





### Half Year Performance Update (September – November 2011)

#### Part One: Progress against the agreed service principles and priorities

Under the terms of the agreement the Locality Manager will ensure that the following principles will be applied and priorities addressed in how the Locality Team plans and delivers its services across the Inner East area:	Progress since September 2011
<p><b>a) Outcome focused:</b>                      The ENE Locality Team will focus on delivering the best outcome for residents across the Inner North East area - so that the streets and neighbourhoods in which they live are of an acceptably clean standard. It is this equality of standard that every resident will be entitled to, not necessarily the same quantity of service. For example, not everyone will get their street swept every x weeks, but everyone will be entitled to get their street swept as and when needed if it is the best solution to making sure it doesn't fall to an unacceptable standard of cleanliness.</p>	<ul style="list-style-type: none"> <li>• The Locality and Service Managers have spent the last 2/3 months meeting individually with all 60 members of staff in the locality team. The purpose of this has been to make clear from the beginning that the relationship between managers and front line staff is key to the improvement and successful delivery of the service. In terms of refocusing the service on outcomes, the meetings with staff have been to listen to their ideas, worries and issues, and to discuss how they can be better supported in delivering a first class service to residents - which has the outcome of clean streets and neighbourhoods at the heart of what they do.</li> <li>• As a result of greater staff involvement, improvements have already been made in equipping staff with better tools to do the job. For example the flytipping crews asked that they be provided with digital cameras to help gather evidence and also potentially save enforcement officers time in unnecessary trips and get the flytip removed quicker.</li> <li>• Frontline staff are now consulted on where new bins should be placed before they are ordered.</li> <li>• Although this reporting period has seen a prioritisation of deleafing for capacity days, where possible the service has responded to requests for</li> </ul>

	<p>ad-hoc cleans of streets where a regular sweep is not necessary.</p> <ul style="list-style-type: none"> <li>• The Locality Manager or senior representative attends every ward member meeting to ensure that actions are being taken where Members feel the greatest difference can be made.</li> </ul>
<p><b>b) Responsive to local needs:</b> The service will be more responsive to local needs. There will be greater capacity built in to react to current grotspots, plan for known local events that may effect the cleanliness of neighbourhoods and go where the problem is at that time.</p>	<ul style="list-style-type: none"> <li>• The new blocks/schedules for the mechanical sweeping came into force from September. By moving to an “8 day week”, a spare “capacity day” was created.</li> <li>• Across the locality that equated to 32 capacity days for the Sept-Nov period. Details of how capacity days have been used in Inner NE are provided elsewhere in this update – for de-leafing, catch up cleans and ad-hoc requests.</li> </ul>
<p><b>c) Common sense approach:</b> The service will have a common sense approach which supports getting the job done. No cleaning of clean streets, more flexible routes/coverage, no driving/walking past problems.</p>	<ul style="list-style-type: none"> <li>• Work has been done with enforcement staff to shift the emphasis of what they do away from “as many jobs as possible” to the most effective use of their time to make a difference to the environment in which people live. Support and encouragement is being given for them to take more risks (e.g. do more work in default), to be zero-tolerant where that is the best approach and use common sense when judging what actions to prioritise when faced with several issues in neighbourhoods/workloads.</li> </ul>
<p><b>d) Working as a team in our priority neighbourhoods:</b> The service will work as part of the “team neighbourhood” approach and contribute towards tackling problems identified in the agreed priority neighbourhoods of Beckhills/ Meanwood, Brackenwoods, the Stonegate estate, Chapelton and Moor Allerton.</p>	<ul style="list-style-type: none"> <li>• We briefed NPT Inspectors on the new locality team. Agreed to use tasking mechanism to identify top local priority for joint working on environmental crime/offence issue – to involve PCSOs more closely in helping tackle such offences as the main patrol resource available in neighbourhoods.</li> <li>• The agreed environmental priority for the Roundhay, Alwoodley and Moortown NPT was agreed as regular Stop and Search operations targeting illegal waste carrying and scrap metal theft.</li> <li>• The agreed environmental priority for Chapel Allerton NPT is to assist in a problem solving approach in dealing with dangerous or problematic dogs/owners in Potternewton Park and Reginald Park.</li> </ul>
<p><b>e) Supporting community action:</b> We will work better with community based organisations that add value to what we do and contribute towards making our streets and neighbourhood cleaner.</p>	<ul style="list-style-type: none"> <li>• Awaiting clarification on what resource is to be provided by Area Management to support the development of these and similar service development issues. The original commitment was for staff secondment to bring in this expertise into the Locality Team. In the meantime the Locality Manager is looking to reshape enforcement section of the team to build in</li> </ul>
<p><b>f) Education and Enforcement:</b> We will develop and implement local strategies which effectively combine education and enforcement approaches to tackling long</p>	

