local communities. We recognise that there is room for improvement in service delivery to address public concerns and aspirations.
- 2.3 The demise of Compulsory Competitive Tendering (CCT) and the introduction of Best Value offer an opportunity to refocus on the customer.
- 2.4 The Waste Management PFI will achieve step change improvement in the Council's headline indicator of waste diverted from landfill. Similarly, the PSA agreement requires step change improvement in the cleanliness of the City Centre.

### 3. Review Methodology

- 3.1 The Review used the Best Value Procedure of applying the 4Cs to all of the services. They are:

- ◆ Challenge
- ◆ Compare
- ◆ Consult
- ◆ Compete

I will deal with each one in turn and explain the action undertaken, the findings, and the outcomes which have lead us to the Improvement Plans.

### 3.2 Challenge

- 3.2.1 Fundamental Challenge was provided by reference to current national debate and Best Practice guidance in all of the service areas, including:

- ◆ Audit Commission publications "Waste Management - The Strategic Challenge", "Waste Management - Guidance for Improving Services", "AC Knowledge - Street Scene", "AC Knowledge - Community Safety Partnerships", "AC Knowledge - Development Control and Planning", "AC Knowledge - Equal Opportunities Pls" and "AC Knowledge - Sport and Recreation"
- ◆ The Final Report of the Urban Green Spaces Tasks Force, "Green Spaces Better Places", which is shortly to receive a Government response
- ◆ The "Charter for the Bereaved" promoted by the Institute for Burial and Cremation Administration

- 3.2.2 Additional external Challenge was provided by the inclusion of City Centre cleanliness in the Council's Public Service Agreement, by the examination by the Comprehensive Performance Assessment Inspectors of the Household Refuse Collection Contract, and by the inclusion of the PFI in the Inspection of the Council's Best Value Review of Procurement.

- 3.2.3 The conclusion of the fundamental challenge process was that no services should be decommissioned.

- 3.2.4 The second stage of Challenge is to question the current provision, both as to level of service and how it is provided.

- 3.2.5 The minimum level of statutory service is defined for Waste Management, and the Council is currently on track to meet its statutory recycling targets. The impending Integrated Waste Management PFI partnership has been developed so that the

Council continues to meet its statutory obligations and national targets. The current Refuse Collection contract is Top Quartile for cost, ahead of the game by including kerbside recycling, but bottom quartile for number of missed collections.

- 3.2.6 The Street Cleaning service exceeds the statutory minimum and achieves a better than average performance against the national cleanliness standards. However, as stated, it does not yet meet the expectations of Leicester's citizens.
- 3.2.7 Parks & Open Spaces and Burial & Cremation are core discretionary services. Having chosen to provide the services (and public consultation confirms their importance to Leicester people); despite general public satisfaction with current service delivery, there is a need to address concerns raised by service users and non-users.
- 3.2.8 The provision of Public Conveniences is a discretionary service and has recently been reduced, with the closure of 12 sites in the City. The 2001 Residents Survey showed net dissatisfaction.
- 3.2.9 Process Mapping was chosen as the best method to use to identify how the current service was delivered, tease out areas of duplication (either staff or financial), and recommend improvements which would directly benefit the customer. Where the service was delivered from, who and which section was involved was questioned, as was the service against Best Practice and other Local Authorities who are Top Quartile performers.
- 3.2.10 It was impossible to cover the many hundreds of tasks undertaken by the four services under Review, and it was agreed that the top three concerns highlighted by customers during the consultation period should be process mapped. The workshops were independently facilitated by a representative from an external consultancy, "Excellence in Business" and the following activities were analysed:
- ◆ Grass maintenance
  - ◆ Litter (including dog fouling)
  - ◆ Complaints management.
- 3.2.11 The exercise identified significant opportunities for change around the Client and Contractor relationship and the duplication which occurred. As a result of the proposed changes, improvements to economy and effectiveness would be possible.
- 3.2.12 The following common themes were identified by the process mapping exercises:
- ◆ The existing Client / Consultant / Contractor relationships need to be resolved, with the removal of duplication and any activities which do not add value to the service - this is to be done within the Best Value Review and any resulting Protocol for Organisation and Staffing Change Reviews.
  - ◆ The Councils historical Land Ownership arrangements need to be changed - this is to be resolved by the formation of a Corporate Task and Finish Group, empowered to disaggregate existing Departmental budgets and form a pooled budget for the common activities of maintaining the Council's land.

- ◆ We need, where possible, to achieve sequential activities (e.g. litter is picked from grass before it is mown, streets are swept after household refuse is collected). This is a matter of co-ordination and communication at a local level.
  - ◆ We need to take a more common sense and generic approach to cleanliness, with staff empowered to deal with problems they encounter, whichever Directorate 'owns' the land.
  - ◆ We need a holistic and proactive approach to dealing with an issue before it becomes a problem that we then have to react to - for example education and enforcement activities would reduce the amount of litter that needed to be cleared up
- 3.2.13 Review Task Groups challenged the existing services against the requirements of Revitalising Neighbourhoods for a step change in communication with and responsiveness to our customers. Findings mirrored the Process Mapping results, and some improvements have already been put into place.
- 3.2.14 The first draft Report was sent to the Independent Consultee at the Improvement and Development Agency (IDeA), and his comments are attached as Appendix 1.
- 3.2.15 The Challenge process showed that, for this cycle of Best Value, there are no services that the Council should cease to provide, and no currently in-house services which could be better provided outside the Council. City Landscapes and City Cleansing were able to show that they provide best value for money (in an independent shadow tender exercise) and that their performance is improving (in the independent APSE Performance Indicators Year 4 Report).
- 3.2.16 Challenge did, however, identify many areas where improvements could be made, for example:
- ◆ Waste collection, recycling and disposal requires an Integrated Waste Management approach, which will be achieved by the Private Finance Initiative (PFI) partnership now in the final stages of the tender process.
  - ◆ The current Client / Contractor relationship, a legacy of CCT, needs to be removed. It has distracted attention from the customer's needs and slowed our response to complaints and requests for service.
  - ◆ Revitalising Neighbourhoods is all about rebuilding the relationship with the local community and providing a known contact who can respond quickly to requests and problems. Service provision needs to be at a more local level, for example using area-based street cleaning teams and neighbourhood parks wardens.
  - ◆ There are areas of the services where we are not yet following best practice, and this needs to be addressed by opening ourselves up to external challenge - for example 'Green Flag' awards for parks and cemeteries, the "Charter for the Bereaved" and the Public Service Agreement (PSA) for the City Centre.

### 3.3 Compare

- 3.3.1 The opportunity to compare data for grounds maintenance, street cleansing and waste management was made easy because of the information available from their colleagues across the country who belong to the Association of Public Services Excellence (APSE) Performance Networks. Earlier findings that the services appeared high cost have been corrected, and the Performance Networks Year 4 Reports show Leicester generally better than average in costs and performance.
- 3.3.2 Street cleaning and waste management also have existing Audit Commission and Best Value Performance Indicators (BVPI) to benchmark performance. Compared to the Metropolitan authorities, our performance appears to be better than average, with some areas of top quartile performance. Comparator figures for 2001-2002 have not yet been published by the Audit Commission, but for the previous year, three BVPIs were Top Quartile, five better than average, two worse than average and three bottom quartile.
- 3.3.3 The three areas of poor performance in 2000-2001 (BV 85 - cost of keeping land clean, BV 88 - missed collections, and BV 90c - satisfaction with Community Recycling Centres - CRCs) have been addressed. The cost of the service is still apparently above average, but this has been identified as an under-estimate of the area of land. The Contractor's performance has been improved so that the rate of missed collections is now close to top quartile performance again, and the improvement works to CRCs have now been completed.
- 3.3.4 However, there is little existing national comparator data for Burial & Cremation and Parks & Open Spaces. The use of independent organisations such as the Institute of Burial and Cremation Administration (IBCA), the Chartered Institute of Public Finance Administration (CIPFA) and APSE has given us much information about our Family Group of authorities. Further information should shortly become available about the Final Report of the Urban Green Spaces Task Force. It is anticipated that national Performance Indicators will be developed which could in time become statutory Best Value Performance Indicators.
- 3.3.5 Both of these services are now actively joining or forming groups, which will allow the exchange of this and other information which will then be of use to their colleagues. As with Benchmarking Clubs, APSE Performance Networks and networking in general, discussions were held with several authorities who had alternative management structures and delivered their services in a different way from Leicester. Contact was made with Bradford MBC and Derby City Council. Officers also attended related Beacon Council open days to obtain as much information as possible on identifying Best Practice and alternative methods of service delivery.
- 3.3.6 I think it fair to say that some of the services under review deliver inconsistent and variable performances and there was particularly poor satisfaction with regard to public convenience provision, and the cleanliness of the City centre.

### 3.4 Consult

- 3.4.1 From the start of this review, it was agreed that consultation should be undertaken with both users and non-users of the service. Many groups were already in

existence around Parks & Cemeteries and their overall management, but few or none existed for street cleansing or waste management.

3.4.2 A number of methods were used to Consult and obtain feedback:

- ◆ The Trades Unions are an important partner in any review or period of change. A representative was present at most of the meetings, a final meeting has now been held, and the view of the Unions is detailed in the Report.
- ◆ A cross services public / stakeholder meeting was held and people divided into focus groups dependant on their interest. The groups were facilitated by managers who were not directly involved in providing that service, so no influence would be brought to bear to affect the outcome. Notes of a second meeting to discuss the proposed Improvement Plans are also included in the Report.
- ◆ The Council's Project Team for Revitalising Neighbourhoods received a presentation and declared their satisfaction with the proposals.
- ◆ A telephone survey of City Residents was undertaken by a professional organisation experienced in this method of consultation. It was important that the right balance was reached and that the survey was representative of the build up of Leicester communities.
- ◆ It was important that staff were consulted, so meetings were arranged for both staff directly affected and those who had a view on the service so that they could record their comments. Notes are attached.
- ◆ The Arts, Leisure and Environment Scrutiny Committee Triumvirate were also asked for initial comments. These are attached. The Cabinet Lead, Cllr Holden, was also kept informed of progress.

3.4.3 Analysis of the 2002 residents' survey, Revitalising Neighbourhoods research, and last 2 years user and non-user survey data was used to better inform the outcomes.

3.4.4 Regular newsletters were produced to keep the staff informed and team briefings were used to answer any questions which were bothering them.

### 3.5 Compete

3.5.1 For the purpose of Compete, the management of the Council's waste was removed from this section, as it was felt that Compete had formed a major factor in the preparation of the bid to the Government and the successful award of PFI funding, which has already been Inspected as part of the Procurement Best Value Review.

3.5.2 Grounds maintenance and street cleansing are services which since 1988 have been subject to Compulsory Competitive Tendering. However, as it is now some 3-4 years since the last tender round, it was important to obtain current market prices for these services.

3.5.3 Independent consultants, KMC Consultancy and Indecon Limited, were commissioned to compare current costs and work specifications with national private sector organisations. The information obtained provided conclusive evidence that both services are currently providing the best value for money, and remain



competitive in the work place. The headline findings are that existing Grounds Maintenance totals are £711,000 less than the current average of 15 key private / public sector tenderers, and Street Cleaning totals £200,000 less than tender rates for a current major Street Cleaning contract. Detailed tables of the comparative rates are included in the main Report.

- 3.5.4 It has been more difficult to obtain information on the management of parks and any comparison against other local authorities similar to Leicester. Previous work by the former Arts & Leisure Department looked at alternative models of service provision, but conclusions have not yet been reached, pending the Government's response to "Green Spaces, Better Places".
- 3.5.5 Burial and Cremations were able to obtain information on price per cremation and burial against the cost of providing the service. Our charges are lower than the Audit Commission Family Group average. Efforts were made to access charges made by Private Sector service providers, however information received was limited to one company site and is therefore considered to be inconclusive. The Review recommends a review of fees and charges, with extra income being reinvested in improving service standards.

