

**Report of Locality Manager (South and Outer East Leeds)**

**Report to South Leeds (Inner) Area Committee**

**Date: Wednesday 11<sup>th</sup> January 2012**

**Subject: South and Outer East Locality Team Service Level Agreement Performance Update**

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Beeston and Holbeck City and Hunslet Middleton Park		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number: Appendix number:		

**Summary of main issues**

1. This report provides an update on performance against the Service Level Agreement between South Leeds (Inner) Area Committee and the South South-East Environmental Locality Team. This is the first such report and covers the period from 5<sup>th</sup> September 2011 to the end of November 2011.

**Recommendations**

2. That Inner South Area Committee note and comment on the contents of this report.

## **1 Purpose of this report**

- 1.1 This report provides an update on performance against the Service Level Agreement between Inner South Area Committee and the South South-East Environmental Locality Team. This is the first such report and covers the period from 5<sup>th</sup> September 2011 to the end of November 2011.

## **2 Background information**

- 2.1 At its meeting of 30th March 2011, the Executive Board approved revisions to the Area Committee Function Schedules to include a new delegated responsibility for Street Cleansing & Environmental Enforcement Services.
- 2.2 The delegation made clear the responsibility of Area Committees to negotiate, develop and approve a Service Level Agreement (SLA) with the service that achieves as a minimum, the service standards set by Executive Board. The SLA should determine the principles of deployment of the available resources through:
- the identification of priorities for service delivery annually (both geographical and in terms of types of services delivered);
  - the agreement of the most appropriate approaches to be taken to achieve local environmental cleanliness and quality.
- 2.3 Services included in the delegation are:
- Street cleansing (mechanical and manual);
  - Leaf clearing;
  - Litter bin emptying;
  - Dog warden services;
  - Littering & flytipping regulation;
  - Domestic & commercial waste (storage & transportation issues);
  - Highways enforcement (abandoned & nuisance vehicles, A-boards on pavements, mud on roads and placards on street furniture);
  - Graffiti enforcement; and
  - Overgrown vegetation controls.
- 2.4 The delegation of the specified environmental services to Area Committee means that service resources, mainly staffing, are now devolved. Resources are organised into three wedge based teams for East North-East, South South-East and West North-West, aligned to new Locality Teams. The Service Level Agreement sets out the detail of the resources which will be allocated to the Area Committees.
- 2.5 The SLA for Inner South Area Committee was agreed on 21<sup>st</sup> September 2011. This is the first performance report against the agreed priorities within the SLA.

## **3 Main issues**

- 3.1 Section 6.0 of the SLA sets out the principles and priorities against which the Locality Team's success will be measured. The following describes performance against these principles and priorities in the first three months of the new arrangements.

## **3.2 Outcome Focused**

- 3.2.1 Appendix A shows summary performance information for the service.
- 3.2.2 The revised mechanical cleansing rotas have been in place since 5th September and appear to be yielding good results. Anecdotal feedback suggests that crews are undertaking a much better quality of cleanse which is resulting in cleaner streets.
- 3.2.3 Baseline figures for NI195 are included in the SLA. These indicate that cleanliness levels in the Inner South area were not as good as the city wide averages across the majority of land use types (see appendix A, table 1). It is worth noting that litter in certain commercial areas is of significant concern and this is reflected in the priorities set out within the SLA.
- 3.2.4 Sample surveys of street cleanliness (NI195) have been undertaken in November which, once analysed, will give an indication of the level of cleanliness in the area for the period. A fully statistically significant NI195 assessment will be reported on an annual basis.
- 3.2.5 The level of service requests across the wards and categories has remained relatively static during the July to September period with the exception of domestic waste issues in Beeston and Holbeck where there was a significant increase (see appendix A table 2). As expected therefore there was a significant increase in the level of notices served in the Beeston and Holbeck ward during the period for domestic waste offences (see appendix A – table 3).
- 3.2.6 It should be noted that the statistics in both table 2 and table 3 of appendix A include service requests and enforcement work in relation to the city centre. Work is ongoing to identify this data separately in future reports.