<p>standing problems. For example we will develop a better relationship with schools to work together to prevent litter on school routes and have a clearer policy around the cleaning of shop frontages that works in partnership with local businesses to make local shopping centres/main streets clean and pleasant places to visit.</p>	<p>more prevention work.</p>
<p><b>g) Working with ENE Homes to deliver more effectively:</b> We will work in partnership with ENE Homes to make more effective and efficient use of our combined resource; focusing initially on joint approaches to cleaning open land/spaces and developing a maintenance programme for ginnels.</p>	<ul style="list-style-type: none"> <li>• Agreement with ENE Homes to have mapped all ginnels across ENE by end of 2011 and have a proposal for Area Committee in early 2012 for a joint annual maintenance programme to be included in next year's SLA.</li> <li>• In the meantime, agreed with ENE Homes to take pragmatic approach to clearing/cleaning existing ginnel problems as they are referred through. P&amp;C agreed to help during winter months, particularly in rights of way ginnel/paths and where overgrowth needs cutting back etc.</li> </ul>
<p><b>h) Planning for seasonal and annual events:</b> We will ensure that there is sufficient capacity and flexibility in the service to programme in work to deal with leaf fall in autumn and help clean up after significant community events planned during the year.</p>	<ul style="list-style-type: none"> <li>• Chapel Allerton Christmas lights switch on - additional litter bin emptying and a litter pick on the day plus additional mechanical sweeping and litter bin emptying the day after</li> <li>• Capacity days created by new mechanical sweeping blocks have been prioritised toward de-leafing operations/programme across ENE.</li> <li>• Using a dedicated budget, a temporary de-leafing team has been created to cover the ENE locality, bringing in agency staff and adapting an old refuse vehicle. This team works 9am-5pm, Monday to Saturday during deleafing season. The following summarises the de-leafing so far in each ward (over and above the already planned normal sweeping schedule): <ul style="list-style-type: none"> <li>✓ <b>Chapel Allerton Ward</b> - 1 x capacity day used for a Member referral re Potternewton Lane. 33 separate deleafing jobs have been carried out in the ward as part of the additional capacity and mechanical/ manual de-leafing programme including: Harrogate Road, Chapeltown Road, Oak Road and Pasture Lane. The photos show successful deleafing of Oak Road which received compliments from residents.</li> </ul> </li> </ul> <div style="display: flex; justify-content: space-around; margin-top: 10px;">   </div>

- ✓ **Moortown Ward** - 18 separate deleafing jobs have been carried out in the ward as part of the additional capacity and mechanical/ manual de-leafing programme to date including: Stonegate Approach, Stonegate Green, Stainbeck Road, Scott Hall Road (sections).
- ✓ **Roundhay Ward** - 295 separate deleafing jobs have been carried out in the ward as part of the additional capacity and mechanical/ manual de-leafing programme to date including: Princess Avenue, Park Avenue, Parkwood View, West Park's. Majority of capacity day time for mechanical and work programme for manual team is in this ward (photos show the de-leafing crew in operation at The Drive, The Avenue and Lidgett Park Road). We have had some very positive feedback from residents in relation to manual de-leafing team in particular from a resident on Shaftesbury Avenue who wrote a letter in praising the attitude of our team in the work and towards the public




## Part Two: Progress delivering the agreed service activities

The following are examples of activity delivered during the reporting period which illustrate the work being undertaken and impact they are having. The Enforcement section should be read in conjunction with Appendix B which provides the total number of casework/referrals for the period broken down by type.

