

Report of Locality Manager (East North East)

Report to Area Committee (Inner East)

Date: 6th 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): Burmantofts & Richmond Hill Gipton & Harehills Killingbeck & Seacroft		
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 Inner East Area Committee and the East North-East (ENE) Environmental Locality Team. It covers the period from May to October 2012.

Recommendations:

That the Inner East Area 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 Inner East 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. This includes a focus on the agreed approach to target efforts at Environmental Improvement Zones (EIZs).
- 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 Inner East are sought, particularly in light of the expected further financial pressures.

Background information

- 5 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.
- 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 five 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, 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 analysis of the service requests, legal notices and fixed penalty notices dealt with by the enforcement and regulatory staff in the three Inner East wards during this reporting period.
- 16 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 Inner East:

Summary of Completion Rates for Mechanical Sweeping Blocks				
Ward/Area	Sept-Nov 2011		May-Oct 2012	
	No of blocks scheduled	No of blocks completed (%)	No of blocks scheduled	No of blocks completed (%)
Burmantofts & Richmond Hill	53	40 (75%)	not available	not available
Gipton & Harehills	80	63 (79%)	not available	not available
Killingbeck & Seacroft	26	16 (62%)	not available	not available
Inner East Area	159	119 (75%)	891	785 (88%)

- 17 The service also responded to requests for extra support during this reporting period for:

- Olympic torch pre and post clean ups and enforcement/street cleaning team presence on the day
- Additional, non-scheduled checks and clean-ups in the Bellbrookes, Kitson/Dents. Nowells, Newmarket Lane, Seaforth Terrace, Ashtons, Sandhursts, Dorsets, Hovinghams, East Street
- A64 guided bus lane cleaning
- Queen's Jubilee celebrations and Royal Visit

c) 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. Members have previously questioned the validity of this measure at a more local level.
- 19 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 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.

Percentage of clean streets as measured through sample surveys (city wide measure)	
Year	Percentage of Acceptable Streets
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.

- 20 The city's Citizens' Panel was recently asked a variety of questions relating to environmental cleanliness as part of a "Parks, open spaces and environmental services" survey. The results are provided in Appendix C, with the Inner East responses (from the 62 panel members living in Inner East) highlighted.
- 21 The Citizens' Panel results support the view that residents in Inner East are dissatisfied with the area's cleanliness, tackling litter and dog fouling problems is a high priority and that local residents should do more to keep the neighbourhood clean and attractive. This would appear to back the approach being taken by the Area Committee to target EIZs to both take action against the existing problems being experienced and help change behaviours and increase levels of responsibility within the community for cleanliness.
- 22 Overall, the Locality Manager continues to use the judgement of the ward members/Area Committee and feedback from forums such as the Neighbourhood Improvement Boards to assess whether satisfaction levels are acceptable and where outcomes need improvement.

d) Accountability and Member Influence

- 23 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.

- 24 Examples of how Ward Members have changed service delivery during the reporting period include:
- **Burmantofts & Richmond Hill:** Ginnel to side of school on Cromwell Street added to the sweeping block at Ward Members' request.
 - **Gipton & Harehills:**
 - **Killingbeck & Seacroft:** Access road to rear of 'Blacks shops', South Parkway added to the sweeping block at Ward Members' request.
- 25 The Inner East 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 July and September Burmantofts Neighbourhood Improvement Board.
- 28 In terms of accountability for the 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 explanations for budget/spend variations.
- 29 Members are also asked to note that the cost of hiring mechanical sweeping vehicles 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.
- 30 In October the Locality Team launched its own Facebook page to provide another way for interested members, professionals 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> .

e) Environmental Improvement Zones (EIZs)

- 31 In addition to the overall SLA progress update provided, the following section provides Members with an performance overview on work done in the approved EIZs in Inner East during this reporting period.
- 32 The following table provides Members with an analysis of the cases identified and how they have been resolved during the reporting period. Members should bear in mind that each EIZ will have started at different points in the reporting period and that there is a legally required time lag between notices being issued and FPNs or other further legal action being taken.

Ward/Zone	EIZs - Locality Team Case Management (May to Oct 2012)							
	No. of homes in the EIZ	Cases Identified	Cases Resolved at Informal Stage	Notices Issued	Resolved After Notice	FPN's Issued	FPN's Paid	Prosecutions Awaiting Court
B&RH								
Nowells		275	111	125	90	7	3	1
Bellbrookes		137	64	52	23	6	1	1
Ward Totals		412	175	180	113	13	4	2
G&H								
Sandhursts		244	62	154	66	6	1	0
Hovinghams/Dorsets		137	51	73	36	4	0	0
Markhams/Arlies		193	79	89	31	4	2	0
Ward Totals		574	192	316	133	14	3	0
INNER EAST		986	367	496	246	27	7	2