#### 4. Strategic Conclusions

- 4.1 Three strategic conclusions continually emerged from the various processes of the Best Value assessment, being repeated in Challenge, Compare, Compete and Consult:

- ◆ **We need to improve the current organisation of Local Environmental Services, so that they can better respond to the needs and aspirations of our customers**
- ◆ **We need to improve customer access to opportunities to benefit from Local Environmental Services**
- ◆ **We need to raise service standards and customer satisfaction**

- 4.2 These fit well with the five points made in the initial Scoping Report to Cabinet in March 2002:

- ◆ **The customer interface**
- ◆ **Customer empowerment and involvement**
- ◆ **Optimisation of resources to meet the needs of service users**
- ◆ **Identification and accommodation of the needs of non service users, in particular those from disadvantaged or excluded groups**
- ◆ **Partnership working**

- 4.3 The total net budget for 2002/3 for the services under review is £16.8m, this includes the below the line recharges and contractual payments. The breakdown of the figures is as follows:

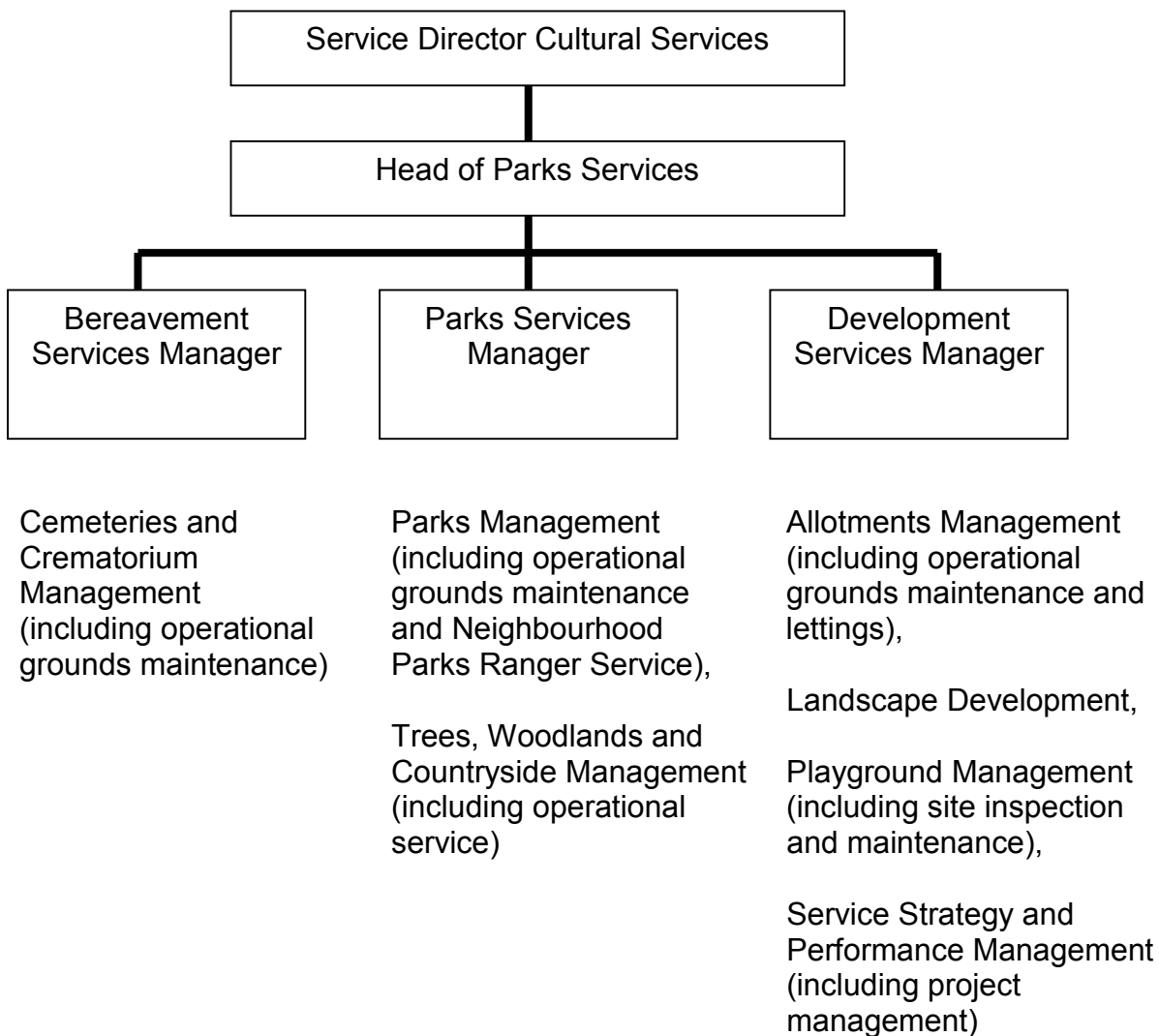
	Waste Mgmt £000's	Waste Recycling £000's	Street Cleaning Client budget £000's	Waste Disposal £000's	Public Conveniences £000's	Graffiti £000's	Parks & Open spaces £000's	Burials & Cremation £000's	Total £000's
Employees	260.9	490.4	0.0	0.0	0.0	123.2	3,696.0	279.4	4,849.9
Premises	0.0	111.6	0.0	25.4	79.7	32.5	495.8	348.3	1,093.3
Transport	14.2	153.8	0.0	24.1	0.0	23.5	482.7	32.7	731.0
Supplies & services	153.4	43.9	0.0	6.7	0.0	19.2	1,394.0	205.8	1,823.0
Third Party Payments	2,712.0	82.7	2,681.5	4,183.8	349.5	0.0	0.0	0.0	10,009.5
Support Services	12.2	0.0	0.0	0.0	44.0	0.0	32.7	23.8	112.7
Income	-23.3	-115.1	0.0	0.0	-5.6	-27.0	-1,932.6	-1,251.8	-3,355.4
<b>Net Controllable</b>	<b>£3,129.4</b>	<b>£767.3</b>	<b>£2,681.5</b>	<b>£4,240.0</b>	<b>£467.6</b>	<b>£171.4</b>	<b>£4,168.6</b>	<b>(£361.8)</b>	<b>£15,264.0</b>
Below the line recharges	243.9	0.0	0.0	0.0	0.0	0.0	1165.9	129.5	1539.3
Internal Income	0.0	0.0	0.0	0.0	0.0	0.0	-10.2	0	-10.2
<b>Net Budget</b>	<b>3,373.3</b>	<b>767.3</b>	<b>2,681.5</b>	<b>4,240.0</b>	<b>467.6</b>	<b>171.4</b>	<b>5324.3</b>	<b>-232.3</b>	<b>16,793.1</b>

(note that City Landscapes staff costs are included in the employee line, but City Cleansing staff are included in the client 'third party payments' line)

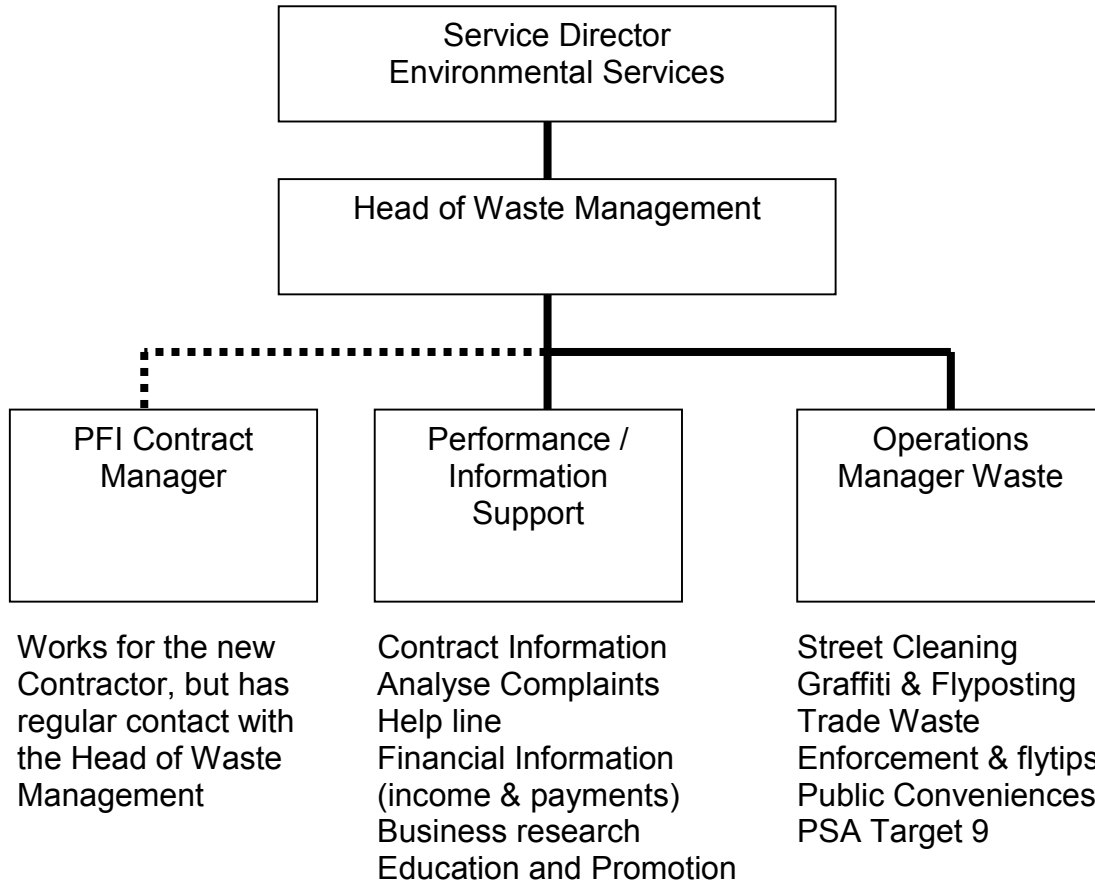
#### Proposed Organisational Structures

- 4.4 During the Review, and after holding consultation meetings with the users of the services, it was obvious that the division of the Grounds Maintenance Service as a Client / Contractor (and being in two Directorates) caused confusion, slowed delivery of services and created a culture of blame between the purchaser / client and the provider / contractor.
- 4.5 The recommendations to have an integrated Parks and Open Spaces function under one management will address these concerns and also be better able to respond to Revitalising Neighbourhoods.
- 4.6 As the Cultural Services and Revitalising Neighbourhoods portfolio is responsible for a number of functions which are complementary to Parks and open spaces, this would be the appropriate place for City Landscapes.
- 4.7 The future of managing the City's waste is currently high profile. It is important that the proposed new partner who will deliver our Integrated Waste Management services for the next 25 years has a close and professional relationship with City Cleansing, and that all of the waste functions are co-ordinated by a Head of Waste Management.
- 4.8 The Environment, Regeneration and Development Directorate is the appropriate portfolio for the placement of the Waste Management function because of its close relationship with the other environmental functions.
- 4.9 The following outline structures are proposed. The exact organisation will be decided by the Reviews under the Council's Protocol for Organisation and Staffing Change, which will begin immediately.

Proposed Structure - Cultural Services and Neighbourhood Renewal



Proposed Structure - Waste Management and Street Cleaning



- ◆ Education and Promotion will span between all three sections
- ◆ The roles and responsibilities of the Performance / Information Support Unit will be reviewed prior to the start of the Integrated Waste Management Contract in 2005

Strategic conclusions, Review outcomes and Financial Implications

4.10 The strategic conclusions are linked to required outcomes and the improvement framework in the following summary table. Further detail will be found in the attached Improvement Plans and Summary of Financial Implications.

## Summary Table

<b>STRATEGIC OUTCOME</b>						
<b><u>Improve the current organisation of Local Environmental Services, so that they can better respond to the needs and aspirations of our customers (Optimisation of resources to meet the needs of service users, Partnership working)</u></b>						
<b>Ref No.</b>	<b>Output</b>	<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Cost</b>	<b>Performance Indicator</b>
SCSI 1	Create a more responsive organisation	Carry out 'Protocol for Organisation and Staffing Change' Reviews to deliver new organisational structure which delivers local services by removing the duplication arising from a client/contractor split.	John Hackman / Richard Welburn	To start after Cabinet approval (Feb 03), complete by August 2003	To be determined by the Protocol Review outcomes	Protocol Review completed by August 2003
SCSI 2	Remove fragmentation of Council land ownership	Set up Corporate Task and Finish Group to identify and pool the various budgets	Richard Welburn	New budgets from April 2004	To be determined by the Task & Finish Group	Budgets identified and pooled, new BVPI BV (X8)
SCSI 5	Integrate Allotment management, maintenance and lettings functions	Carry out Protocol Review to determine new organisational structure	Richard Welburn	To start after Cabinet approval (Feb 03), complete by August 2003	To be determined by the Protocol Review outcomes	Protocol Review completed by August 2003
SCSI 6	Integrate Burial and Cremation management and operational functions by the removal of the Client / Contractor split	Carry out Protocol Review to determine new organisational structure	Richard Welburn	To start after Cabinet approval (Feb 03), complete by August 2003	To be determined by the Protocol Review outcomes	Protocol Review completed by August 2003

Ref No.	Output	Action	Who	Timescale	Cost	Performance Indicator
SCSI 7	Continue working towards a more representative workforce	Develop an action plan to deliver a more representative workforce	Richard Welburn	As targets	Within existing budgets	Employee profiles
SCSI 9	Address the shortage of burial land	Submit Options Appraisal report to Cabinet	Richard Welburn	Summer 2003	Costs to be detailed in Report	Report approved
POS 4	Produce Management Plans for all Parks and Open Spaces	Carry out Protocol Review to determine new organisational structure  Determine order of priority for completing Management Plans	Richard Welburn	To start after Cabinet approval (Feb 03), complete by August 2003	To be determined by the Protocol Review outcomes	Protocol Review completed by August 2003 produced plans by Dec 2005
CC 2	Reduce the level of workforce sickness absence	Continue to implement the Council's attendance management procedures	David Atkins & Stewart Doughty	Half-yearly monitoring by FREOPS	Costs reported to FREOPS	BV 12

#### **STRATEGIC OUTCOME**

**Improve customer access to opportunities to benefit from Local Environmental Services (The customer interface, Customer empowerment and involvement, Identification and accommodation of the needs of non service users, in particular those from disadvantaged or excluded groups)**

Ref No.	Output	Action	Who	Timescale	Cost	Performance Indicator
SCSI 4	Reduce crime and fear of crime in parks	Carry out feasibility study for resolving the negative perception of personal safety within Parks and Cemeteries	Richard Welburn	To start after Cabinet approval (Feb 03), complete by August 2003	To be determined by the Protocol Review outcomes	User and non-user surveys and crime statistics, BV 119