<p>The Environmental Locality Team, via this SLA, undertakes to provide the following service provision to the Inner North East wards of Chapel Allerton, Moortown and Roundhay, determined by the Committee and statutory obligations placed upon the Council. Activity type is split between programmed and reactive service provision, with activity detailed separately below for each service:</p>	<p>Chapel Allerton Ward</p>	<p>Moortown Ward</p>	<p>Roundhay Ward</p>
<p><b>a) Mechanical Path &amp; Road Sweeping</b> Sweeping is largely undertaken by pre-determined routes (blocks) which are scheduled on a cycle set on a 8-day, 3 weekly, 6 weekly or 12 weekly basis. As part of the capacity review for mechanical sweeping, the new work cycles are based on an 8-day "week". This has enabled an extra day of "spare" capacity to be programmed in, which will allow the service to recover days lost for planned and unplanned leave. Any remaining capacity will be used to respond to local problems, support community clean ups, tackle seasonal issues (e.g. leaf clearance) and take part in joint-operations agreed through tasking meetings.</p>	<ul style="list-style-type: none"> <li>• Out of the 29 sweeping blocks programmed to be swept during the period between w/c 5<sup>th</sup> September and w/c 7<sup>th</sup> November:</li> <li>• 20 work blocks (70%) have been completed</li> <li>• 9 work blocks were not completed during the period due to holidays /sickness.</li> <li>• We have carried out 4 x 'additional' mechanical sweeps in the ward (requests from members, public etc outside of the schedule) by using</li> </ul>	<ul style="list-style-type: none"> <li>• Out of the 7 sweeping blocks programmed to be swept during the period between w/c 5<sup>th</sup> September and w/c 7<sup>th</sup> November:</li> <li>• 6 work blocks (86%) have been completed</li> <li>• 1 work block was not completed during the period due to holidays /sickness.</li> <li>• We have carried out 3 x 'additional' mechanical sweeps in the ward (requests from members, public etc outside of the schedule) by using</li> </ul>	<ul style="list-style-type: none"> <li>• Out of the 26 sweeping blocks programmed to be swept during the period between w/c 5<sup>th</sup> September and w/c 7<sup>th</sup> November:</li> <li>• 22 work blocks (85%) have been completed</li> <li>• 4 work blocks were not completed during the period due to holidays/sickness.</li> <li>• No additional sweeps this period for this ward specifically for littering issues/catch up work – although clearly the high level of extra deleafing</li> </ul>

	<p>capacity days/capacity time when operatives have finished their scheduled days work including around the Beckhill and Spencer Place areas as well as Potternewton Lane</p> <ul style="list-style-type: none"> <li>• NB The majority of capacity days have been used for leaf clearance/complaint referrals during this period. Once the seasonal work has been completed the capacity days will be used for recovering any missed blocks and for complaints/referrals.</li> </ul>	<p>capacity days/capacity time when operatives have finished their scheduled days work including around the Stonegates and Stainbeck Road areas.</p> <ul style="list-style-type: none"> <li>• NB The majority of capacity days have been used for leaf clearance/complaint referrals during this period. Once the seasonal work has been completed the capacity days will be used for recovering any missed blocks and for complaints/referrals.</li> </ul>	<p>sweeps etc has by its nature picked up street litter too.</p> <ul style="list-style-type: none"> <li>• NB The majority of capacity days have been used for leaf clearance/complaint referrals during this period. Once the seasonal work has been completed the capacity days will be used for recovering any missed blocks and for complaints/referrals.</li> </ul>
<p><b>b) Manual Litter Picking</b> Manual litter picking is undertaken on pre-set routes which are scheduled to be completed over a 7 day period, with each route completed by a team of two streetscene attendants who alternate duty through the 4 by 3 shift pattern. Daily coverage per attendant is expected to be approximately 11km. Where possible, variations to the routes will be negotiated at ward member meetings. This will be limited to instances where the total daily distance covered is not increased.</p>	<ul style="list-style-type: none"> <li>• No data available at this time to record the streets completed or streets missed.</li> <li>• We have carried out 2 x additional litter picks in the area on Spencer Place at the request of residents/enforcement this is in addition to the pre-programmed litter picking carried out in the ward.</li> <li>• Two day, deep manual litter pick/cleanse of guided bus lane on Scott Hall Road (see photo) – to</li> </ul>	<ul style="list-style-type: none"> <li>• No data available at this time to record the streets completed or streets missed.</li> <li>• We have carried out 3 x additional litter picks in the area on Scott Hall Road at the request of residents/enforcement this is in addition to the pre-programmed litter picking carried out in the ward.</li> <li>• We have agreed a change to the litter picking route to take in Talbot Avenue to bring in the area near the</li> </ul>	<ul style="list-style-type: none"> <li>• No data available at this time to record the streets completed or streets missed</li> <li>• We have carried out 2 x additional litter picks in the area around Oakwood Clock at the request of residents/enforcement this is in addition to the pre-programmed litter picking carried out in the ward.</li> </ul>