33 The detail behind the caseloads is provided to relevant ward members through updates at ward member meetings. Examples of how enforcement action has impacted in the zones include:

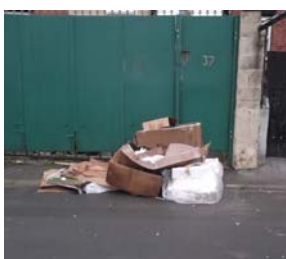
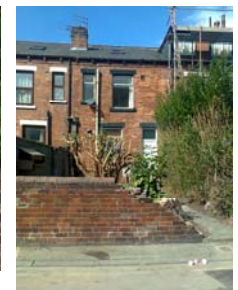


In this example the hedge/tree was overgrown on to the street and as well as providing obstruction was a haven for fly tipping. A Section 154 notice was served on the owner/occupier of the property to cut the vegetation back. This has been done and would appear to have stopped the flytipping.

This garage in Harehills was in a bad state of repair and there was a large amount of asbestos and litter in the garage. A Section 215 Town and Country Planning Act letter was sent to the owner of the property to clear the land of waste and correctly dispose of the asbestos. This was completed.



A very overgrown hedge to the rear of a property which had old doors propped up as a make shift fence. This was having a detrimental impact on the area and local youths used the empty property for gathering in as they could not be seen, which caused concern for local residents living in neighbouring properties. After working with the property owner he cut back the hedge in and removed all the old doors and rubbish and this has made a huge visual impact on the area



This is a photograph of a fly tip on the Markhams where a resident had thrown their cardboard waste out onto the street. The resident was invited for interview at the Reginald Centre, admitted the offence and was issued with a £75 Fixed Penalty Notice.

- 34 The next table provides a summary of the resident surveys carried out in each of the EIZs. Members are reminded that, as part of the initial work done as each EIZ is established, every door is knocked on with an introductory pack delivered and the residents asked if they would help complete a perceptions survey. The survey will then be repeated within three months, and thereafter every six months, in each EIZ to help Members track progress.

Ward/Zone	Date Started	Survey Question - Average Scores (marks out of ten)									
		How clean is your street?		How clean is your area?		How satisfied are you with the council's efforts?		How involved are the local residents and businesses?		Overall Average Score	
		Base line	1st tracker	Base line	1st tracker	Base line	1st tracker	Base line	1st tracker	Base line	1st tracker
Burmantofts & Richmond Hill											
Nowells	25/5/12	4.8	5.7	3.4	3.7	5.3	6.2	4.0	4.9	4.4	5.1
Bellbrookes	25/6/12	4.4	4.2	4.0	3.5	4.5	5.6	3.3	3.3	4.1	4.2
Gipton & Harehills											
Sandhursts	14/5/12	4.3	4.0	3.8	4.2	5.3	5.1	4.1	3.1	4.4	4.1
Hovinghams	11/6/12	3.7	4.3	3.6	3.9	4.6	5.4	2.5	3.6	3.6	4.3
Markhams/Arlies	09/7/12	4.9	4.7	4.6	4.3	5.6	5.2	4.0	5.0	4.8	4.8
Inner East EIZ Averages:		4.4	4.6	3.9	3.9	5.1	5.5	3.6	4.0	4.2	4.5

- 35 Overall the perceptions of residents are improving, although it is clearly early days in terms of the approach to sustain actions and help change behaviours to waste disposal/litter/cleanliness in the EIZs.
- 36 There are increases in satisfaction with the council's efforts, particularly in the Nowells and Bellbrookes. However it is interesting to see that in the Bellbrookes, although satisfaction with the council has improved, views about how clean it is have fallen slightly. This may not entirely be unexpected as it could be that the effects of the extra effort and targeted actions will take longer in some zones to be seen. Future surveys will help see if this is the case and whether a long term approach/commitment begins to make a real difference in all the EIZs.
- 37 A presentation/briefing on the EIZ approach was provided to the September meeting of the Burmantofts Improvement Board as part of a themed focus on environmental conditions at that meeting. At its October meeting an update was provided through the Neighbourhood Manger and the following minute recorded:
- "Sarah May circulated a poster and information to the Board which had been produced by John Woolmer. The information related to the Environmental Improvement Zones and fines that have been issued on the Nowells area. The Board thanked the Locality Team for their work on improving the area."
- 38 In Harehills, meetings have been held with ward members, local residents, Bankside Primary School and Children Services. There is a consensus around the opportunity/need to support the EIZ approach with a community led campaign to "Keep Harehills Tidy". The Area Leadership Team will take a lead on this, working closely with the Locality Team, with the first aim to establish a community action/campaign group that is able, with support, to champion and deliver such a

campaign. There is interest in the Keep Britain Tidy model called “Love Where You Live”.

Recommendations

39 That Inner East 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 Inner East should be in planning for 2013/14, particularly in light of the expected further financial pressures.