Ref No.	Output	Action	Who	Timescale	Cost	Performance Indicator
B&C 3	Ensure that services provided meet the needs of Leicester's diverse communities	Work in partnership with community representatives (e.g. Hindu Crematorium development) to improve diversity of service provision	Richard Welburn	Ongoing	To be self-financing	Survey of faith groups, BV 119
B&C 4	Manage traffic and parking in cemeteries and at the Crematorium	Carry out feasibility study and options appraisal	Richard Welburn	March 2004	Costs to be determined by appraisal	Annual satisfaction survey of users, BV 119
POS 2	Reduce dog fouling in parks and open spaces	Employ dog warden to carry out enforcement and to support improving public awareness	Richard Welburn	Introduced October 2002	£8,200	User and non-user surveys, BV 119

#### **STRATEGIC OUTCOME**

**Improved service standards and customer satisfaction (Optimisation of resources to meet the needs of service users, Partnership working, The customer interface, Customer empowerment and involvement, Identification and accommodation of the needs of non service users, in particular those from disadvantaged or excluded groups, Partnership working)**

Ref No.	Output	Action	Who	Timescale	Cost	Performance Indicator
SCSI 3	Improve comparison data and learn from Best Practice	Seek external comparison and verification (APSE, Green Flag Award, Charter for the Bereaved)	Richard Welburn	Ongoing - APSE since 1999, Green Flag in 2002, Charter by April 2004	£5,750 in 2002/3	APSE PIs, Green Flag Awards, Charter Status
SCSI 8	Improve promotional / educational and enforcement activities	Employ litter wardens / awareness raising officers in the City Centre	Steve Weston	In post January 2003, penalties start May 2003	£60,000 over three years (PSA)	Number of fixed penalties, number of exhibitions

<b>Ref No.</b>	<b>Output</b>	<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Cost</b>	<b>Performance Indicator</b>
B&C 1	Improve Memorial safety in cemeteries	Rolling programme of memorial surveys and remedial work	Richard Welburn	Started September 2002, continuing to March 2010	Estimated £420,000 - £30,000 in 2002/03 and base budget increased by £100,000 a year from 2003/4	Proportion of monuments inspected and declared safe
B&C 2	Improve standards of Grounds Maintenance in cemeteries	Review Specification and introduce improved standard	Richard Welburn	New standard from April 2003	£76,200	Annual user survey, BV 119
POS 1	Improve the health of Leicester's residents	Develop and increase GP exercise referrals, 'walking for health' schemes and 'Eco-Active'	Richard Welburn	5 walking schemes in place by July 2003	To be met from existing budgets	Community Plan target for reducing coronary heart disease
POS 3	Improve consultation with user groups and 'Friends of' groups	Introduce a city wide 'Friends of' group to meet twice yearly	Richard Welburn	Set up by March 2003	To be met from existing budgets	User group satisfaction surveys, BV 119
CC 1	Improve public satisfaction with the cleanliness of the City Centre	Implement Public Service Agreement (PSA) Target 9 proposals	Steve Weston	Started August 2002, to March 2005	£80,000 PSA over 3 years	PSA monitoring arrangement, BV 89, BV (X8)
CC 3	Improve public satisfaction with cleanliness (2001 Residents Survey)	Implement Residents Survey 2001 Action Plan proposals	David Atkins	Started June 2002	£30,144 a year	BV 89, BV (X8)



<b>Ref No.</b>	<b>Output</b>	<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Cost</b>	<b>Performance Indicator</b>
WM 1	Increase uptake of Kerbside Recycling	Continue promotion and education activities to maximise participation	Steve Weston	Handover to incoming PFI contractor April 2004	Included in PFI	BV 90b
WM 2	Improve Recycling Rate	Continue promotion and education activities to maximise participation	Steve Weston	Handover to incoming PFI contractor April 2004	Included in PFI	BV 82a
WM 3	Improve satisfaction with Community Recycling Centres	Continue to monitor effects of site improvements carried out in 2001-2002	Steve Weston	Handover to incoming PFI contractor April 2004	Included in PFI	BV 90c
WM 4	Address the issue of wheeled bin size	Incoming PFI contractor to carry out public consultation about collection arrangements post 2004	Steve Weston	Handover to incoming PFI contractor April 2004	Included in PFI	BV 90a
WM 5	Review current Public Toilet provision	Carry out options appraisal to address public dissatisfaction  Integrate current split provision	Steve Weston	Appraisal submitted to Members by April 2003	Costs to be identified in appraisal - no extra money available under current policy	Residents Survey satisfaction rating

## SUMMARY OF FINANCIAL IMPLICATIONS OF THE IMPROVEMENT PLANS

	<b><u>OVERALL TARGET FOR THE REVIEW</u></b>						
		<b><u>Cash Savings target :</u></b>			<b>126,000</b>		
		<b><u>To be found from :</u></b>					
		Cultural Services & Neighbourhood Renewal			84,000		
		Environment , Regeneration & Development			<u>42,000</u>		
					<b>126,000</b>		
		<b><u>Source :</u></b>					
		To be found from Protocol for Organisational and Staffing Change Review					
	<b><u>KEY</u></b>						
	RDB	Redirection of Budget					
	SDB	Service Development Bid					
	F&C	Fees & Charges					
	PSA	Public Service Agreement					
	POSC	Protocol for Organisational and Staffing Change.					
	SF	Same Funding as 2002/3					
	TBD	To be defined (once study complete)					

	Ref to Improvement Plan	Improvement	Cost	Funding 2002/3	Funding 2003/4	Funding 2004/5	Additional Funding Required.	Proposal for financing Additional costs
			£000's	£000's	£000's	£000's	£000's	
	<b>Strategic and cross-service improvements</b>							
1	SCSI 3	Improve Benchmarking comparison, learning from best practice.	0.5	0.5	SF	SF	NIL	N/A
2	SCSI 6	Relocate Bereavement Service Office to Gilroes Cemetery.	20	0	0	0	20	F&C / RDB
3	SCSI 9	Address the Shortage of Burial Land - Phase 1 Gilroes Cemetery .	200	200	0	0	NIL	N/A
4	SCSI 9	Shortage of Burial Land - Phase 2 and 3 / Citywide need.	300	0	0	0	300	Capital Programme
	<b>Burial and Cremation</b>							
5	B & C 1	Improve Memorial Safety in Cemeteries	420	30	100	100	190	100 per year Included in base budget from 2003-2004
6	B & C 2	Improve Grounds maintenance standards in cemeteries.	76.2	0	0	0	76.2	RDB
7	B & C 4	Manage traffic and parking in cemeteries.	TBD	0	0	0	TBD	RDB / F&C

	Ref. to Improvement Plan	Improvement	Cost	Funding 2002/3	Funding 2003/4	Funding 2004/5	Additional Funding Required.	Proposal for financing Additional costs
			£000's	£000's	£000's	£000's	£000's	
	<b>Parks and Open Spaces</b>							
8	POS 1	Health improvement activities.	20	0	0	0	20	POSC
9	POS 2	Reduce Dog Fouling	8.2	8.2	SF	SF	NIL	
10	POS 5	Parks Management Plan completion.	50	0	0	0	50	POSC
	<b>Street Cleaning</b>							
11	CC1	3 part time litter wardens / Educational Officers	60	20	SF	SF	NIL	PSA for 1 year then SDB
12	CC3	Remove Client Contractor Split -546 hours per year of City Cleansing Supervisor time.	-6.5	RDB	RDB	RDB	NIL	N/A
13	CC3	Increase presence in communities -546 hours per year of City Cleansing Supervisor time.	6.5	RDB	RDB	RDB	NIL	N/A
14	CC3	Increase out of hours cleaning of City Centre.	5.9	5.9	SF	SF	NIL	PSA for 1 year then SDB
15	CC3	New cleaning machine for City Centre (leased).	7.4	7.4	SF	SF	NIL	PSA for 1 year then SDB
16	CC3	New scrubbing machine for City Centre (leased)	16.9	16.9	SF	SF	NIL	PSA for 1 year then SDB

	Ref. to Improvement Plan	Improvement	Cost	Funding 2002/3	Funding 2003/4	Funding 2004/5	Additional Funding Required.	Proposal for financing Additional costs
			£000's	£000's	£000's	£000's	£000's	
17	CC3	Extra Graffiti operative for City Centre	16.8	16.8	SF	SF	NIL	PSA for 1 year then SDB
18	CC3	City Centre Litter Bins	50	50	0	0	NIL	N/A
19	CC3	PSA Funding	200	0	100	100	NIL	SDB
	<b>Waste Management</b>							
20	WM1	Remove Client Contractor Split -546 hours per year of SEMT Inspector time.	-5.9	RDB	RDB	RDB	NIL	N/A
21	WM1	Increase supervision of SITA - extra 546 hours per year of SEMT Inspector time.	5.9	RDB	RDB	RDB	NIL	N/A
22	General	Increase in Waste Disposal costs - annual forecast 4%.	200	0	0	0	200	SDB
23	WM 5	Review current public toilet provision	TBD	SF	SF	TBD	TBD	SDB
	TOTAL	(£000)	<b>£1,611.9</b>	<b>£ 355.7</b>	<b>£ 200</b>	<b>£ 200</b>	<b>£856.2</b>	

Of the £856,200 where additional funding (beyond the current three year Budget Strategy) is required, £300,000 is to be a CS&NR Capital Bid for development of burial land, £200,000 is an ER&D Service Development Bid for meeting the increased costs of treating more waste, £190,000 for Memorial Safety has been added to the Burial & Cremation base budget, and the remaining £166,200 is to be found from the redirection of current resources following Protocol Reviews.

The £80,000 PSA pump-priming grant for the City Centre will fund the first year improvements for items 11, 14, 15, 16 and 17, and after that ER&D has included a £100,000 SDB in the base budget strategy from 2003-2004 (item 19).

# IMPROVEMENT PLANS

<b>Improvement outcome:</b> <b>Create a more responsive organisation</b>	<b>Improvement No.</b> <b>Strategic and cross-service Improvement SCSI 1</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ Revitalising Neighbourhoods requires engagement at community level, better local service delivery and improved responsiveness to local conditions</li> <li>◆ Task Groups and Process Mapping identified Client / Contractor as a source of duplicated and unnecessary activities</li> <li>◆ BVR Public Consultation</li> <li>◆ Analysis of complaints</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Performance Management Framework</li> <li>◆ Comprehensive Performance Assessment</li> <li>◆ Community Cohesion</li> <li>◆ Customer Care</li> <li>◆ Asset Management Plan</li> <li>◆ Improve opportunities to access external funding</li> </ul>
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Local Environmental Services become more responsive (and to some degree accountable) to Area Forums and User Groups</li> <li>◆ Single point of customer contact with service provider</li> <li>◆ Single point of service management and provision</li> <li>◆ Streamline service provision by the removal of the existing Client and Contractor split</li> <li>◆ Improved responsiveness to addressing service needs - target response time within four hours (all year round)</li> </ul>	
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Reallocation of resources to area-based delivery where possible / feasible</li> <li>◆ Increase the service presence and profile of Street Cleaning, Parks Management and Grounds Maintenance in each local area</li> <li>◆ Realignment of Contract areas to complement Revitalising Neighbourhoods</li> <li>◆ Integration of Parks and Environmental Services and City Landscapes; integration of currently separate Landscape Design / Development and construction functions; integration of Trees and Woodlands Management and Operational Services; integration of Playground Development / Maintenance / Site Inspection services</li> <li>◆ Disaggregation of operational budgets Council-wide to form a pooled budget held by service provider</li> <li>◆ Review under the Protocol for Organisation and Staffing Change</li> <li>◆ Rebalancing of resources to support new structure – reinvestment proposals to be presented to Members through Options paper for decision</li> </ul>	
<b>Resources Required:</b> Existing resources (2002-2003) are: <ul style="list-style-type: none"> <li>◆ Waste Management £3.37 million</li> <li>◆ Waste Recycling £0.77 million</li> <li>◆ Street Cleaning £2.68 million</li> <li>◆ Waste Disposal £4.24 million</li> <li>◆ Public Conveniences £0.47 million</li> <li>◆ Graffiti £0.17 million</li> <li>◆ Parks &amp; Open Spaces £5.32 million</li> <li>◆ Burial &amp; Cremation (£0.23 million)</li> <li>Total £16.79 million</li> <li>◆ Implementation cost to be identified as an outcome of the Protocol for Organisation and Staffing Change Review</li> </ul>	<b>Resources Identified:</b> To be contained within existing resources and produce Best Value Review saving of £126,000 from Client / Contractor split
<b>Person Responsible:</b> John Hackman Richard Welburn	<b>Deadline / Timescale:</b> April to December 2003

**Impact on service users and non-users:**

- ◆ Improved access to services at a local level (measured by surveys and Area Forum feedback)
- ◆ Improved service responsiveness at a local level (measured by decrease in complaints by 20% a year)
- ◆ Improved access to services at a local level (measured by surveys and Area Forum feedback)
- ◆ Improved quality of service standards (measured by Green Flag Awards and User Group feedback)

**This Improvement Plan addresses the following Issues from the Review** (see section 5.3 of the Final Report):

1, 6, 8, 13, 16, 73, 74, 75, 83, 88, 89, 112, 113, 115, 120, 123, 124, 125, 126, 134, 135, 137, 138, 140, 144, 145, 147, 148, 158, 160, 161, 162

