

**Report of Locality Manager (East North East)**

**Report to Area Committee (Outer North East)**

**Date:** 3rd December 2012

**Subject:** Environmental Services – Six Month Performance Update on the Service Level Agreement

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Alwoodley Harewood Wetherby		
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 type="checkbox"/> Yes	<input checked="" 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 the main issues:**

This report provides a half-year update on performance against the Service Level Agreement (SLA) between Outer North East Area Committee and the East North-East (ENE) Environmental Locality Team. It covers the period from May to October 2012.

**Recommendations:**

That the Outer NE Committee note the report, comment where progress in delivering the SLA is good/not so good and identify any service developments/priorities it would like to see included in service planning for 2013/14.

## **Purpose of this report**

- 1 This report provides an update on performance against the Service Level Agreement between Outer NE Area Committee and the ENE Environmental Locality Team.
- 2 This report covers the six month period from May to October 2012 (i.e. a half-year report).
- 3 The report sets out to give the Area Committee information of the range of functions being delivered across the area during this period against the priorities and commitments set out in the SLA, and how they are helping make a difference on the ground/at the front line.
- 4 The report also provides an opportunity for the Area Committee to influence the service and budget planning process for 2013/14. Views on service developments and continued top priorities for Outer NE are sought, particularly in light of the expected further financial pressures.

## **Background information**

- 5 At its meeting of 30<sup>th</sup> 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.
- 6 The delegation makes 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 by:
  - 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.
- 7 Services included in the delegation are:
  - Street cleansing (mechanical and manual);
  - Leaf clearing;
  - Litter bin emptying;
  - Gully cleaning
  - Graffiti removal
  - Needle removal
  - Ginnel clearance
  - Dog warden services (excluding responsibilities for dangerous dogs);
  - 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.

- 8 To enable this to happen, a restructuring of the previous Streetscene service was undertaken and completed by September 2011. Importantly this separated out the local street cleansing functions from the city's refuse and recycling functions and created for the first time local supervisory/support roles for a key front line service. At the same time, Environmental Action Teams that had previously just focused on enforcement and regulatory practices were brought together with the street cleansing function to create new Locality Teams.
- 9 This "enforcement" element of the Locality Team is currently undergoing a restructure to rationalise the various grades/posts and modernise/strengthen the job descriptions to better reflect the needs of Area Committees identified through the locality based/focused work so far. This is planned to be completed by Christmas 2012.
- 10 The delegation of the specified environmental services to Area Committee mean that the majority of service resources, mainly staffing, are devolved to a locality level to a Locality Manager. These resources are organised into three wedge based teams for East North-East, South South-East and West North-West, aligned to Locality Teams. The Service Level Agreement sets out the how those resources will be used to meet the requirements of each Area Committees in order to achieve the outcome of clean streets.

### **Main issues – performance against the SLA commitments**

- 11 The SLA sets out how the service will be developed, organised and delivered in four key sections. Progress over the first six months of the current SLA against each section is summarised below and in the appendices referred to:
  - a) **Service Principles and Priorities**
- 12 The SLA sets out our service principles (inc values and culture change) and priorities. This summarises what we will do to change the way the service delivers, to increase efficiency and become more responsive to local needs.
- 13 Work has continued during the reporting period to work with staff to understand what will help improve their productivity, efficiency and wellbeing at work. This has included:
  - Quality appraisals over June/July with all staff across the Locality Team, with an emphasis on the values of the council.
  - Improvements to the provision of personal and protective equipment (PPE) for staff to ensure they are properly equipped to do the job in a variety of conditions
  - Day to day involvement of staff in decisions about new litter bins, work practices etc
  - Team away half-days held in October bringing together our streets operational staff with enforcement staff – with discussions on closer working together on issues such as flytipping and presentations from each element of the team on what they do etc.
  - Completion of the move of streets staff from Cross Green depot to Seacroft Depot (where Highways are based). Including a new staff dry room and storage facilities.

- 14 Work began in the reporting period to restructure the enforcement/regulatory part of the Locality Teams in the service. This element of the Locality Teams was not included in the initial restructure/rewriting of job descriptions etc when the teams were first established last year. The restructure will deal with inherited anomalies in the number of grades/JDs that exist between enforcement staff and update their roles and responsibilities to better respond to the needs of localities/Area Committees. The new structure also responds to the demands that the success of locality working/delegation has brought in terms of casework management and engagement with Members and the day to day planning of how resources are best deployed. The restructure was signed off in early November and is in the process of being implemented.

**(b) Delivering the Service Activities**

- 15 Appendix A provides an update on progress actually delivering the different strands of service activity and provides analysis and examples for each ward to evidence delivery.
- 16 Appendix B provides an analysis of the service requests, legal notices and fixed penalty notices dealt with by the enforcement and regulatory staff in the three Outer NE wards during this reporting period.
- 17 A key performance measurement is how many mechanical sweeping blocks we have been scheduled to clean have we actually managed to do in the reporting period, and how that compares to previous reporting periods (i.e. is there an change in service efficiency/reliability?). This is a summary for Outer NE:

<b>Summary of Completion Rates for Mechanical Sweeping Blocks</b>				
<b>Ward/Area</b>	<b>Sept-Nov 2011</b>		<b>May-Oct 2012</b>	
	No of blocks scheduled	No of blocks completed (%)	No of blocks scheduled	No of blocks completed (%)
Alwoodley	13	10 (77%)	To be provided	To be provided
Harewood	17	17 (100%)	To be provided	To be provided
Wetherby	16	15 (94%)	To be provided	To be provided
<b>Outer NE Area</b>	<b>46</b>	<b>42 (91%)</b>	<b>240</b>	<b>225 (94%)</b>

**b) Outcomes**

- 18 Revised versions of surveys measuring levels of litter and detritus have been taking place across the city since late 2011. These were initially planned as quarterly but have been revised to half-yearly as they were considered too resource intensive/costly for the value of the data collected. Outer NE Members have previously questioned the validity of this measure at a more local level. The results gathered are still considered statistically sound to be looked at as a general citywide measure, but not robust enough to be analysed at locality or Area Committee level. It

therefore only provides the Area Committee (and Executive Board) with sufficient information to aid judgement on whether the delegation of the service has had an effect on the overall cleanliness of the city as a whole. The figures are provided below but may be of limited interest to the Area Committee in terms of making their own judgements on the delivery of their SLA.

