

Half Year Service 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 Outer North West area:	Progress since September 2011
<p>a) Outcome focused: The WNW Locality Team will focus on delivering the best outcome for residents across the Outer North West 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"> • The Locality and Service Managers have spent the last 2/3 months meeting individually with all 80 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. • 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. • Frontline staff are now consulted on where new bins should be placed before they are ordered. • Although this reporting period has seen a prioritisation of de-leafing for

	<p>capacity days, where possible the service has responded to requests for ad-hoc cleans of streets where a regular sweep is not necessary.</p> <ul style="list-style-type: none"> • As a result of discussion with staff and ward members, ideas for reshaping the WNW locality team to better target efforts where the outcomes have been consistently worse for a long period have been outlined to the Environmental Sub-Group. Proposals to undertake sustained work in a small number of “improvement zones” are to be worked up with Area Committee support. This will provide a focus for outcome based improvement, allowing the existing skills of the team of enforcement and cleansing, to be targeted alongside the development of community led preventative work. • 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. •
<p>b) Responsive to local needs: 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"> • 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. • Across the locality that equated to 26 capacity days for the Sept-Nov period. 8 capacity days were used in Outer North West as follows: <ul style="list-style-type: none"> ✓ 6 day spent supporting de-leafing and 2 days catching-up across ONW
<p>c) Common sense approach: 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"> • 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.
<p>d) Working as a team in our priority neighbourhoods: The service will work as part of the “team neighbourhood” approach and contribute towards tackling problems identified in the agreed priority neighbourhoods of Holtdales, Henshaw, King Edwards and Georges, Weston estate, Queensway and the Poets. We will provide a lead at tasking meetings on environmental crime/asb</p>	<ul style="list-style-type: none"> • We have briefed NPT Inspectors on the new locality team service. 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 our neighbourhoods. A number of successful joint tasking sessions with the

<p>issues and make sure coordinated action is being taken against the local priority.</p>	<p>police, cleansing staff and enforcement staff have taken place by committee area sine September to help share local intelligence and maximise patrolling activity in priority neighbourhoods</p>
<p>e) Supporting community action: 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"> • The Locality team have engaged with forums and town councils across the outer north west to discuss their concerns, priorities and complaints.
<p>f) Education and Enforcement: We will develop and implement local strategies which effectively combine education and enforcement approaches to tackling long 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>	<ul style="list-style-type: none"> • The locality team are currently developing proposals through the sub-group for priority enforcement in neighbourhoods which will include an element of education/prevention in the strategy for tackling these long standing problem areas.
<p>g) Working with WNW Homes (and other key partners) to deliver more effectively: We will work in partnership with WNW Homes (and other key partners) 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"> • Agreement with WNW Homes and Parks & Countryside to have mapped all the ginnels across WNW by end of 2011 and have a proposal to bring to Area Committee in early 2012 for a joint annual maintenance programme to be included in next year's SLA. • In the meantime, we have agreed with WNW Homes and Parks & Countryside to take pragmatic approach to clearing/cleaning existing ginnel problems as they are referred through. P&C agreed to help during winter months, particularly in rights of way ginnel/paths and where overgrowth needs cutting back etc.
<p>h) Planning for seasonal and annual events: 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"> • Capacity days created by new mechanical sweeping blocks have been prioritised toward de-leafing operations/programme across WNW. • Using a dedicated budget, a temporary de-leafing team has been created to cover the WNW locality, bringing in agency staff and utilising and adapting an old refuse vehicle. This team works 9am-5pm, Monday to Saturday during the deleafing season. This is in addition to the outer north west area committee funded equipment for de-leafing which has now been installed on a bulk vehicle and is being fully utilised.

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 Outer North West Wards of Adel & Wharfedale, Horsforth, Guiseley & Rawdon and Otley & Yeadon 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>Adel & Wharfedale</p>	<p>Guiseley & Rawdon</p>	<p>Horsforth</p>	<p>Otley & Yeadon</p>
<p>a) Mechanical Path & Road Sweeping 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</p>	<ul style="list-style-type: none"> • 19 sweeping blocks were programmed to be swept during the period between w/c 5th September and w/c 7th November: ✓ 14 work blocks (73%) have been completed ✗ 3 work blocks were not completed during the period 	<ul style="list-style-type: none"> • 9 sweeping blocks were programmed to be swept between w/c 5th September and w/c 7th November: ✓ 7 work blocks (77%) have been completed ✗ 2 work blocks were not completed during the period due to holidays/sickness/capacity/ leafing (see 	<ul style="list-style-type: none"> • 5 sweeping blocks were programmed to be swept between w/c 5th September and w/c 7th November ✓ 4 work blocks (80%) have been completed ✗ 1 work block was not completed during the period due to holidays/sickness/capacity/ leafing (see 	<ul style="list-style-type: none"> • 17sweeping blocks were programmed to be swept between w/c 5th September and w/c 7th November: ✓ 12 work blocks (71%) have been completed ✗ 5 work blocks were not completed during the period due to holidays/sickness/cap

<p>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>	<p>due to holidays/sickness/capacity/ leafing (see NB) (2 days were restored via capacity days).</p> <ul style="list-style-type: none"> NB: We have carried out a number of 'additional' mechanical across all four wards (requests from members, public etc outside of the schedule) by using capacity days and capacity time when operatives have finished their scheduled days work. 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. 	<p>NB)</p>	<p>NB)</p>	<p>capacity/ leafing (see NB)</p>
<p>b) Manual Litter Picking 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</p>	<p>There is no ward data available at this time to record the streets completed or streets missed</p> <p>We have carried out a number of daily additional litter picks in wards in response to member/ residents requests and enforcement - this is in addition to the pre-programmed litter picking carried out in all four wards – further details are available on request.</p>			

<p>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>	
<p>c) Litter Bins 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 three crews on duty in the WNW 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>	<p>There is no ward data available at this time to record numbers of litter bins collected, missed or overflowing.</p> <p>We are in the processes of purchasing a minimum of new litter bins in each ward from the service budget and discussions are on-going with members and residents regarding their siting and location - Horsforth Town Council is also provided matched funding for 3 bins in Horsforth and Councillors are also supporting additional litter bins in Horsforth ward through their mice funding. We are to procure the next batch of bins through a new supplier who has agreed to deliver and fit the bins at the locations we have chosen.</p>
<p>d) Flytipping Flytipping removal is largely undertaken as a reactive service, responsive to customer complaints and 'in-house' requests (e.g. from Members, enforcement staff and</p>	<p>There is no specific ward based data available at this time to record numbers of fly tipping reports received/closed out via the contact centre during this period.</p> <ul style="list-style-type: none"> • We have carried out a number of daily additional fly-tip removals in response to members requests during this period working closely with enforcement colleagues to try and identify the people responsible for the fly-tipping - this is in addition to the pre-programmed fly-tip removal referrals via the contact centre carried out in all four

<p>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/ 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>wards – further details are available on request.</p>
<p>e) Enforcement and regulatory 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>	<p>Please see enforcement data at Appendix B</p>