	<p>be carried out 3 times a year as an additional commitment to the SLA. Included closure of bus lane coordinated with WYPTE/First Group.</p> 	<p>school entrance.</p>	
<p><b>c) Litter Bins</b>  During the first period of the new SLA work will be done through ward member meetings and progress reported to the Environmental sub group to verify the locations of the bins, agree where locations can be changed to better meet local needs, replace bins unfit for purpose and where possible new bins provided where they will be most effective. Litter bins will be emptied and the immediate vicinity checked for cleanliness by one of the two crews on duty in the ENE Locality Team. The SLA is for all bins to be emptied without any overflowing and the frequencies of visits to bins will be adjusted to ensure this commitment is met.</p>	<ul style="list-style-type: none"> <li>• No data available at this time to record numbers of litter bins collected or missed.</li> </ul>	<ul style="list-style-type: none"> <li>• No data available at this time to record numbers of litter bins collected or missed.</li> <li>• We have moved 1 x litter bin in the area at the request of a resident on Scott Hall Road who was unhappy with its previous location.</li> <li>• New litter bins are on order for Talbot Avenue</li> </ul>	<ul style="list-style-type: none"> <li>• No data available at this time to record numbers of litter bins collected or missed.</li> <li>• We have had new litter bins installed in the ward at: Junction of Oakwood Lane and Wetherby Road and Montague Place junction of Arlington Road</li> </ul>
<p><b>d) Flytipping</b>  Flytipping removal is largely undertaken as a reactive service, responsive to customer complaints and 'in-house' requests (e.g. from Members, enforcement staff and partners), although the crews do have regular 'hot spots' to check on a pro-active basis. We aim to remove all reported fly tips within 36 hours of receiving the request, unless it requires specialist equipment or treatment (e.g. asbestos/</p>	<ul style="list-style-type: none"> <li>• No specific data available at this time to record numbers of fly tipping reports received/closed out via the contact centre during this period.</li> <li>• We have carried out 10</li> </ul>	<ul style="list-style-type: none"> <li>• No specific data available at this time to record numbers of fly tipping reports received/closed out via the contact centre during this period.</li> <li>• We have carried out 6</li> </ul>	<ul style="list-style-type: none"> <li>• No specific data available at this time to record numbers of fly tipping reports received/closed out via the contact centre during this period.</li> <li>• We have carried out 5</li> </ul>