### **3.2.7 Responsive to Local Needs**

- 3.2.8 The new mechanical rotas have been designed to give us 'capacity days' to undertake work in local areas on request, or in response to priorities. These capacity days are allowing us to deal with customer complaints, issues and support community events more easily than previously. Examples of action that has been taken using capacity days in Inner South Leeds since 5th September include:
- Cleansing of Nessfield Close and Throstles Estate in Middleton following a complaint;
  - Cleansing of Nursery Mount, Belle Isle following a complaint;
  - Intensive cleansing work in Beeston Hill around Stratford Terrace and Hamara Centre;
  - Cleansing of Manor Farms estate following complaints about glass on highway;
  - Cleansing of Clovelly Place, Beeston following a complaint;
  - Cleansing of Sussex green, Balmoral Chase, Hemmingway Garth in Hunslet following a residents' meeting;
  - Cleansing of the area around Elland Road Stadium following the Leeds United versus Man United football match;

- Digging out and cleansing of 'Beany Block' gulleys on the A61 South Accommodation Road flyover;
- Cleansing of Globe Road following a complaint;
- Cleansing of Dawson Road following a complaint;
- Path and road sweeping of the Matthew Murray Tunnel (A643 at Brown Lane East);
- Cleaning at junction 7 of M621;
- Cleansing of dog fouling at Cemetery Road, Holbeck;
- Cleansing of 14 memorial sites across the wedge prior to Remembrance Day.

3.2.9 The capacity days are also allowing the impact of seasonal tasks, such as leafing, to be minimised. Capacity days have been used for leafing work, meaning that scheduled cleansing services in other areas have not had to be diverted to do this.

3.2.10 Following representation from a member of the public and Beeston and Holbeck Councillors we have increased the frequency of litter picking on Beeston Road to twice weekly. The litter picking day on the Cottingley estate has been changed so that it no longer clashes with refuse collection and is significantly more effective.

### **3.3 Common Sense Approach**

3.3.1 We continue to work with our frontline staff to engender the principle of not walking past a problem. Our fly-tip removal crews are now examining tips for evidence before removing them, and reporting them for investigation to their enforcement colleagues.

3.3.2 The new Locality Team is now working in an integrated way across operational and enforcement functions. A good example of this is where a member of staff driving a pathsweeper could not clean part of the pavement due to an obstruction outside a shop on Beeston Road. He photographed this and reported it to his supervisor. Two days later a different member of staff spotted a flytip on land in Holbeck, photographed it and sent it to his supervisor. The flytip turned out to be the obstruction and, because we have the photographic evidence in place, we are now taking enforcement action against the shop in question.

3.3.3 Integrated work between enforcement and operational functions are also yielding good results in our priority areas, where we are coordinating cleaning and enforcement activities to make a bigger impact (see 3.4 below).

### **3.4 Working as a team in our priority neighbourhoods**

3.4.1 Actions to address the identified priority areas in Inner South Leeds are progressing well.

3.4.2 Work continues to support integrated environmental improvement work on the Manor Farms estate with prioritised cleansing and enforcement support available to deal with any ongoing issues identified by monthly walkabouts.

3.4.3 The Locality Team supported the initial multi-agency community clean up day on the Cottingley Estate with significant on the ground resources including road and path sweepers and bulky waste collection crews. A Cottingley Neighbourhood

Improvement Board is now in place and the Locality Team will be prioritising support for the delivery of this initiative in future. Work is ongoing between the Locality Team and Waste Management Services to review refuse and recycling collections on the estate in order to reduce their impact on the cleanliness of the local environment.