<b>Improvement outcome:</b> <b>Remove fragmentation of Council Land ownership</b>	Improvement No. <b>Strategic and cross-service Improvement SCS1 2</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ Task Groups and Process Mapping identified that lack of clarity over who is responsible for land delays the resolution of complaints</li> <li>◆ Task Group identified cases of council staff walking past litter because it wasn't on the type of land they clean – but the public don't perceive the difference</li> <li>◆ Housing stated during Process Mapping that they have problems with identifying who is responsible for which areas</li> <li>◆ Analysis of complaints data</li> <li>◆ Problems with identifying precise ownership and budget holder because of organisational changes since the Terrier was last updated</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ EMAS Objectives 7 and 8</li> <li>◆ Revitalising Neighbourhoods</li> <li>◆ Customer Care</li> <li>◆ Asset Management Plan</li> </ul>
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ One point of contact for each activity, with the resources to resolve the problem on all Council land, irrespective of ownership</li> <li>◆ Streamline service delivery by ensuring focused responsibility and accountability</li> </ul>	
<b>Improvement Activity:</b> Set up a Corporate Task and Finish Group to identify the various Council-wide budgets for the management and maintenance of corporate land, and form a pooled budget, held by the relevant service provider at a local level, for the provision of: <ul style="list-style-type: none"> <li>◆ Litter Clearance (including dog fouling, fly tipping and bin provision) on all Council owned land except schools</li> <li>◆ Grass and Shrub maintenance on all Council owned land except schools</li> <li>◆ Trees and Woodlands maintenance on all Council owned land</li> </ul>	
<b>Resources Required:</b> To be quantified by Task & Finish Group	<b>Resources Identified:</b> To be quantified by Task & Finish Group
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> March 2004
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Improved responsiveness to user needs (measured by 20% fewer complaints)</li> <li>◆ Improved public access to service provider</li> <li>◆ Faster resolution of complaints and requests for service (measured by Customer Management System - average complaint response time to decrease from 8 working days in 2002 to 7 days in 2003)</li> </ul>	
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  73, 75, 159, 161	



<b>Improvement outcome:</b> <b>Improve comparison data and learn from Best Practice</b>		Improvement No. <b>Strategic and cross-service Improvement SCS1 3</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ Difficulties in getting useful comparator data for the BVR, and uncertainties over 'like for like' comparison</li> <li>◆ BVR Task Group identified a lack of external assessment and comparison</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Performance Management Framework</li> <li>◆ Comprehensive Performance Assessment</li> <li>◆ EMAS Management Plans</li> </ul>	
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Comparator data will be meaningful, accurate and used to drive service improvements</li> <li>◆ There will be evidence of objective external evaluation of our services</li> <li>◆ Improved and sustained communications with comparator Authorities</li> </ul>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Increased involvement with Association of Public Service Excellence (APSE ), Beacon Council "Improving Urban Green Spaces" and other sources of comparison information (staff to attend all relevant APSE and Beacon events)</li> <li>◆ Rolling programme of applications for Green Flag Awards for Parks and Cemeteries (2 per year)</li> <li>◆ Benchmark Burial and Cremation service with other Local Authorities and develop a series of local Performance Indicators (PIs) to monitor service standards in consultation with users / stakeholders</li> <li>◆ Seek registration to the standard of the Institute of Burial and Cremation Administration (IBCA), Charter for the Bereaved and introduce Service Standard Guidelines for the public in line with the Charter</li> </ul>		
<b>Resources Required:</b> <ul style="list-style-type: none"> <li>◆ APSE annual subscription - £5,250 for Year 4 2002</li> <li>◆ £400 per year for costs of entering 2 sites for Green Flag Award</li> </ul>	<b>Resources Identified:</b> <ul style="list-style-type: none"> <li>◆ APSE subscription is already recharged to Business Units (City Cleansing, City Landscapes)</li> <li>◆ Green Flag costs to be contained within Parks North &amp; Parks South budgets</li> </ul>	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> <ul style="list-style-type: none"> <li>◆ Abbey Park won a Green Flag Award in 2002, rolling annual programme of 2 more Parks each year</li> <li>◆ Achieve IBCA Charter status by April 2004</li> </ul>	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Service standards will be compared with the best Local Authorities (e.g. Beacon), and improvement targets will be set to reach best practice service standards</li> <li>◆ External assessment (e.g. Green Flag Award) will compare standards with Best Practice, and help in raising the service standards of Parks and Cemeteries</li> <li>◆ Service users and potential users will find it easier to access information about the standards of service (published and available at a local level). They will have a clear understanding of the standards of service and can make an informed choice. (measured by surveys and user feedback)</li> <li>◆ Deviations from the published standard will be quickly identified and rectified within 10 working days where this is achievable within existing resources.</li> <li>◆ Users will see improvements in the quality of the environment, increased usage and sense of pride in Leicester (measured from surveys and user group feedback)</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  5, 7, 15, 16, 17, 23, 24, 28, 69, 72, 73, 90, 91, 92, 93, 106, 114, 115, 143, 150		

<b>Improvement outcome:</b> <b>Reduce crime and fear of crime in parks</b>		Improvement No. <b>Strategic and cross-service Improvement SCSi 4</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ Park User and non-user surveys 2001</li> <li>◆ BVR Public Consultation</li> <li>◆ Community Plan consultation</li> <li>◆ Crime and Disorder Audit</li> <li>◆ Increase in the number of reported crimes from 00/01. National crime survey highlighted that although crime nationally is reducing the perception is the fear of crime is increasing.</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Community Plan “Reduce the rates of crime and disorder in six selected neighbourhoods”</li> <li>◆ Crime and Disorder Strategy “Reduce the opportunities for crime to occur” “Reduce the fear of crime”</li> <li>◆ Cultural Strategy</li> <li>◆ Performance Management Framework</li> </ul>	
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Reduction in recorded crimes and reduced vandalism and anti social behaviour on Cemeteries, Parks and Open Spaces by 10% per year</li> <li>◆ Improve user / non-user perception of the likelihood that crime might occur</li> <li>◆ Inclusive Strategy developed to address Crime and Disorder in Parks and Cemeteries</li> </ul>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Carry out feasibility study to resolve negative perception of personal safety in Parks and Cemeteries</li> <li>◆ Support to Neighbourhood Forums / Parks &amp; Cemeteries User Groups</li> <li>◆ Continue to work with local police and external agencies to attempt to reduce the incidence of vandalism and other crime by 10% per year from 2001/2002 baseline</li> <li>◆ Carry out a publicity campaign to address public concerns regarding crime &amp; disorder in Parks and Cemeteries</li> </ul>		
<b>Resources Required:</b> To be determined as an outcome of the Feasibility Study.		<b>Resources Identified:</b> To be identified as an outcome of the Protocol for organisation and staffing change Review
<b>Person Responsible:</b> Richard Welburn		<b>Deadline / Timescale:</b> Feasibility Study completed by August 2003
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Proposed actions will contribute to addressing public perception regarding the likelihood of crime occurring (measured by user surveys and crime statistics)</li> <li>◆ Sections of the community who are currently deterred from using cemeteries and parks will feel more confident about using them (measured by user and non-user surveys and Neighbourhood Forum / User Group consultation)</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  1, 7, 17, 31, 39, 40, 41, 73, 75, 97, 101, 105, 111		

<b>Improvement outcome:</b> <b>Integrate Allotment Management, Maintenance and Lettings functions</b>		Improvement No. <b>Strategic and cross-service Improvement SCSI 5</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ BVR Task Group Self-assessment</li> <li>◆ Allotment Strategy Consultation</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Allotment Strategy 2001</li> <li>◆ Asset Management Plan</li> </ul>	
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Single point of customer contact with service provider</li> <li>◆ Service provider responsible for upholding service quality standards</li> </ul>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Integration of direct site lettings resources within established Allotments Management / Maintenance service</li> <li>◆ Allotment Users Survey</li> </ul>		
<b>Resources Required:</b> <ul style="list-style-type: none"> <li>◆ To be identified as an outcome of the Protocol for Organisation and Staffing Change Review and the Land transfer feasibility study and options appraisal (Task &amp; Finish)</li> </ul>	<b>Resources Identified:</b> <ul style="list-style-type: none"> <li>◆ CS&amp;NR net controllable budget for 2002/2003 for Allotments &amp; Sheltered Employment Scheme is £196,200</li> <li>◆ Property Services net controllable budget 2002/2003 for allotments is £21,500</li> </ul>	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> April to August 2003	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Improved access to services at a local level (measured by annual survey and User Group feedback)</li> <li>◆ Improved service responsiveness at a local level (measured by 20% decrease in complaints per year)</li> <li>◆ A self-completion user survey to enable the production of a user profile of allotment holders. This will help with future marketing and service development. A questionnaire will be sent to all allotment societies as they pay their annual rent.</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  73, 75, 82		

<b>Improvement outcome:</b> <b>Integrate Burial and Cremation management and operational functions by the removal of the Client / Contractor split</b>		<b>Improvement No.</b> <b>Strategic and cross-service Improvement SCS1 6</b>
<b>Evidence that this is an issue:</b> Task Group self assessment, Business Plans, Process Mapping and Public / Stakeholder consultation (especially Funeral Director survey)	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Revitalising Neighbourhoods</li> <li>◆ Customer Care</li> <li>◆ EMAS Targets 7.1, 7.2, 7.4 and 7.5</li> <li>◆ Asset Management Plan</li> <li>◆ Centrally Located Administration Buildings (CLABS) Review</li> </ul>	
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Single point of customer contact with service provider</li> <li>◆ Service provider responsible for upholding service quality standards</li> <li>◆ Local provision of bookings, information and enquiry service during Council office hours</li> <li>◆ Removal of duplication on monitoring, charging methods, complaints handling etc., identification of potential savings, streamlined services, improved communications and clear service priorities</li> </ul>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Integration of service management and operational functions</li> <li>◆ Prepare service options appraisal</li> <li>◆ Relocation of service administration office - <ul style="list-style-type: none"> <li>◆ Relocate the Burial and Cremation Office from A13 New Walk Centre to Gilroes Cemetery</li> <li>◆ Management / operational staff based at Cemetery location to improve customer and stakeholder access and service responsiveness</li> </ul> </li> <li>◆ Service review under Protocol for Organisation &amp; Staffing Change</li> </ul>		
<b>Resources Required:</b> <ul style="list-style-type: none"> <li>◆ £20,000 to relocate service administration office to Gilroes Cemetery</li> <li>◆ To be identified as an outcome of the service options appraisal / Protocol Review</li> </ul>	<b>Resources Identified:</b> (£0.23million) 2002/2003	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> April 2004	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Improved access to services at a local level (measured by annual survey)</li> <li>◆ Regular meetings of user groups and 'Friends of' groups with one point of contact (measured by User Group meeting records)</li> <li>◆ Improved service responsiveness at a local level (measured by 20% decrease in complaints)</li> <li>◆ Improved communications and customer care (measured by annual survey)</li> <li>◆ Improved customer and stakeholder satisfaction (measured by annual survey)</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  6, 7, 8, 13, 15, 16, 17, 23, 24, 42, 65, 66, 67, 73, 74, 75		

<b>Improvement outcome:</b> Continue working towards a more representative workforce		Improvement No. <b>Strategic and cross-service Improvement SCS1 7</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ BVR Task Group self-assessment</li> <li>◆ Equal opportunities assessment</li> <li>◆ Commission for Racial Equality, Race Relation Act (2000), Stephen Lawrence Report Recommendations</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Equality and Diversity</li> <li>◆ Equality Standards for Local Authorities</li> <li>◆ Community Cohesion</li> <li>◆ Human Resources Strategy</li> </ul>	
<b>Required Outcome:</b> A more representative workforce across all business units (measured by business unit staff profiles) Provisional targets are: <ul style="list-style-type: none"> <li>◆ 15% ethnic minority staff by March 2004</li> <li>◆ 20% ethnic minority staff by March 2005</li> <li>◆ 25% ethnic minority staff by March 2006</li> </ul>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Development of an action plan to deliver a more representative workforce</li> <li>◆ Ensure that details of posts are positively made available to under-represented communities</li> <li>◆ Inform agencies who supply temporary staff that we are looking for better representation</li> <li>◆ Review of recruitment procedures - ensure that the recruitment and advertising process, including preparation of job descriptions and person specifications, promotes equality of opportunity</li> </ul>		
<b>Resources Required:</b> <ul style="list-style-type: none"> <li>◆ Minor added costs in advertising in community media as well as existing media</li> <li>◆ Staff time in ensuring advertisements are delivered to minority community meeting places</li> </ul>	<b>Resources Identified:</b> Funded from current business unit staff budgets	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> Ongoing	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Staff are in regular contact with the public, and a representative workforce will help to reinforce the messages of celebrating diversity and promoting community cohesion</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):		
5, 16		