<p>chemicals). The service will work with the Regulatory team to investigate, deter and prevent future instances of fly tipping, and to resolve long standing fly tipping 'hot spots'.</p>	<p>additional fly-tip removals in response to members/public/enforcement requests during this time period including numerous visits to the Beckhills and Gledhow Valley Road.</p>	<p>additional fly-tip removals in response to members/public/enforcement requests during this time period including removal of a large fly tip of tyres on the Ring Road</p>	<p>additional fly-tip removals in response to members/public/enforcement requests during this time period including using a JCB to clear waste which had been dumped off Elmete Lane</p>
<p><b>e) Enforcement and regulatory</b>  The work of this element of the service forms part of the next phase of the review of Environmental Services. The Area Committee's will need to consider the following, in order to help inform the review and how the existing capacity to respond to local priorities can be best used; the Area Committee's top enforcement issues, the preferred balance of approaches locally, i.e. between enforcement, clean-up and educational/promotional activity; and geographical hotspots. At a ward level, local tasking arrangements will be used by the service to lead discussion and ensure the securing of partner resources in problem solving and addressing the priority "grime" issues through joint enforcement.</p>	<ul style="list-style-type: none"> <li>Rear of Harehills Lane - large amount of waste was found in the back yards of 2 properties. Also a large amount of waste had been flytipped onto the backstreet. After serving Waste in Garden notices and then LCNs to the two owners and having the waste in the street removed by streets staff, the yards and street are now in an acceptable condition:  <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p><i>Before</i></p>  </div> <div style="text-align: center;"> <p><i>After</i></p>  </div> </div> </li> <li>Successful prosecution and fine (£350) through the Magistrates Court in September regarding a waste in garden of an empty property in Newton Grove (see photo below). The property also had</li> </ul>	<ul style="list-style-type: none"> <li>Scott Hall Road fly tipping of rubble on pavement and obstruction of the highway with van and illegal advertising. Officer went and visited address (same day as complaint received) took photos and tried to ring the builder responsible (got the name and number from the van) but no answer but left message asking him to remove it. Officer received an abusive voicemail from him afterwards, and spoke to him on the phone where he was again abusive. Two officers then went to visit him at the address and the builder became very apologetic and said he would resolve the issues. Revisited later and he had moved his van, and the rubble, and the advertising board.</li> <li>Stonegates – identified by Members as a priority</li> </ul>	<ul style="list-style-type: none"> <li>Lidgett Lane – Rodents: visited two properties – no evidence of rats/vermin seen at one – removed dead squirrel, left card. Occupier called advised that rats in adjoining wall space getting in loft, Pest Control revisited, replenished poison, removed dead rat – advised both parties to call if still having problems, no further contact so file closed.</li> <li>Gledhow Primary – Bonfire smoke/pollution: visited spoke to Caretaker, advised of nuisance/complaint of smoke and possible outcomes e.g. we may issue a Section 80 Notice, spoke to complainant asked to call back if further problems – no further contact so file closed.</li> <li>Gledhow Lane – Dog faeces: visited and found bad odour and accumulation; served Section 79 notice to clear etc. Revisited twice to check and both times clear – job closed</li> </ul>



garage at the rear that was insecure and had a water leak so the pit was full of water and a child could drown (it was about six foot deep).



- Chapeltown Road - litter Fixed Penalty Notice (FPN) issued to car driver for throwing cigarette from window - fine of £50 paid
- Successful waste in garden prosecution of a landlord on Reginald Street.
- Waste in garden in Avenue Crescent which is two flats owned by two separate Housing agents. Garden cleared after the 1<sup>st</sup> warning letter (see photos below).

*Before*



*After*



- Mexborough Avenue - house in multi occupancy with 5 tenants, notice

neighbourhood. Various enforcement actions taken during the reporting period:

- ✓ Stonegate View: dirty property/safeguarding issues. Partnership working with area management, social services and housing association.
- ✓ Stonegate View – overgrown hedges/trees– visited most vegetation not blocking street lights, so not enforceable – one tree belongs to Leeds Fed Housing Association – ongoing negotiation – (Via B Yearwood)
- ✓ Stonegate View – flytipping: visited land belonging to Leeds Fed housing Association, agreed to clear waste – in negotiation with housing to get benches etc removed to discourage fly tipping (via S lake)
- ✓ back Stonegate Road – rodents: visited spoke to neighbours/residents – rats seen in area – asked pest control to visit and assess – complainant updated
- ✓ Stonegate Crescent –

but notice still live.

- Gledhow lane – Overgrown/tall trees: visited not blocking highways so unable to enforce – private matter between neighbouring properties

served on landlord and waste cleared.

*Before*

*After*



- Newton Road – landlord was filling a container with waste from a number of properties they own in the area. However a lot of the waste was getting stored in the grounds and was visible to a number of the local residents who reside opposite. A section 47 Notice was served on the company to contain their waste at all times and not to store it on the ground. As a result the area was cleared of all waste and at present remains in a good state

*Before*

*After*



waste in garden: Notice 1 and 2 posted, waste cleared

- ✓ Stonegate View – filthy and verminous property: Surveyed property, Section 83 served, Letter sent requesting appointment 23/11/11 to assess is property cleaned (Proactive via S Lake)
- ✓ Stonegate Road – domestic waste issue: site visited, served Section 46 notice, all waste issues addressed
- ✓ Stonegate Road – flytipping: visited, found waste on drive of property so Notice 1 sent – waste cleared
- ✓ Stonegate Lane – Overgrown veg: visited, identified via Land Reg, spoke to Leeds Fed Housing Assoc, agreed to cut back in 2 wks – revisited with maintenance Team Manager, to assess, all others cut back except original bush – agreed to cut back