- 3.4.4 Work in Beeston Hill area is beginning to yield positive results. Strong links have been made with both the Beeston Voice residents group and representatives from local mosques. The Locality Team has supported the weekly 'Clean Beeston Campaign' with enforcement and cleansing resources. An integrated approach, where members of the local community ask residents to take their bins and cars off the streets and the service cleans and enforces where necessary, has resulted in a significant improvement in the cleanliness of the Stratford area. A leaflet has been jointly created between the council and mosques to be distributed to residents and at Friday prayers.
- 3.4.5 We are continuing to support work being led through Hunslet Moor School with Area Management colleagues to improve the local environment around the school. We are also in discussion with Councillor Groves and Westwood Primary School in Middleton to develop a similar scheme to deliver environmental education to children.
- 3.4.6 We will be using the new tasking arrangements to identify priority areas where PCSOs can support our services. For example, to assist in reporting incidents of flytipping and routinely monitoring of known "hot spot" areas whilst on patrol. PCSOs to have an awareness of the evidence gathering procedure with regard to flytipping to include witness statements in order to assess if needs referring for collection or if an enforcement officer is required to attend. Joint patrols for litter enforcement in the areas above are also proposed.

### **3.5 Supporting community action**

- 3.5.1 The Environmental Action Teams, largely the CESO staff, have consistently attended most neighbourhood forums over the last few years. We have briefed all staff within the team that they now represent the full range of services within the Locality Team, which should improve engagement with street cleansing services markedly.
- 3.5.2 Over the last month most forums have also been attended by either the Locality Manager or Service Manager.
- 3.5.3 As mentioned above the Locality team is actively supporting local community action such as that in Beeston Hill, Cottingley, Hunslet Moor and Manor Farms. The capacity days have given us significant extra capacity to support this work.

### **3.6 Education and Enforcement**

- 3.6.1 Changes to the tasking arrangements in South area, including joint charring between Environmental Services and the Police and the involvement of Area Committees' Environment and Community Safety Champions, will result in more integrated working between services including the use of enforcement action. The agreement of priorities for tasking of PCSOs will also improve through this route.

3.6.2 The new tasking arrangements have already identified several areas where priority action will be taken across all agencies to resolve local crime and grime issues such as: antisocial behaviour around the Hamara Centre, Bismarcks, Disraelis and Bennetts areas; environmental problems and antisocial behaviour on the Woodview estate; antisocial behaviour on the Brooms Estate and; Flytipping on the Thorpes estate; antisocial behaviour and flytipping on the Manor Farms estate.

### **3.7 Working with partners**

3.7.1 Good progress has been made in working with partner organisation such as Aire Valley Homes Leeds (AVHL), Parks and Countryside service and West Yorkshire Police. Examples of closer working include:

- AVHL, Parks and Countryside and Highways Services are working with us in partnership to assess and clear the 48 priority ginnels identified as part of the ginnels project.
- We are working closely with Parks and Countryside to identify areas where we might be flexible with our resources to create benefits. For example we are developing arrangements where Parks and Countryside empty some litter bins on the highway during week days in return for our emptying bins in some parks on weekends (when they have no staff in work). Reciprocal arrangements have been agreed with Parks and Countryside around Cross Flatts Park, Beeston which, once implemented, will result in improvements in cleanliness in and around the park.
- We are also actively pursuing the possibility of sharing depot space, in particular with Parks and Countryside where the locations and opportunities for the integration of services are most beneficial. If this is successful it should reduce downtime and further improve partnership and joint working between the service areas.
- Operation Dungeon continues to target metal sales and thefts. Working with Morley NPT undertaking regular stop & search events at local scrap dealers. To date 16 enforcement notices have been issued to persons intending to sell metal without the relevant licence and receipts. Five cases have been referred to Legal Services for prosecution.
- We have recently taken part in a joint ALMO Training Day. Enforcement Officers from the Locality Team have met with AVHL estate managers for the Morley area. Protocols are now in place for a rapid and more effective approach for dealing with environmental issues at AVHL properties and also for AVHL staff reporting issues at privately owned property to the Locality Team.