<b>Improvement outcome:</b> <b>Improve promotional / educational and enforcement activities</b>		<b>Improvement No.</b> <b>Strategic and cross-service Improvement SCS1 8</b>
<b>Evidence that this is an issue:</b>	<b>Related Objectives:</b>	
<ul style="list-style-type: none"> <li>◆ Consultation with the public showed strong support for harsher penalties for anti-social behaviour - 89% of telephone survey respondents</li> <li>◆ Task Group and staff assessment</li> <li>◆ Best Practice Guidance e.g. Audit Commission AC Knowledge publication 'Street Scene' stresses the importance of effective enforcement</li> </ul>	<ul style="list-style-type: none"> <li>◆ Crime and Disorder</li> <li>◆ City Centre Action Plan</li> <li>◆ City Centre Management</li> <li>◆ Community Plan priorities</li> <li>◆ Community Cohesion</li> <li>◆ Links to the Crime &amp; Disorder BVR and the Planning BVR</li> <li>◆ Regulatory Services BVR</li> <li>◆ Dog Fouling POS 2</li> </ul>	
<b>Required Outcome:</b>		
<ul style="list-style-type: none"> <li>◆ The City Council should be much more proactive in challenging the anti-social behaviour which makes the City untidy and wastes resources</li> <li>◆ The City Council should also run educational and awareness raising programmes to teach people that littering is unacceptable (target 6 formal exhibitions per year - to be defined once service has built up some experience)</li> <li>◆ The City Council should demonstrate that it will pursue persistent offenders</li> <li>◆ The City Council should raise income from fines and penalties to improve the service (target £x income from fixed penalties - to be defined once service has built up some experience)</li> <li>◆ Ensure existing by-laws are enforced</li> </ul>		
<b>Improvement Activity:</b>		
<ul style="list-style-type: none"> <li>◆ Employ three part-time Litter Wardens / educational officers and exhibitions / promotions in places such as Humberstone Gate and the Shires / Haymarket shopping centres</li> <li>◆ Annual "Keep Leicester Clean" campaign</li> <li>◆ Joint working with Pollution Group to be proactive (using surveillance techniques) to identify and prosecute flytippers. In addition, the City Council is a member of the Leicestershire Authorities flytipping group, (which includes representatives from the Police Authority and Environment Agency) which is preparing a joint protocol to take a co-ordinated approach against flytippers</li> </ul>		
<b>Resources Required:</b>	<b>Resources Identified:</b>	
<ul style="list-style-type: none"> <li>◆ Litter Wardens and Educational Officers costs are estimated at £60,000 over the three years 2002-2005</li> </ul>	<ul style="list-style-type: none"> <li>◆ £80,000 Public Service Agreement (PSA) pump priming grant over the three years</li> <li>◆ Receipts from Fixed Penalty Notices for littering can be used to further improve street cleanliness</li> </ul>	
<b>Person Responsible:</b> Steve Weston	<b>Deadline / Timescale:</b>	
	<ul style="list-style-type: none"> <li>◆ Litter Wardens to be in post by January 2003, Keep Leicester Clean Week 2003 around Easter 2003, Fixed penalties to be enforced after Keep Leicester Clean Week</li> </ul>	
<b>Impact on service users and non-users:</b>		
<ul style="list-style-type: none"> <li>◆ Effective enforcement will reduce the problem of untidiness and anti-social behaviour, and encourage responsible citizenship (measured by management data on litter etc and PSA surveys)</li> <li>◆ Investment in enforcement saves higher disposal costs (measured by disposal data)</li> <li>◆ There is widespread public support for enforcement (possible question in 2004 Residents Survey?)</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):		
1, 73, 75, 120, 136, 145, 147, 148, 149, 162		

<b>Improvement outcome:</b> <b>Address the shortage of burial land</b>		Improvement No. <b>Strategic and cross-service Improvement SCS1 9</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>• Parks, Open Spaces and Countryside Strategy 2001/2006</li> <li>• Task Group self-assessment</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Asset Management Plan</li> <li>◆ City of Leicester Local Plan</li> <li>◆ Budget Strategy and Capital Programme</li> </ul>	
<b>Required Outcomes:</b> <ul style="list-style-type: none"> <li>• Appropriate land identified and developed for future burial provision</li> </ul>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>• Complete OX extension works at Gilroes Cemetery</li> <li>• Land availability report completed and submitted to Cabinet in Summer 2003</li> <li>• Report to include burial options appraisal and funding strategy</li> </ul>		
<b>Resources Required:</b> <ul style="list-style-type: none"> <li>• £200,000 allocated for year 2002-2003 - Phase 1 of Gilroes Cemetery extension works</li> <li>• Phases 2 &amp; 3 – costs to be determined</li> </ul>	<b>Resources Identified:</b> <ul style="list-style-type: none"> <li>• £200,000 in 2002/03 capital programme, allowing five years of burial space</li> <li>• Phase 2 &amp; 3 subject to future Capital programme bid / approval</li> </ul>	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> <ul style="list-style-type: none"> <li>◆ Cabinet Report Summer 2003</li> <li>◆ First phase of extension to be completed by April 2003</li> </ul>	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Customer choice on location of service provision (measured by service enquiries / complaints records)</li> <li>◆ The Council will be unlikely to be able to provide a burial service after 2006 (estimated 4 years burial space now remaining city wide), if additional funding / land is not secured (measured by burial records)</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  4, 10, 12, 15, 16, 17, 20, 25, 26, 46, 47, 49		

<b>Improvement outcome:</b> <b>Improve Memorial Safety in Cemeteries</b>		Improvement No. <b>Burial &amp; Cremation B&amp;C 1</b>
<b>Evidence that this is an issue:</b>		<b>Related Objectives:</b>
<ul style="list-style-type: none"> <li>◆ Community Plan, Community Safety Goals and Objectives.</li> <li>◆ National fatalities reported</li> <li>◆ Peter Mitchell Associates Consultants inspection May 2002 and Report dated 05.06.02</li> <li>◆ Institute of Burial and Cremation Administration and Confederation of Burial Authorities proposed Stone Masons Registration Scheme</li> </ul>		<ul style="list-style-type: none"> <li>◆ Health and Safety</li> <li>◆ Risk Management</li> <li>◆ Heritage</li> <li>◆ Budget Strategy</li> <li>◆ Cultural Strategy</li> <li>◆ Crime and Disorder</li> </ul>
<b>Required Outcome:</b>		
<ul style="list-style-type: none"> <li>◆ To ensure safe access to cemeteries</li> <li>◆ Cemeteries Strategy Report</li> </ul>		
<b>Improvement Activity:</b>		
<ul style="list-style-type: none"> <li>◆ Introduction of a memorial risk assessment survey system, with remedial works as appropriate to make areas safe. Undertake works on a priority basis with an on-going programme</li> <li>◆ To seek Member approval to reinvest memorial income fees to address urgent Health and Safety works within Cemeteries</li> <li>◆ Introduce a Stone Masons Code of Practice in line with best practice and the minimum standard requirements of the National Association of Monumental Masons (NAMM)</li> </ul>		
<b>Resources Required:</b>	<b>Resources Identified:</b>	
<ul style="list-style-type: none"> <li>◆ Estimated £420,000 for 40% of all monuments within cemeteries city-wide</li> </ul>	<ul style="list-style-type: none"> <li>◆ There is provision of £30,000 in the 2002/03 base budget to initiate Memorial Safety works</li> <li>◆ Thereafter, there is provision of an additional £100,000 per year built into base budget, initially to complete Memorial Safety works and service improvements thereafter</li> </ul>	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b>	
	<ul style="list-style-type: none"> <li>◆ Works to be completed by 31<sup>st</sup> March 2010</li> <li>◆ Cemeteries Strategy Report – Summer 2003</li> </ul>	
<b>Impact on service users and non-users:</b>		
<ul style="list-style-type: none"> <li>◆ Ensure safe accessible facilities open to the public (measured by annual user surveys)</li> <li>◆ Ensure consistent quality for memorials thus avoiding potential problems in the future, which would incur expense to the Council (monitoring Masons compliance with standards)</li> <li>◆ Avoid potential adverse publicity and legal cases bought against the City Council in the event of injury (measured by monitoring Risk Management Accident Claim codes)</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):		
2, 16, 17, 22, 43, 44		



<b>Improvement outcome:</b> Improve standards of Grounds Maintenance in Cemeteries		Improvement No. <b>Burial &amp; Cremation B&amp;C 2</b>
<b>Evidence that this is an issue:</b> Review Consultation process.	<b>Related Objectives:</b> ◆ Green Flag Award SCS1 3	
<b>Required Outcome:</b> ◆ Improved appearance of cemeteries and a higher standard of ground maintenance being achieved. ◆ Improved appearance of Chapels		
<b>Improvement Activity:</b> ◆ Review ground maintenance specification and introduce revised standards to reflect user expectations with particular attention to grass cutting		
<b>Resources Required:</b> ◆ Cemeteries Ground maintenance budget 2002 / 2003 is £237,400 ◆ Estimated additional cost of introducing improved grounds maintenance standards £76,200	<b>Resources Identified:</b> ◆ Review of Fees and Charges to allow re-investment into the service, subject to Directors' delegated powers ◆ Service Development Bid - 2004/05	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> 31 <sup>st</sup> March 2004	
<b>Impact on service users and non-users:</b> ◆ Welcoming and inviting environment (measured by annual user survey)		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  7, 15, 16, 17, 19, 28, 30, 55, 57, 73, 77, 115, 161		

<b>Improvement outcome:</b> <b>Ensure that services provided meet the needs of Leicester's diverse communities</b>		Improvement No. <b>Burial &amp; Cremation B&amp;C 3</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ Community Plan, Diversity Goals and Objectives</li> <li>◆ Hindu community Petition to Council 30.05.02</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Diversity</li> <li>◆ Community Cohesion</li> <li>◆ Cultural Strategy</li> <li>◆ Customer Care</li> </ul>	
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Ensure that appropriate funeral services are provided to meet the needs of Leicester's diverse communities</li> </ul>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Work in partnership with community representatives (e.g. Hindu Crematorium development and Muslim Burial Council) to achieve objectives</li> <li>◆ Review of Crematorium opening hours in line with community requests</li> <li>◆ Continue 'open access' policy to allow communities to satisfy themselves about the professionalism of the service</li> </ul>		
<b>Resources Required:</b> Options Appraisal to determine land availability / Business case for Hindu Crematorium	<b>Resources Identified:</b> Burial and Cremation Budget 2002/2003 (£0.23 million)	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> April 2003	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ The cremation service is committed to ensuring that the needs of the bereaved within the whole community are given equal consideration and appreciation, in recognition of Leicester's diverse cultures</li> <li>◆ The burial service will continue to offer flexible services which meet faith requirements</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  5, 12, 15, 16, 17, 24, 25, 26, 29, 34, 35, 38, 48, 57		

<b>Improvement outcome:</b> <b>Manage traffic and parking in cemeteries and at the Crematorium</b>		Improvement No. <b>Burial &amp; Cremation B&amp;C 4</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ Review Consultation process</li> <li>◆ Task Group self assessment</li> </ul>	<b>Related Objectives:</b> Crime and Disorder	
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Reduced traffic congestion and improved service profile with users</li> <li>◆ Improved traffic management at Gilroes cemetery, and development of the currently unused Groby Road car park facility</li> </ul>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Undertake feasibility study to determine appropriate levels of restricted access of vehicles to non disabled service users</li> <li>◆ Consultation with Cemetery 'Friends of' groups</li> <li>◆ Conduct an annual survey of users to determine if their perception has improved</li> <li>◆ Introduction of no parking in certain areas of Cemetery to allow access for other service users, disabled service users and accident and emergency vehicles</li> <li>◆ Better co-ordination of funeral cortege and visitor parking</li> <li>◆ Undertake feasibility study of options for the future use of Gilroes Cemetery main car park</li> </ul>		
<b>Resources Required:</b> <ul style="list-style-type: none"> <li>◆ To be identified within the options appraisal and feasibility study</li> </ul>	<b>Resources Identified:</b> <ul style="list-style-type: none"> <li>◆ Burial and Cremation Budget 2002/2003 (£0.23 million)</li> </ul>	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> Feasibility study complete by 31 <sup>st</sup> March 2004	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Improved pedestrian access to the Crematorium chapels, Book of Remembrance room and burial sections</li> <li>◆ Improved public perception of Cemeteries as being accessible (measured by annual user survey and User Group meeting records)</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  9, 15, 16, 17, 32, 59, 60, 61		

<b>Improvement outcome:</b> <b>Improve the health of Leicester's residents</b>		Improvement No. <b>Parks &amp; Open Spaces POS 1</b>	
<b>Evidence that this is an issue:</b>		<b>Related Objectives:</b>	
<ul style="list-style-type: none"> <li>◆ Community Plan "To promote healthy living and help give people the opportunity to make informed choices about the way they live their lives..."</li> <li>◆ Agenda 21 Action Plan "Promote peoples' health – create a healthy environment"</li> <li>◆ Leicester falls behind the national average for combating coronary heart related diseases. Asian community suffers on average 40% higher heart disease rates than rest of community, which is important for a City with growing Asian demographics</li> <li>◆ Task Group self-assessment</li> </ul>		<ul style="list-style-type: none"> <li>◆ Community Plan</li> <li>◆ Health Promotion</li> <li>◆ Local Agenda 21</li> <li>◆ Deprivation Indices</li> <li>◆ Health Action Zones</li> </ul>	
<b>Required Outcome:</b> To contribute towards the Community Plan target to reduce the number of deaths from coronary heart disease.			
<b>Improvement Activity:</b>			
<ul style="list-style-type: none"> <li>◆ To develop and increase GP referral to walking schemes by 50 participants annually</li> <li>◆ Assess and identify, in partnership with Leicestershire Health Trust, Primary care Trust and Health Action Zone where schemes need to be running, including the number of schemes needing to operate</li> <li>◆ Walking for health initiative to be properly resourced</li> <li>◆ Provide focused and targeted walking schemes in appropriate areas of need (e.g. Health Action Zone)</li> <li>◆ Eco-Active partnership to be better promoted</li> <li>◆ Increase in the number of allotment users by 10 % per year over 3 years</li> </ul>			
<b>Resources Required:</b>		<b>Resources Identified:</b>	
<ul style="list-style-type: none"> <li>◆ Staff time (voluntary through Walk Leicester Health Promotions)</li> <li>◆ Estimated £20,000 materials cost p.a. for Eco-Active scheme</li> </ul>		<ul style="list-style-type: none"> <li>◆ Staff time (voluntary through Walk Leicester Health Promotions)</li> <li>◆ Protocol for Organisation and Staffing Change – Member choice regarding service reinvestment</li> <li>◆ Service Development Bid – 2004/05</li> </ul>	
<b>Person Responsible:</b> Richard Welburn		<b>Deadline / Timescale:</b> To have 5 'walking for health' schemes in place by July 2003	
<b>Impact on service users and non-users:</b>			
<ul style="list-style-type: none"> <li>◆ Non user survey identifies those with health problems including the elderly as having barriers to usage. The development of organised walks will encourage greater use of parks. Growing demographics within the City for the Asian community means the needs will become greater for preventative health care.</li> </ul>			
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):			
78, 79, 80			

