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Report of the Director of Environment and Housing

Report to West Leeds (Inner) Area Committee

Date: 18th December 2013

Subject: West and North West Locality Team - Six Month Performance Update

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Armley Bramley & Stanningley		
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 main issues

1. This report provides an update on performance against the Service Level Agreement (SLA) between West Leeds (Inner) Area Committee and the West-North West Environmental Locality Team. This report covers the period from 1st July 2013 to 3rd December 2013.

Recommendations

2. That West Inner Area Committee:
 - a) note and comment on the performance of the West-North West Locality Team since July 2013 and,
 - b) Provide guidance and direction to service delivery as necessary.

1 Purpose of this report

- 1.1 This report provides an update on performance against the SLA between inner west Area Committee and the West-North West Environmental Locality Team. This report covers the period from June 2012 to May 2013.
- 1.2 The report also provides an update on the introduction of new waste collection arrangements in Armley and Bramley & Stanningley - Alternate Week Collection (AWC).

2 Background information

- 2.1 The Executive Board approved revisions to the Area Committee Function Schedules to include a new delegated responsibility for Street Cleansing & Environmental Enforcement Services in March 2011. The delegation makes clear the responsibility of Area Committees to negotiate, develop and approve a 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), and,
 - the agreement of the most appropriate approaches to be taken to achieve local environmental cleanliness and quality.
- 2.2 The delegation of 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 SLA sets out the detail of the resources which will be allocated to the Area Committees.
- 2.3 The annual SLA for the inner west Area Committee was agreed on 26th June, 2013.

3 Main issues

3.1 Summary of Performance against the 2013/14 SLA

- 3.1.1 The following section summarises headline performance against the service principles and priorities described in section 6 of the SLA and service activity as described in section 7 of the SLA.

Service Principles and Priorities - SLA Section 6

- 3.1.2 The service has been working to improve delivery outcomes across inner west Leeds – since June 2013 we have worked with residents groups across both of the wards to trial different approaches to cleansing and enforcement and have tried wherever possible to respond to local priorities and concerns in a timely and effective manner.
- 3.1.3 We have worked with the area committees general-purposes-sub group, and the area support team and have identified clear priorities for each ward which underpin the SLA - key areas of focus include more targeted cleansing activities, developing an effective cleansing work programme for the dedicated 'HRA team', which is now up and running, enforcement work on overgrown vegetation across the area, litter patrols and enforcement activity in the key private sector rented areas including the Edinburgh's, Cedars, and streets adjacent to Bramley Shopping Centre, bins on streets enforcement, bin-yard clearance and developing an approach to better managing bin-yards with Housing Leeds. Priorities are reviewed on an on-going basis via the Area Committee General Purposes Sub Group.

Enhanced Cleansing of Priority HRA Estates

- 3.1.5 In addition to the regular cleansing service outlined below we now also have a dedicated team to target the environmental conditions in priority housing estates in inner and outer west - these include: The Clydes/ New Wortley; The Gambles and Heights; The Bawns, and, The Broadleas. The team consists of 3 staff working Monday to Friday with a 3.5 tonne vehicle.

We have now developed an initial programme of environmental works for the additional team in the above estates which includes regular and enhanced:

- Graffiti removal
- Cutting Back Work
- Road and Pavement Cleansing
- In-depth de-littering
- Ginnell/ Green-space/ Binyard cleansing
- Fly-tipping removal, and,
- Enhanced Environmental Enforcement and preventative interventions

- 3.1.6 The team are successfully making good working links with local residents and have been positively received – a recent YEP article is attached at Appendix 3 and demonstrates the great impact the team has already had.
- 3.1.7 The team have recently been involved in leaf-clearance work in Armley and Bramley & Stanningley and have considerably enhanced the core services capacity to undertake this extensive annual clearance exercise.

Working With Key Partners and Housing Leeds Integration:

- 3.1.8 We have continued to develop approaches to better joint working and service delivery with the ALMO and Parks & Countryside and supporting residents forums such as the Bramley Forum and Armley Forum, to better influence the service and the deployment of team resources. We have also been working to support key crime and grime tasking meetings in inner west focussed on partnership working with the police and crime reduction agencies. A good example of recent work with partners is a multi-agency approach to environmental enforcement at Laurel Fold in Armley, this work is being led by enforcement officers and has now resulted in additional input from ASB and local policing teams to tackle nuisance behaviour.
- 3.1.9 The Councils Executive Board decided to cease operating through the previous housing ALMO's and bring housing management back into the Council in May 2013 after extensive consultation with local residents and Council tenants. Work is currently underway to create an integrated environmental service for all council and non-council assets which will seek to combine the old ALMO care-taking services and locality teams services into one council-wide cleansing service. It is hoped that this will improve the accountability and integration of cleansing services in Leeds, particularly in areas where there is significant council housing stock such as inner west. Proposals on what a new environmental service may look like and how it would work in practice are to be discussed with members and trade unions shortly. The new environmental service is due to be in operation by April 2014, along with a new housing management service - both of which will operate from the new Environment & Housing Directorate.