### **3.8 Seasonal and annual events**

3.8.1 A forward plan of events is in production initially focused on Christmas light events.

3.8.2 A programme of cleansing priority leafing areas has been delivered across the area. No additional resources are provided to SSE Locality Team to provide this function. The use of capacity days has assisted progress in the Inner South area and where complaints are received we are generally dealing with them quickly.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Various consultation and engagement exercises have been undertaken with Members on an individual basis, as well as at ward and Area Committee level.
- 4.1.2 Most significantly three rounds of Area Committee workshops have been held in January, March and July 2011, designed specifically to shape the delivery of environmental services within the Inner South wards.
- 4.1.3 A series of update reports have been provided to each Area Committee meeting since October/November 2010 (see background documents for full details).
- 4.1.4 Progress reports have been submitted to each Area Chairs' meeting since October, including seeking comments and confirmation of a template for the Service Level Agreement.
- 4.1.5 The Area Committee Environmental sub-group meets before each Area Committee meeting.
- 4.1.6 Officers have attended recent community forums to update residents on the delegation.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 A key principle of locality working and the Service Level Agreement is a focus on delivering the best outcome for residents across the area, so that the streets and neighbourhoods in which they live are of an acceptably clean standard. This principle underpins equality and community cohesion, seeking to bring neighbourhoods with poor environmental quality, up to an acceptable standard, whilst improving all areas of Leeds.
- 4.2.2 Moving forward through the first year of the Service Level Agreement it is intended to develop a community engagement strategy which will determine the extent and nature of involvement of local residents within the monitoring and delivery of environmental services. This strategy will be developed with due consideration given to all equality, diversity, cohesion and integration issues.

### **4.3 Council Policies and City Priorities**

- 4.3.1 The delegation of environmental services to Area Committees, via an approved Service Level Agreement, will significantly contribute towards the Stronger Leeds section of the new Safer & Stronger Communities Plan 2011-15. By delivering services at an Area Committee level, the priority to *'ensure that local neighbourhoods are clean'* will be much more achievable.
- 4.3.2 In order to formalise delegation of the listed environmental services, the Area Committee Function Schedule within the Council's Constitution has been amended, approved at Executive Board in March 2011 and ratified at the Annual Council meeting held on 26<sup>th</sup> May 2011.

4.3.3 Amendments have also been made to the Area Committee Procedure Rules to make allowance for the decision making powers being devolved to Committees, which will run concurrent to the same authority given to the Director of Environment & Neighbourhoods.

#### **4.4 Resources and Value for Money**

4.4.1 There is no change to resources at this point. The resources allocated to the South South East Environmental Locality Team are the same as those that would have been put into the area under the old Streetscene structure.

4.4.2 The Service Level Agreement details a revised mechanical street cleansing service, which will deliver increased efficiencies in terms of achieving a greater quality of street cleansing and therefore providing better value for money.

#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 There are no legal implications.

4.5.2 The report contains no information that is deemed exempt or confidential.

#### **4.6 Risk Management**

4.6.1 There are no risk management implications within this report.

### **5 Conclusions**

5.1 Positive progress has been made in the first three months of the Service Level Agreement.

5.2 More development work is necessary to fully provide a full suite of performance information against the SLA. We will now work to ensure that this information is available at the next reporting point.