<b>Percentage of clean streets as measured through sample surveys (city wide measure)</b>	
<b>Year</b>	<b>% of Acceptable Streets</b>
2010-11 full year	86.7*
2011-12 full year	85.9*
2012-13 (late summer survey)	91.5

\*note: this is a figure re-calculated using data from a previous methodology of doing the surveys, based on the now obsolete national indicator, NI195.

- 19 The city's citizens' panel was recently asked a variety of questions relating to environmental cleanliness as part of a "Parks, opens spaces and environmental services" survey. At the time of producing this report the results were not available and will therefore be reported through the Environmental sub group at a later date.
- 20 The Locality Manager continues to primarily use the judgement of the ward members/Area Committee, the Environmental Sub Group and feedback from the Town and Parish Council Forum to assess whether satisfaction levels are acceptable and where outcomes need improvement. Feedback over the reporting period from these sources has continued to be positive.
- 21 The Area Committee is asked to confirm this view and make any suggestions as to what further information would be useful in future performance reports to help it make judgements.

### **c) Accountability and Member Influence**

- 22 The Locality Team continues to ensure senior manager representation at each of the 3 ward member meetings. The meetings provide opportunity for members to be action on priorities/issues that they raise for their wards to be tracked and have discussions on how sweeping routes could be altered and where new litter bins could be best placed. In this particular period there has also been discussion on the 2012 de-leafing and what streets/paths need programming.
- 23 Examples of how Ward Members have changed service delivery during the reporting period include:
  - Tarn Lane and Wyke Ridge Lane – added regular checks and clean up
  - Carr Lane, Thorner – added regular checks and clean ups
  - Paradise Way, Bramham – added regular check and clean up
  - Sandbeck Lane - added regular checks and clean ups
- 24 The service also responded to Member requests for extra support during this reporting period for:
  - Additional clean up activities for the Britain in Bloom judging events in various villages across Outer NE.
  - Olympic torch pre and post clean ups

- Thorner jubilee celebrations pre and post clean up
- Responses to a number of flooded highway incidents, for example in Collingham and Boston Spa (including joint working with the Parish Council to coordinate gully clearance with notices to residents to move cars etc) .
- Planning and commencement of the autumn de-leafing programme

- 25 The Environmental Sub-Group meets quarterly and considers/raises services issues with the Locality Manager. It also receives updates and questions other services that have an influence on the environmental condition of the area, such as ENE Homes, Continental Landscapes. The group ensures there is appropriate coordination in place between the Locality Team and these services.
- 26 Individual ward members are referring issues direct to the Locality Team where they are deemed a significant issue that needs a quick response. Feedback from Members continues to be positive and that most issues are being responded to and resolved quickly. There are some issues though that Members still feel are not always being responded to quick enough, for example requests for new litter bins.
- 27 The Locality Manager has attended and updated on actions/took questions at the May and October Wetherby and Harewood Parish and Town Council Forum meetings. Feedback from Parish Councils continues to be positive, with particular improvements reported in responses to reports of gully blockages. Discussion about how the Locality Team could work with Parishes in reintroducing a lengthsman style arrangement across a number of villages, possibly with match funding from all parties, have yet not resulted in any further Parish Councils wanting to take this on.
- 28 The Locality Manager also made a presentation to the May Wetherby Town Council meeting, explaining the role of the Locality Team and the accountability/delegation to Area Committee. This was well received.
- 29 In terms of accountability for the use of financial management of resources, an updated financial statement for 2012/13 is provided in Appendix B. This shows the revised forecast for spend delivering the service across the ENE locality and provides explanation for budget/spend variations.
- 30 The Area Committee has previously raised concerns about the cost of hiring mechanical sweeping vehicles. This is currently subject to a full options appraisal being coordinated by the Council's Procurement Unit, working with Fleet/Transport Services and finance officers. The results of which will be fed through the Environmental Sub Group. All options are being looked at and costed – from buying the fleet and managing ourselves to spot hiring to short/medium or long term contracts.
- 31 In October the Locality Team launched its own Facebook page to provide another way for interested Members, professionals, groups and residents to learn more about what is being done by the service across the locality and improve it's public accountability. Members are asked to help publicise the Facebook page – it can be found at <http://www.facebook.com/LCCEnvServENE> .

## **Recommendations**

- 32 That Outer NE Area Committee note and comment on:

- a. what aspects of the service they feel are working well and delivering against the commitments made in the SLA;
- b. what aspects of the service do they feel are not working as well as they should against the commitments made in the SLA and would like to see improvements made;
- c. what additional information Members would find useful in future performance reports to help make judgements about the delivery against the SLA commitments.
- d. what the Area Committee's views are what the key service developments and continued top priorities for Outer NE should be in planning for 2013/14, particularly in light of the expected further financial pressures.