<b>Improvement outcome:</b> <b>Reduce dog fouling in parks and open spaces</b>		Improvement No. <b>Parks &amp; Open Spaces POS 2</b>
<b>Evidence that this is an issue:</b> Parks user/non user surveys Task Group self-assessment	<b>Related Objectives:</b> See also general enforcement SCSI 8	
<b>Required Outcomes:</b> <ul style="list-style-type: none"> <li>◆ Carry out enforcement and education as required and comply with laid down legislation</li> <li>◆ Enforce existing by-laws including in cemeteries and play areas</li> </ul>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Incorporate enforcement within scope of proposed Parks Service organisational structure</li> <li>◆ To provide 6 Parks-based education / awareness events per year</li> <li>◆ Provisional target of £1,000 income per year from Fixed Penalty Notices (40 notices)</li> </ul>		
<b>Resources Required:</b> <ul style="list-style-type: none"> <li>◆ £8,200 in 2002/2003</li> <li>◆ Outcome of Protocol Review</li> </ul>	<b>Resources Identified:</b> Redirection of existing resources in Parks staff budget	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> 31 <sup>st</sup> March 2003	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Visible staff presence and enforcement on parks &amp; open spaces and cemeteries. Areas targeted on a monthly basis. Target areas identified by monitoring complaints/requests received.</li> <li>◆ Dog fouling was raised as an important issue in the Parks non-user survey 2001. Aim is to increase non-user satisfaction and encourage access to opportunity (measured by annual Parks user / non-user surveys and Parks user / Friends group / Local forum recorded feedback).</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  16, 17, 58, 73, 95, 108, 149		

<b>Improvement outcome:</b> Improve consultation with user groups and 'Friends of groups		Improvement No. <b>Parks &amp; Open Spaces POS 3</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ BVR consultation process</li> <li>◆ User Group feedback</li> <li>◆ MORI Satisfaction Survey (2001)</li> <li>◆ Improvement and Development Agency Best Value database</li> <li>◆ BV 119 Satisfaction with service</li> <li>◆ Task Group self-assessment</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Cultural Strategy</li> <li>◆ Budget Strategy (to access external funding sources)</li> <li>◆ Revitalising Neighbourhoods</li> <li>◆ Local Agenda 21 Action Plan</li> </ul>	
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Develop City-wide 'Friends' of Parks / Cemeteries Group that is representative of Leicester's diverse communities</li> <li>◆ Improved communication and consultation with excluded groups</li> <li>◆ Increase in Service user group satisfaction by 10% on year city wide</li> <li>◆ Budget allocation at local level to support implementation of service improvements - through User / Friends / Forums</li> </ul>		
<b>Achieving Top Quartile performance:</b> The Best Value Performance Indicator for this service is BV 119, the triennial satisfaction survey. In 2000 'all respondents' performance was just below the Top Quartile threshold, and a Top Quartile target of 67% has been set for 2003. Part of BV 119 measures user satisfaction, where current performance is below the national average and the 3% expected improvement for 2003 will probably not be Top Quartile.		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Consult with users and non-users to identify interested persons from a variety of backgrounds to form group between December 2002 and March 2003</li> <li>◆ Undertake joint local service quality audits on an annual basis (annual reports back to User / Friends groups / Local forums)</li> <li>◆ Involve Service User / Friends groups and Neighbourhood Forums in monitoring and improving service quality standards (Protocol for Organisation and Staffing change)</li> <li>◆ Develop Service capacity to engage in partnerships with volunteer groups and external agencies (Protocol for Organisation and Staffing Change)</li> </ul>		
<b>Resources Required:</b> To be determined by Protocol for Organisation and Staffing change	<b>Resources Identified:</b> Parks and Open Spaces budget 2002/2003 £5.32million	
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> Business Plan and Budget Cycle for 2003/04	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ User / Friends Groups / Local Forums will become actively involved in the improvement and monitoring of standards within local Parks and Open Spaces (measured by monitoring reports / meeting records and annual Service report)</li> <li>◆ Service users / non-users will be able to witness local service improvements in response to their proposals and involvement.</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  5, 7, 8, 15, 16, 17, 62, 73, 75, 76, 77, 87, 94, 99, 100, 103, 107, 110, 117, 118, 119		

<b>Improvement outcome:</b> <b>Produce Management Plans for all Parks and Open Spaces</b>	Improvement No. <b>Parks &amp; Open Spaces POS 4</b>
<b>Evidence that this is an issue:</b> Agenda 21 Action Plan <ul style="list-style-type: none"> <li>◆ “To protect the city’s unique historic environment – reinforcing local community identity”</li> <li>◆ “Provide plenty of pleasant open green space with a variety of wildlife and ecology and a space for people to relax”</li> <li>◆ “Encourage more people to use parks and allotments and participate in their development and management”</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Revitalising Neighbourhoods</li> <li>◆ EMAS Target 7.1</li> <li>◆ Cultural Strategy</li> <li>◆ Asset Management Plan</li> <li>◆ Budget Strategy</li> </ul>
<b>Required Outcome:</b> Meeting EMAS target 7.1, which is to produce Management Plans for all Parks and Open Spaces by 2005	
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Accelerate production of Parks and Open Spaces Management Plans from the current 12 to 96 by 2005, to meet EMAS target 7.1</li> <li>◆ Improve input from stakeholders and local communities</li> <li>◆ Improve use of partnership working and opportunities to access external funding</li> </ul>	
<b>Resources Required:</b> <ul style="list-style-type: none"> <li>◆ Estimated additional £50,000 for staffing to complete the development of management plans</li> <li>◆ An internal funding needs assessment undertaken in preparing the Parks, Open Spaces and Countryside Strategy 2001/06, estimated that an additional £3,537,800 is required to be reinvested into Parks and Open Spaces to address identified service deficiencies. More detailed work is currently being undertaken through the Parks Management Plan process to determine actual funding needs</li> <li>◆ Member choice arising from outcome of Protocol for Organisation and Staffing change</li> </ul>	<b>Resources Identified:</b> <ul style="list-style-type: none"> <li>• CS&amp;NR Parks and Open Spaces budget 2002/2003 £5.32million</li> <li>• Protocol for Organisation and Staffing Change Review</li> </ul>
<b>Person Responsible:</b> Richard Welburn	<b>Deadline / Timescale:</b> Programme of Management Plans to be completed by the EMAS deadline of 2005
<b>Impact on service users and non-users:</b> Management Plans will be produced for every site within the City, and local communities will be encouraged to become actively involved in their development (measured by Parks Management Plan consultation / User / Friends / Area Forum records)	
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  3, 7, 15, 16, 17, 18, 21, 25, 28, 45, 73, 75, 76, 77, 82, 83, 85, 86, 94, 98, 99, 100, 102, 107, 109, 110, 118, 119	

<b>Improvement outcome:</b> <b>Improve public satisfaction with the cleanliness of the City Centre</b>		Improvement No. <b>Street Cleaning CC 1</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ Residents Survey 2001 - satisfaction ratings have fallen 11 percentage points since 1998 (MORI p. 54)</li> <li>◆ BVR Public consultation</li> </ul>		<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Residents Survey 2001 Action Plan</li> <li>◆ Leicester City Council's Local Public Service Agreement July 2002 - Target 9</li> <li>◆ Enforcement SCS1 8</li> </ul>
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Improve public satisfaction - see Chapter 4 (p. 54) of the BVPP for the Residents Survey Action Plan.</li> <li>◆ PSA Target 9 standards - 75% of street inspections in the City Centre are to meet the grade 'acceptable' or above (Grades A or B), and all graffiti and flyposting to be cleared within 3.5 working days</li> </ul>		
<b>Achieving Top Quartile performance:</b> <p>The Best Value Performance Indicator for this service is BV 89, the triennial satisfaction survey. In 2000 performance was just below the Top Quartile threshold. Since then, cleaning frequencies have been improved, more litter bins have been installed, area-based cleaning teams have been introduced with more 'out of hours' cleaning, and the Council has agreed a PSA with the Government which includes the use of litter wardens. The 2001 Residents Survey showed Top Quartile results. A Top Quartile target will be set for the 2003 survey.</p>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Public Service Agreement signed with Government on 4<sup>th</sup> July 2002. Target 9 - Making Leicester a cleaner and better place by improving the cleanliness of the City Centre. (The City Centre is defined as the area within and including the inner ring road)</li> <li>◆ Tackle problem at source by raising awareness and enforcement</li> <li>◆ Actively monitor inspection results from the City Centre and take remedial action when required</li> <li>◆ Set targets for improvement in BV satisfaction survey 2003 results (once questions confirmed by Government)</li> </ul>		
<b>Resources Required:</b> <ul style="list-style-type: none"> <li>◆ Employment of 3 part time litter wardens / awareness &amp; education officers for City Centre - £60,000 over the three years</li> <li>◆ Purchase of additional litter bins for City Centre - £50,000 in 2002/3</li> <li>◆ "Keep Leicester Clean" week</li> <li>◆ Extra Graffiti operative for City Centre team - £16,750 a year</li> </ul>		<b>Resources Identified:</b> <ul style="list-style-type: none"> <li>◆ PSA - £80,000 'pump priming' grant to cover the three years 2002/3, 2003/4 and 2004/5</li> <li>◆ Approved extra council expenditure for of £150,000 in 2002/3 only, including £50,000 on litter bins</li> <li>◆ Growth bid of £100,000 for 2003/4 included in ER&amp;D Budget Strategy</li> <li>◆ PSA - receipts from Fixed Penalty Notices for littering can be used to further improve street cleanliness.</li> <li>◆ PSA - extra powers to combat fly posting</li> </ul>
<b>Person Responsible:</b> David Atkins / Steve Weston	<b>Deadline / Timescale:</b> <ul style="list-style-type: none"> <li>◆ New working arrangements introduced June 2002</li> <li>◆ Extra Graffiti operative started August 2002, Education / litter warden posts to be filled from January 2003</li> <li>◆ Keep Leicester Clean Week around Easter 2003</li> <li>◆ Fixed Penalties to be enforced from May 2003</li> </ul>	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ The public should notice an improvement in the cleanliness of the City Centre (measured by satisfaction surveys BV 89 in 2003 and Residents Survey 2004)</li> <li>◆ From May 2003, people dropping litter will be risking a Fixed Penalty Notice</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  121, 127, 128, 129, 130, 132, 133, 143, 144, 145, 146, 160, 161		