### **6 Recommendations**

6.1 That South Leeds (Inner) Area Committee note and comment on this report.

### **7 Background documents**

- Leeds City Council Constitution
- Area Committee delegation of Environmental Services – service level agreement 21<sup>st</sup> September 2011
- Area Committee report: Environmental Services Delegation – Update and Progress Report, 4<sup>th</sup> July 2011
- Area Chairs' Meeting report: Devolvement of Environmental Services to Area Committees – progress report, 15<sup>th</sup> April 2011
- Area Committee report: Area Managers report, 14<sup>th</sup> March 2011
- Executive Board report: Delegation of Executive Functions in Relation to Streetscene Management to Area Committees, 30<sup>th</sup> March 2011



- Area Committee report: Delegation of Environmental Services, 31<sup>st</sup> January 2011
- Area Chairs' Meeting report: Devolvement of Environmental Services to Area Committees – Development of Service Level Agreements, 14<sup>th</sup> January 2011
- Area Chairs' Meeting report: Devolvement of Environmental Services to Area Committees, 3<sup>rd</sup> December 2011
- Area Committee report: Briefing note on proposed delegation of elements of Streetscene services, Oct/Nov 2010

## Appendix A – Summary Performance Information

**Table 1 – Percentage of Sites Assessed as Acceptably Clean (NI195)**

Grey indicates result worse than citywide average

Category	Land Use Type	2010-11	
		City	Inner South
Litter	<b>All</b>	<b>87</b>	<b>78</b>
	Main Retails & Commercial	79	90
	Other Retail & Commercial	82	57
	High Obstruction Housing	87	80
	Medium Obstruction Housing	94	83
	Low Obstruction Housing	99	93
	Industry & Warehousing	83	87
	Main Roads	89	80
	Rural Roads	88	70
	Other Highways	69	57
	Recreation Areas	94	80
	Detritus	<b>All</b>	<b>67</b>
Main Retails & Commercial		80	93
Other Retail & Commercial		71	67
High Obstruction Housing		57	73
Medium Obstruction Housing		72	76
Low Obstruction Housing		79	87
Industry & Warehousing		63	80
Main Roads		65	43
Rural Roads		53	47
Other Highways		51	50
Recreation Areas		80	64
Graffiti		<b>All</b>	<b>96</b>
	Main Retails & Commercial	97	90
	Other Retail & Commercial	94	87
	High Obstruction Housing	98	93
	Medium Obstruction Housing	99	97
	Low Obstruction Housing	99	100
	Industry & Warehousing	94	87
	Main Roads	98	93
	Rural Roads	99	100
	Other Highways	87	83
	Recreation Areas	93	89
	Flyposting	<b>All</b>	<b>99</b>
Main Retails & Commercial		98	97
Other Retail & Commercial		99	97
High Obstruction Housing		100	100
Medium Obstruction Housing		100	100
Low Obstruction Housing		100	100
Industry & Warehousing		100	100
Main Roads		99	100
Rural Roads		100	100
Other Highways		100	100
Recreation Areas		99	100

**Table 2 – Service Requests**

Ward	Category	Q3	Q4	Q1	Q2
		(Oct-Dec 2010)	(Jan-Mar 2011)	(Apr-Jun 2011)	(Jul-Sep 2011)
Beeston and Holbeck	Commercial waste	12	7	3	3
	Dog control	1	4	0	1
	Domestic waste	74	45	42	86
	Flytipping	21	16	24	20
	Graffiti	0	0	0	0
	Highways enforcement	6	3	11	8
	Litter control	6	9	3	11
	Overhanging vegetation	2	8	6	6
	<b>TOTAL</b>	<b>122</b>	<b>92</b>	<b>89</b>	<b>135</b>
City and Hunslet	Commercial waste	61	80	45	61
	Dog control	1	1	1	3
	Domestic waste	125	81	86	59
	Flytipping	44	47	52	47
	Graffiti	0	0	0	0
	Highways enforcement	27	24	13	14
	Litter control	195	117	126	149
	Overhanging vegetation	9	1	8	21
	<b>TOTAL</b>	<b>462</b>	<b>351</b>	<b>331</b>	<b>354</b>
Middleton Park	Commercial waste	35	10	9	1
	Dog control	0	5	1	1
	Domestic waste	53	41	21	22
	Flytipping	20	30	24	23
	Graffiti	0	0	0	0
	Highways enforcement	3	5	2	4
	Litter control	3	7	5	8
	Overhanging vegetation	1	4	7	18
	<b>TOTAL</b>	<b>115</b>	<b>102</b>	<b>69</b>	<b>77</b>
All	Commercial waste	108	97	57	65
	Dog control	2	10	2	5
	Domestic waste	252	167	149	167
	Flytipping	85	93	100	90
	Graffiti	0	0	0	0
	Highways enforcement	36	32	26	26
	Litter control	204	133	134	168
	Overhanging vegetation	12	13	21	45
	<b>TOTAL</b>	<b>699</b>	<b>545</b>	<b>489</b>	<b>566</b>

**Table 3 – Enforcement Notices Served**

Ward	Category	Q3	Q4	Q1	Q2
		(Oct-Dec 2010)	(Jan-Mar 2011)	(Apr-Jun 2011)	(Jul-Sep 2011)
Beeston and Holbeck	Boarding Up	0	0	0	0
	Commercial Waste	15	3	4	3
	Domestic Waste	7	9	0	24
	Drainage	0	0	0	0
	Highways Enforcement	2	3	1	3
	Littering	8	10	8	4
	Statutory Nuisance	2	6	3	1
	<b>TOTAL</b>	<b>34</b>	<b>31</b>	<b>16</b>	<b>35</b>
City and Hunslet	Boarding Up	0	0	0	1
	Commercial Waste	27	29	14	39
	Domestic Waste	42	2	29	15
	Drainage	1	0	0	0
	Highways Enforcement	4	1	1	3
	Littering	26	29	32	54
	Statutory Nuisance	6	6	1	0
	<b>TOTAL</b>	<b>106</b>	<b>67</b>	<b>77</b>	<b>112</b>
Middleton Park	Boarding Up	1	0	0	0
	Commercial Waste	16	4	3	1
	Domestic Waste	10	1	1	1
	Drainage	6	0	2	0
	Highways Enforcement	0	0	0	0
	Littering	3	5	1	1
	Statutory Nuisance	2	1	1	1
	<b>TOTAL</b>	<b>38</b>	<b>11</b>	<b>8</b>	<b>4</b>
All	Boarding Up	1	0	0	1
	Commercial Waste	58	36	21	43
	Domestic Waste	59	12	30	40
	Drainage	7	0	2	0
	Highways Enforcement	6	4	2	6
	Littering	37	44	41	59
	Statutory Nuisance	10	13	5	2
	<b>TOTAL</b>	<b>178</b>	<b>109</b>	<b>101</b>	<b>151</b>

**Table 4 – Fixed Penalty Notices Served**

Ward	Category	Q3	Q4	Q1	Q2
		(Oct-Dec 2010)	(Jan-Mar 2011)	(Apr-Jun 2011)	(Jul-Sep 2011)
Beeston and Holbeck	Commercial Waste	1	0	0	0
	Dog Fouling	1	1	0	0
	Domestic Waste	0	0	0	0
	Littering	3	12	5	2
	<b>TOTAL</b>	<b>5</b>	<b>13</b>	<b>5</b>	<b>2</b>
City and Hunslet	Commercial Waste	1	3	0	9
	Dog Fouling	1	1	1	0
	Domestic Waste	1	0	0	0
	Littering	128	83	78	70
	<b>TOTAL</b>	<b>131</b>	<b>87</b>	<b>79</b>	<b>79</b>
Middleton Park	Commercial Waste	9	0	1	0
	Dog Fouling	0	2	0	0
	Domestic Waste	0	1	0	0
	Littering	1	1	0	0
	<b>TOTAL</b>	<b>10</b>	<b>4</b>	<b>1</b>	<b>0</b>
All	Commercial Waste	11	3	1	9
	Dog Fouling	2	4	1	0
	Domestic Waste	1	1	0	0
	Littering	132	96	83	72
	<b>TOTAL</b>	<b>146</b>	<b>104</b>	<b>85</b>	<b>81</b>