<b>Improvement outcome:</b> Reduce the level of workforce sickness absence		Improvement No. <b>Street Cleaning CC 2</b>
<b>Evidence that this is an issue:</b> BV 12		<b>Related Objectives:</b> Attendance Management Procedure
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Step 1 - Reduce sickness levels to Council average (10.9 days)</li> <li>◆ Step 2 - Reduce sickness levels to APSE average for Street Cleansing workers - which was 7.19 days in Year 3</li> <li>◆ Step 3 - work towards improving sickness levels to APSE Top Quartile performance</li> </ul>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Step 1 - Implement the Council's attendance management policy, including using the Occupational Health Service to redeploy or terminate employment where sickness levels indicate employee can no longer work for City Cleansing</li> <li>◆ Step 2 - Continue to monitor and record sickness (and gather evidence where it appears that an employee may be abusing the system) and take appropriate sickness procedure and disciplinary action</li> </ul>		
<b>Resources Required:</b> Management time from existing resources  (see Trade Union comments re investing in the workforce and encouraging staff to refer themselves to Occupational Health if they need support)		<b>Resources Identified:</b> Current cost of replacement staff to cover sickness is £200,000 per year - <ul style="list-style-type: none"> <li>◆ Reduction from 14 days to 10.9 days equals 22% reduction or £44,000 saving,</li> <li>◆ Reduction from 14 days to 7.2 days equals 48% reduction or £96,000 saving</li> </ul>
<b>Person Responsible:</b> David Atkins		<b>Deadline / Timescale:</b> Ongoing - quarterly monitoring of sickness levels by management
<b>Impact on service users and non-users:</b> Savings on sickness cover will allow resources to be diverted to improving the quality of the service elsewhere		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):		
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<b>Improvement outcome:</b> <b>Improve public satisfaction with cleanliness (2001 Residents Survey)</b>		Improvement No. <b>Street Cleaning CC 3</b>
<b>Evidence that this is an issue:</b>	<b>Related Objectives:</b>	
<ul style="list-style-type: none"> <li>◆ The 2001 Residents Survey showed decreased satisfaction levels from 1998 - down from 71% satisfied to 60%</li> <li>◆ The BV 90a Survey in 2000 showed 59% satisfaction with cleanliness levels</li> </ul>	<ul style="list-style-type: none"> <li>◆ Performance Management Framework</li> <li>◆ Residents Survey Action Plan</li> <li>◆ Public Service Agreement</li> <li>◆ Comprehensive Performance Assessment</li> </ul>	
<b>Required Outcome:</b>		
<ul style="list-style-type: none"> <li>◆ Improved public perception by reducing the number of occasions when the public see poor levels of cleanliness</li> <li>◆ Reduced time before litter is cleaned up, so that the public do not perceive that litter lies around for a long time</li> <li>◆ Improved visibility of cleansing, so that the public notice that it is happening</li> <li>◆ Improved public perception by improving responsiveness to complaints of litter or requests for cleansing</li> </ul>		
<b>Achieving Top Quartile performance:</b>		
<p>The Best Value Performance Indicator for this service is BV 89, the triennial satisfaction survey. In 2000 performance was just below the Top Quartile threshold. Since then, cleaning frequencies have been improved, more litter bins have been installed, area-based cleaning teams have been introduced with more 'out of hours' cleaning, and the Council has agreed a PSA with the Government which includes the use of litter wardens. The 2001 Residents Survey showed Top Quartile results. A Top Quartile target will be set for the 2003 survey.</p>		
<b>Improvement Activity:</b>		
<ul style="list-style-type: none"> <li>◆ Improve out of hours cleansing, so that the public do not see accumulations of litter when they come in to work and at weekends</li> <li>◆ Increase frequency of street cleaning</li> <li>◆ Increase the presence of cleaning staff when the public are moving about</li> <li>◆ Reallocate street cleaning gangs to specific areas to improve local service and reduce confusion</li> <li>◆ Set targets for improvement in BV satisfaction survey 2003 results (once questions confirmed by Government)</li> </ul>		
<b>Resources Required:</b>	<b>Resources Identified:</b>	
<ul style="list-style-type: none"> <li>◆ Change shift patterns (cost £5,850 a year)</li> <li>◆ Increased frequency is a side effect of allocating gangs to areas (no cost) but is also helped by the lease of more equipment (cost £24,294 a year)</li> <li>◆ Existing staff have been redeployed to area based teams, each equipped with a Street King mechanised sweeper - no additional costs</li> </ul>	<ul style="list-style-type: none"> <li>◆ Currently being met from trading account although part of £100,000 2002-2003 allocation should become available</li> <li>◆ This will remain a budget pressure in future years - growth bid included in ER&amp;D 2003-4 Budget Strategy</li> <li>◆ PSA pump priming grant £80,000 available for 3 years from 2002/03</li> </ul>	
<b>Person Responsible:</b> David Atkins	<b>Deadline / Timescale:</b> Completed in June 2002	
<b>Impact on service users and non-users:</b>		
<ul style="list-style-type: none"> <li>◆ The public should feel that the City is cleaner (measured by BV 89 and Residents satisfaction survey)</li> <li>◆ The public should see street cleaning activity more often and feel that the Council is doing a good job (measured by BV 89 and Residents satisfaction survey)</li> <li>◆ 'Keep Leicester Clean' week annually - increased awareness</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review (see section 5.3 of the Final Report):</b>		
121, 127, 128, 129, 130, 132, 133, 143, 144, 145, 146, 160, 161		

<b>Improvement outcome:</b> <b>Increase uptake of kerbside recycling</b>		Improvement No. <b>Waste Management - WM 1</b>
<b>Evidence that this is an issue:</b> Waste Management Plan (Telephone Survey results said 78% of respondents claimed to participate - Council figures estimate 50% current participation)	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Waste Strategy and Recycling Plan</li> <li>◆ Performance Management Framework</li> <li>◆ Comprehensive Performance Assessment</li> <li>◆ Community Plan and EMAS</li> </ul>	
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Maximise participation in the Kerbside Collection of recyclables to Best Practice levels</li> <li>◆ Maximise the sorting of waste at source, to avoid contamination later in the process</li> </ul>		
<b>Achieving Top Quartile performance:</b> <p>The Best Value Performance Indicator for this service is BV 82a, which is currently Top Quartile but which has not improved as much as expected. Promotional activities and the new collection arrangements for the PFI are linked in the Integrated Waste Management Contract so that it is in Biffa's financial interests to maximise kerbside recycling. Top Quartile targets have been set since 1997.</p> <p>BV 91 measures access to kerbside recycling, which is currently estimated at 93% of the population. This too is expected to be Top Quartile performance.</p>		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>a. Carry out surveys to establish participation, target promotional activities at non-participants</li> <li>b. PFI Contract to require new partnership to maximise participation</li> <li>c. PFI Contract to require new partnership to maximise sorting at source</li> </ul>		
<b>Resources Required:</b> As specified in the Integrated Waste Management Performance Contract, failure to achieve statutory recycling rates reduces the unitary payment to Contractor	<b>Resources Identified:</b> Provided by the incoming PFI Contractor	
<b>Person Responsible:</b> Steve Weston	<b>Deadline / Timescale:</b> Ongoing	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Non-users should find themselves encouraged to participate - users should feel that their participation is appreciated</li> <li>◆ Some communities should be able to receive income from the sale of recyclables</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):		
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<b>Improvement outcome:</b> <b>Improve Recycling rate</b>		Improvement No. <b>Waste Management - WM 2</b>
<b>Evidence that this is an issue:</b> BV 82a and 82b - performance fell from 13.7% recycled / composted in 2000-2001 to 10.7% in 2001-2002.	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Best Value Performance Standard</li> <li>◆ Waste Strategy and Recycling Plan</li> <li>◆ Performance Management Framework</li> <li>◆ Comprehensive Performance Assessment</li> <li>◆ Community Plan and EMAS</li> </ul>	
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Raise the recycling rate to the levels set out in the amended Recycling Plan (a target of 17.5% recycled / composted for 2002-2003 and 20% for 2003-2004)</li> <li>◆ Comply with the Best Value Performance Standard for Leicester for 2003-2004, which is 18% recycled, higher than the national PSA target of 17% by 2004</li> </ul>		
<b>Achieving Top Quartile performance:</b> <p>The Best Value Performance Indicators for this service are BV 82a and BV 82b. Their combined total is currently Top Quartile, and the planned Integrated Waste Management arrangements will maintain this position. Top Quartile targets have been set since 1997.</p> <p>The triennial satisfaction survey BV 90b measures satisfaction with recycling facilities, and the 2000 result (67%) was Top Quartile.</p>		
<b>Improvement Activity:</b> <b>For the period before the Integrated Waste Management (PFI) Contract starts:</b> <ul style="list-style-type: none"> <li>◆ Repromotion of the Green Bag recycling scheme to non-participants</li> <li>◆ Repromotion of recycling at the Community Recycling Centres (mainly the green waste and new outlets for separated wood)</li> <li>◆ Increased number of partnership schemes to raise awareness of recycling and increase participation</li> </ul>		
<b>Resources Required:</b> Promotional pack £4,000 (leaflet plus green bags) plus costs of delivery	<b>Resources Identified:</b> £4,000 plus costs of delivery, from existing promotional and publicity budgets	
<b>Person Responsible:</b> Steve Weston	<b>Deadline / Timescale:</b> To start end September 2002	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ The public should see a renewed emphasis on recycling and be encouraged to participate (measured by recycling rate - target 17.5% for 2002-2003)</li> <li>◆ The recycling message will be coming from several directions - the Council's partners (e.g. schools and charities) will also be promoting recycling (measured by number of schemes and quantity recovered / payments made)</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  156, 157		

<b>Improvement outcome:</b> <b>Improve satisfaction with Community Recycling Centres</b>		Improvement No. <b>Waste Management - WM 3</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ The 2000 survey for BV 90c showed a Bottom Quartile performance of 62% satisfaction with Civic Amenity Sites</li> <li>◆ Residents Surveys 1998 and 2001</li> <li>◆ See Trade Waste report to Cabinet 28<sup>th</sup> January 2002 (estimated 3,500 tonnes a year)</li> </ul>	<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Performance Management Framework</li> <li>◆ Comprehensive Performance Assessment</li> <li>◆ Recycling Plan</li> <li>◆ Waste Management Strategy</li> <li>◆ Budget Strategy</li> <li>◆ Asset Management Plan</li> </ul>	
<b>Required Outcome:</b> We have conflicting required outcomes, which will require an educational programme to address: <ul style="list-style-type: none"> <li>◆ Increase the satisfaction levels with CRCs for the 2003 survey (from the 2000 baseline of 62%)</li> <li>◆ Increase the recycling rate of material brought to CRCs (measured by recovery statistics)</li> <li>◆ Reduce contamination of re-usable, recyclable or compostable waste</li> <li>◆ To reduce the amount of trade waste, which is the responsibility of the waste producer, being illegally deposited at CRC's</li> </ul>		
<b>Achieving Top Quartile performance:</b> The Best Value Performance Indicator for this service is the triennial satisfaction survey BV 90c, which was bottom quartile in 2000. We believe part of the reason for this poor level of satisfaction was the closure of the Abbey Meadows site, but suspect that the permit scheme has also caused some resentment. A target for the 2003 survey will be set early in 2003, but is unlikely to be for Top Quartile performance immediately.		
<b>Improvement Activity:</b> <ul style="list-style-type: none"> <li>◆ Redevelopment of Bridge Road and Islington Street, to give improved access and additional recycling facilities</li> <li>◆ Improvement in green waste and wood recycling facilities (as above)</li> <li>◆ Free bulk collection of green waste from households and delivery to CRCs</li> <li>◆ Introduction of a free Permit scheme at Bridge Road and Islington Street, from April 2002</li> <li>◆ Improved sorting facilities, better sites, more supervision by Environ</li> <li>◆ Set targets for improvement in BV satisfaction survey 2003 results (once questions confirmed by Government)</li> </ul>		
<b>Resources Required:</b> <ul style="list-style-type: none"> <li>◆ £360,000 spent in financial year 2001-2002</li> <li>◆ Any future CRC development will be financed by the incoming PFI Contractor</li> <li>◆ £20,000 estimated administration costs of permit scheme</li> <li>◆ £5,000 estimated additional costs for removing fly-tipping of trade waste</li> </ul>	<b>Resources Identified:</b> <ul style="list-style-type: none"> <li>◆ £360,000 spent in financial year 2001-2002 (from Capital receipts provided by the National Space Science Centre through the agreement to lease land at Abbey Meadows)</li> <li>◆ The potential saving on disposal costs for 3,500 tonnes is currently £80,000, of which £55,000 is allocated to reduce budget pressure in this area and £25,000 for the additional administrative costs of the permit scheme</li> <li>◆ CRC Waste Disposal figures for April to July 2002 show a reduction of 1,800 tonnes from the same period in 2001</li> </ul>	
<b>Person Responsible:</b> Steve Weston	<b>Deadline / Timescale:</b> March 2003	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Users should have improved service at CRCs (measured by BV 90c in 2003)</li> <li>◆ Non-users should have a better perception of CRCs (measured by satisfaction surveys)</li> <li>◆ Users should understand the need for the Permit scheme to reduce abuse of their facilities</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  120, 132, 137, 150, 151, 152, 161, 162		

<b>Improvement outcome: Address the issue of wheeled bin size</b>		Improvement No. <b>Waste Management - WM 4</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ There are a number of complaints and requests from the public about the size of the wheeled bin issued to households</li> <li>◆ When the wheeled bins were originally issued, a standard size of 240 litre capacity was given to households, except for larger households where a larger 360 litre bin was available.</li> <li>◆ The introduction of wheeled bins led to a increase in waste arisings as householders took advantage of the increased capacity to dispose of a variety of other waste, for example DIY refuse. All the contents of wheeled bins goes directly to landfill.</li> <li>◆ When Kerbside Recycling was introduced, the Council started issuing smaller 140 litre wheeled bins as standard, both to promote the message that much of the household waste could be recycled, and also to push people towards using the green bags. More 'bring' sites were provided for other materials such as glass and textiles, again to divert these wastes from landfill.</li> </ul>		<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Waste Strategy</li> <li>◆ Recycling Plan</li> <li>◆ Community Plan</li> <li>◆ Equity</li> </ul>
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ Households who genuinely need a large wheeled bin for refuse that cannot be recycled receive one</li> <li>◆ All other households receive the 140 litre wheeled bin</li> </ul>		
<b>Achieving Top Quartile performance:</b> The Best Value Performance Indicator for this service is the triennial satisfaction survey BV 90a, satisfaction with household waste collection. The 2000 result was better than average, but the 2003 figure is unlikely to improve to Top Quartile because of the current contractors poor performance on missed bins. A target for the 2003 survey will be set early in 2003. The PFI arrangements should achieve Top Quartile performance in 2006.		
<b>Improvement Activity:</b> Waste Management, in partnership with Biffa, will undertake a PR exercise and public consultation to inform and seek comments on the proposals for the refuse collection post April 2004. Included within this exercise will be the need to inform the public about the requirement for waste minimisation and how the choice of bin fits in with the portfolio of collection schemes.		
<b>Resources Required:</b> Within the Integrated Waste Management Contract	<b>Resources Identified:</b> Within the Integrated Waste Management Contract	
<b>Person Responsible:</b> Steve Weston	<b>Deadline / Timescale:</b> Ongoing – completion estimated 2006	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ Responsible householders who minimise waste and use the provided recycling facilities will benefit from having a smaller bin to store</li> <li>◆ Those who choose not to recycle should be made aware that their behaviour needs to change</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):		
152		

<b>Improvement outcome:</b> <b>Review current Public Toilet provision</b>		Improvement No. <b>Waste Management - WM 5</b>
<b>Evidence that this is an issue:</b> <ul style="list-style-type: none"> <li>◆ The 2001 Residents Survey found net satisfaction of <u>minus</u> 42% with Public Conveniences</li> <li>◆ Public consultation confirmed strong dissatisfaction</li> </ul>		<b>Related Objectives:</b> <ul style="list-style-type: none"> <li>◆ Residents Survey 2001 Action Plan (public toilets not included)</li> </ul>
<b>Required Outcome:</b> <ul style="list-style-type: none"> <li>◆ To develop recommendations for Members with regard to toilet provision</li> <li>◆ To address public dissatisfaction</li> </ul>		
<b>Improvement Activity:</b> Carry out an options appraisal for the future provision of public toilets, including integration of the two existing provisions		
<b>Resources Required:</b> To be identified within the options appraisal	<b>Resources Identified:</b> Existing provision £476,600 in Waste Management and £55,000 in Grounds Maintenance Contract	
<b>Person Responsible:</b> Steve Weston	<b>Deadline / Timescale:</b> Options Appraisal to be submitted to Members by April 2003	
<b>Impact on service users and non-users:</b> <ul style="list-style-type: none"> <li>◆ The impact will depend on the option chosen</li> </ul>		
<b>This Improvement Plan addresses the following Issues from the Review</b> (see section 5.3 of the Final Report):  1, 5, 13, 34, 73, 75, 77, 87, 96, 104, 153, 154, 155		

## Comments from the Independent Consultee

*(Responses from the Review Team are in italics)*

### General

The report seems to me to reflect a good deal of hard work, addresses key issues and makes significant proposals for improvement. It is important to recognise how far the review has come. However, dealing with this range of topics is complex, and there are one or two areas where the analysis needs to be clarified, particularly concerning challenge and competition. There is also a need to ensure that a systematic approach is taken across all service areas to issues such as options appraisal, sustainable development, and equalities. *(Agreed - action taken)*

The report demonstrates a vast amount of evidence collected. It is well referenced throughout and makes good use of external sources such as official reports.

The report generally seems to be honest about faults.

While the report is very long and comprehensive, it is hard overall to make sense of it, to take a strategic view of the issues and to see how the evidence feeds through to analysis and then recommendations for improvement. Some sections seem to be without a conclusion and recommendations which follow from the analysis. Further, is it possible to do a summary of the all the actions and targets from the improvement plans arranged in a way that shows how they relate to the issues addressed in the review, and their relative significance? The list of 'difficult decisions' in the executive summary, and the list of revenue savings in Appendix 2 go some way to providing an overview, but a fuller, well organised list might help provide an accessible overview. *(These comments refer to an early draft, and the current version incorporates these suggestions)*

When new resources are required to meet identified requirements, there are some good examples of re-organising or efficiency improvements to provide the resources to do it. Examples are re-organising of street cleansing to increase the amount of direct customer contact; savings from removing the client-contractor splits in parks and open spaces to improve security, which is a significant concern to the public. *(These are now quantified in the report).*

### Strategic and Core Issues

The report should be commended in taking account of wider issues beyond the specific service (equality, sustainable development, health etc.) and sometimes questioning the underlying purpose of services. However, it is not always consistent in doing this. For instance, the section on Parks and Open Spaces, looks at health but not explicitly sustainable development. *(now included)* Equally, while equalities issues are considered at a number of points, in terms of accessibility, service impact, and employment, care is needed that this is done consistently for all services. *(summary now completed)*

Sustainable development, in particular, which is fundamental to this review, whilst considered at many different points, does not seem to be integrated throughout the analysis. This is partly a simple matter of consistency; ensuring significant effects are



considered in each service area. There is, however, a more difficult aspect to it, which few if any authorities have been able to grasp. That is to use sustainable development as the criteria for judging effectiveness. This means adding to judgements in terms of cost and quality to today's residents, by also considering the global and long term impacts taking account of social and economic as well as environmental factors. Perhaps the most obvious example where this is addressed is in relation to landfill, where the immediate money costs do not reflect the full long-term global costs. In this case, the authority is prepared to pay an extra immediate money cost, to meet its long-term environmental commitments. Making that sort of judgement through all the other service areas is not easy but is what is needed to take full account of sustainable development.

Similarly, while there are examples at some points in the report of most of the things which need to be considered, such as appraisal of the full range of options for service delivery, the possibility for raising income through trading, partnership arrangements etc. they are not considered equally in all areas (eg trading is considered as an option under street cleansing but not in others).

### **Challenge**

There are some examples in the report of genuine attempts to challenge, and great strides have been made during the review. However, nationally this has proved one of the most difficult aspects of Best Value, and there is more which could be done in some cases. The opening summary highlights the use of process mapping to challenge, which is good, but is not the whole story. However, there are examples in the body of the report of challenge going beyond this. Examples include:

- asking what the underlying purposes of the service are – eg the health, hygiene, cultural and social aspects of bereavement; leisure, culture and health aspects of parks.
- considering whether there are other ways of meeting those needs – eg self-managed and home burials, woodland burials and private crematorium providers, or the possibility of leasing the crematorium service; private provision of public conveniences in return for use of advertising space.
- seriously assessing a range of service levels – are there any examples?

However this full challenge doesn't seem to be carried through in every service area (for instance street cleaning is defined as a series of services that clean and remove litter, etc. rather than helping ensure a clean environment which could equally be done by stopping litter being dropped in the first place). *(agreed - improvements have been made to the Report)*

### **Consultation**

Good use seems to have been made of consultation already undertaken, both in the particular service area and corporately. In addition, further specific consultation was undertaken for this review, both qualitative and quantitative. In many cases regular consultation was being undertaken, for instance through user groups, but the new activity seems to have been helpful in getting a fuller picture of the needs of users and non-users, and if this is continued in future it should help the services be even more responsive to community needs.

Is information from complaints analysed and used in all service areas?

It is not always clear what efforts have been made to get to 'hard to reach' groups. There are many people who will not readily respond to surveys or other consultation but who may be the neediest users of services, and particular efforts are needed to talk to them.

## **Comparison**

Some valuable comparisons are made with other authorities, using performance indicators. Good use has also been made of other sources such as the beacons scheme. A number of visits to other authorities have been made and no doubt useful lessons were learnt about the way things are done elsewhere, but in the main, these do not seem to have been written up in the report.

While there are some comparisons with the private sector (particularly when assessing competitiveness) there might have been opportunities to learn from other sectors, particularly which are not in competition where there may be a greater willingness to share learning.

## **Compete**

The service analyses generally do consider competitiveness, including commissioning research to get prices from alternative providers.

However, there is not always a full options appraisal of alternative service provision methods and delivery vehicles (such as the use of the voluntary sector or setting up local authority companies), although the section on Parks and Open Spaces mentions a report commissioned by the Arts and Leisure Department on the possibilities of various sorts of trust status.

The report has been honest in pointing some of the shortcomings in the services. In this light, though, the recommendation for maintaining all existing contracts perhaps needs a little more justification: comparisons of cost needs to be relative to output and quality of services.

## **Conclusion**

This report reflects a thorough analysis of the services under review and recommends some far reaching proposals for improvement. While there are one or two areas for improvement, this should not negate what is overall a very worthwhile and effective review.

Adrian Barker,  
Principal Consultant  
Improvement and Development Agency  
22/9/02

## **Further comments 1<sup>st</sup> November 2002**

### **Comments on Leicester Final Environmental Services report**

#### **The nature of these comments**

I have been asked, as an 'independent consultee' to comment on the final report of the Local Environmental Services Best Value review.

These notes build on my previous comments, but do not repeat them. At this stage, I feel it is probably most useful to comment on the things which can still be changed, so most attention is focussed on the action plans.

These are mainly comments on the review process rather than the nature of the services and validity of specific recommendations, which are better commented on by those directly aware of the situation on the ground (in terms both of services to customers and organisational issues).

## **Challenge**

There have been improvements in the way challenge has been addressed in the report, but there is still greater scope for identifying different levels of service, from which members could choose.

## **Consult**

My previous comments on consultation still stand.

Given the comments from the staff consultation, it appears that involvement with staff may have been rather late in the day.

## **Compare**

My earlier comments still stand.

## **Compete**

My earlier comments still stand.

## **Integrating broader issues (SD and Equalities)**

I am pleased that my comments on sustainable development and equalities have been taken on board and that there are now separate sections on both in the summary report for the Directors' Board and Members' Best Value Working Group (although I still cannot see where it has been added to the section on Parks and Open Spaces, as indicated in the response to my comments in Appendix 1 of the final report).

The more general point on sustainable development raised in my previous comments still stands, and may be worth considering for future reviews. This is how to take account of sustainable development in an integrated way throughout. This means evaluating long term and global impacts alongside immediate quality of life and financial factors. It also means trying to bring together social, economic and environmental implications, including recognising conflicts between them. As I mentioned in my previous report, this is something which few, if any, authorities have yet managed successfully, and Leicester is one of 14 authorities working with the IDeA in a pathfinder project to develop new approaches to do so.

A particular aspect of the sustainable development perspective is whether a sufficiently long term view is being taken throughout? Has a view been taken, and analysis done of what needs and services might look like in 10 (or even 27) years time? Is the authority looking ahead and planning for the longer term future?

## **Action Plan**

The new summary chart of actions is very helpful in summarising the recommendations from the report.

Some of the targets in the improvement plans are rather broad and unspecific (for instance 'create a more responsive organisation'). Even if targets have to be broad (because it is hard to predict outcomes exactly), it would help to indicate the range of intended outcome by use of performance indicators. For instance, in SCS1 4, 'Improve public perception of personal safety', it is not clear how progress is going to be measured, or what the baseline position is. Another example would be CC3, 'improve public satisfaction with cleanliness', which could helpfully be more precise in its targets. It might help for the 'performance indicator' heading used in the summary table also to be included in the more detailed improvement plans.

There appears to be a limited range of people tasked with ensuring the implementation of the proposed improvements, particularly the review team leader. Are these the people with responsibility for and/or accountability for ensuring that these activities are successfully undertaken?

It is not always made clear where the resources for improvement will be made available from.

I hope these comments are helpful.

Adrian Barker,  
Principal Consultant,  
IDeA,  
1st November 2002.

### Letter of Approval from the Joint Trades Unions

The Joint Trades Unions are content that:

- ◆ Paul Heatherley, Phil Thompson, Tony Hurst, Relton Grant and Frank Shand have been involved in the process throughout
- ◆ Improvements need to be made and change is necessary

The Joint Trades Unions expect that:

- ◆ Details of the effects on the workforce will be available through the Protocol reviews
- ◆ The Council will use the existing sickness procedures to manage the issue of sickness right across the workforce, including better use of the Occupational Health Service (OHS) and its ability to provide support and recommend retraining and redeployment for employees who can no longer do manual work. Staff should feel able to refer themselves to the OHS if they need support.
- ◆ Some of the savings identified by the Review should be spent on training and Health & Safety - investment in the workforce would help reduce sickness and provide a better service
- ◆ Somebody from the management side should attend the APSE seminars at Stoke-on-Trent on 17/18 October (Richard Welburn attended)

The Joint Trades Unions objected to:

- ◆ A proposal to alter employee terms and conditions, and reduce sick pay to the statutory minimum. They would be totally opposed to reduced terms and conditions, which would penalise one section of the workforce and would also have an effect on pension rights. (now removed from the Improvement Plan)

The Joint Trades Unions expressed concerns about:

- ◆ The possible effect on Gilroes Crematorium of the Shanti Dham proposals
- ◆ The possible effect on mourners at Gilroes of proposals to park cars at Glenfield Hospital and cross the Outer Ring Road to get to the Crematorium
- ◆ The Private Finance Initiative process, where there is a risk of the Council paying out a lot of public money and not owning the asset at the end of the contract
- ◆ The lack of job opportunities in the PFI for the existing staff, because the private contractors often import all the key staff

(signed)

P C Heatherley, Branch Secretary GMB

# Comments from the Arts, Leisure and Environment Scrutiny Committee Triumvirate 25<sup>th</sup> September 2002

Present:

Councillor Roman Scuplak (Conservative), Councillor Anne Bunce (Liberal Democrat)  
Councillor Manjula Sood (Labour), John Hackman, Richard Welburn

Members had been sent a copy of the Executive Summary and Improvement Plan report that was considered by Corporate Directors Board on 24<sup>th</sup> September, and were briefed on the structure of the Review and progress to date. They were asked for their comments on the current stage of the Review as part of the consultation process.

### Cllr Scuplak's comments:

- ◆ Public Conveniences -
  - ◆ it is important that the Authority takes on peoples views, and the fact that provision is a non-statutory service should not be seen by the Authority as a reason to do nothing
  - ◆ we should consider using the Planning process to support provision
  - ◆ the differential between standards of toilet provision in Leisure Centres and Parks is unacceptable
- ◆ Strongly supported the reintroduction of Park Keepers to improve the public perception of Parks / personal safety
- ◆ Organisational Structure - should consider a structural division between those who define the service (e.g. policy / strategy) and those who deliver the service (e.g. operational staff)
- ◆ Improvement Plans need to be simplified
- ◆ Positively welcomed the report, a move in the right direction

### Cllr Sood's comments:

- ◆ Need to introduce more reference to how the Review intends addressing the needs of the disabled
- ◆ Supported improvements that will address personal safety in parks
- ◆ Supported Improvement Plan proposal to improve communications with Burial and Cremation service users

### Cllr Bunce's comments:

- ◆ Supported previous comments regarding Park Keepers
- ◆ Standards of Parks toilets are disgusting
- ◆ Fly tipping is on the increase and the Review should look to positive action to address it

Members were advised that the Best Value Review Final Report would be referred to the full Scrutiny Committee for consideration once Cabinet had received it, expected to be before Christmas 2002.