Service Activity - SLA Section 7

- 3.1.10 Between 1st July and 3rd December 2013 there were **1046** requests for service from the Area Committee area. Of these, **660** were for Armley and **386** for Bramley & Stanningley ward. The largest volumes of service requests across both wards were for fly-tipping, graffiti (either removal or enforcement), followed by domestic waste, waste in gardens, over-grown vegetation and bins on streets. A detailed breakdown of service performance between 1st July and December 3rd 2013 is given at Appendix 1.
- 3.1.11 In the same period the Locality Team served **28** legal notices across the area - mainly for domestic/ commercial waste, waste in gardens over-grown vegetation and bins on streets. **6** FPN's were also issued in the same period and there have been **2** prosecutions for environmental offences.
- 3.1.12 Covert CCTV funded by Area Committees is also being used across the inner west area - a separate report on this will be provided via the general purposes sub-group.

Education and Enforcement:

- 3.1.13 Enforcement work and dog-control work continues to be provided Monday to Friday from 7am to 7pm – evening/ early morning and weekend work is provided by prior arrangement. The majority of enforcement work in inner west involves responding to requests to service via the contact centre or increasingly from residents and ward members directly.
- 3.1.14 Key local enforcement priorities have now been identified by ward members, team members and residents. Patrols and monitoring of key sites and locations is taking place regularly and resources are now being allocated to support enhanced enforcement work on these priorities which include:
- Work with the High Schools on littering education,
 - Dog fouling awareness and control audits,
 - Grass verge enforcement policy development,
 - Bin-yard cleanliness and control in the Edinburghs', Cedars, Bardens, Whingates and Claremonts,
 - Overgrown vegetation,
 - Bins on streets,
 - Better signs and deterrent to dog-fouling,
 - Priority ginnel clean-up and enforcement plan,
 - Environmental audits and litter/ dog-fouling patrols in the two town centres, Landseers, Broadlees and the New Wortley area.
 - Addressing known problem sites through joint-up enforcement work with planning such as Mikes Carpets, former Theaker Lane Medical Centre and the former West Leeds Family Learning Centre site.
 - Tackling littering on Armley Town Street and chewing-gum littering in particular.
- 3.1.15 The service has also delivered a major bin-yard and clean-up scheme in the Edinburghs'/ Cedars and surrounding areas – we are currently developing a new bin-yard management programme in these areas along with Housing Leeds which will hopefully lead to sustainable improvements in bin-yard cleanliness through stronger enforcement, as well as physical gating of bin-yards to protect against fly-tipping.
- 3.1.16 Four multi-agency community action days have been led by the service since July 2013 in Armley covering the Cedars, the Bardens, Ley Lane/ Mistress Lane and New Wortley. In Bramley a further 4 action days have been held covering the Ganners/ Heights, Rossfields(2) and the Broadlees.

3.1.17 The service will be also be focussing on the **Aviaries** in the new-year, whilst there are fewer requests for service from this part of Armley in comparison to other parts of the ward there are a number of emerging challenges in relation to an increased number of private landlords buying property in the area. The service led a successful action day in this neighbourhood during the summer of 2013 which resulted in a number of agencies taking action, the police proactively monitored and checked known nominal and the ASB team also did checks with target individuals. Also every path and road was swept and a number of skips were provided to support clean-up work. Follow on work is scheduled in the new year with a joint walkabout and a series of consultative meetings with large landlords.

Cleansing:

- 3.1.16 **Mechanical Path and Road Sweeping-** The reliability of mechanical cleaning services has improved slightly across the last four reported periods (since August 2012), up to 14th October 2013 we had completed 85% of scheduled routes in Armley and Bramley & Stanningley. The delivery of manual cleansing as per the schedule has also improved however further work is required to improve our cover and holiday arrangements to better maintain services when staff are absent. In inner west we continue to provide daily, weekly, 3 weekly and 12 weekly mechanical sweeping across both wards - work cycles are based on an 8-day week - this enables an extra day of 'spare' capacity to be programmed in which allows the service to recover days lost due to leave, sickness or vehicle breakdown. Since 14th October 2013 path and road sweepers have been prioritising leaf clearance hot-spots within their prescribed routes.
- 3.1.17 **Manual Litter Picking** - continues to be undertaken on pre-set routes - there are currently 2 manual litter pickers covering neighbourhoods in inner west each day of the week- a number of litter picking routes have been altered and diverted in priority neighbourhoods following member and resident feedback.
- 3.1.18 **Litter Bins** - are currently emptied and the immediate vicinity checked for cleanliness by one of the teams litter-bin crews. We continue to meet the SLA commitment that all bins will be emptied without any over-flowing and that frequencies of visits will be adjusted to ensure this commitment is met. Bins are emptied on daily, two-weekly and weekly cycles dependent on their location. Over the last 6 months **9** additional litter bins have been installed across the area - a further 10 new/ replacement bins will be installed over the next 2 months.
- 3.1.19 **Fly-tipping, Hotspot and Bulky Item Teams** - the service continues to deploy its dedicated fly-tipping crews across 7 days. The crews work largely on a reactive basis following requests for service from the contact centre or increasingly from residents and members directly - we continue to cleanse and monitor regular hot-spot areas proactively such as Theaker Lane, Pollard Lane, Station Way, Milnes Street, Winchester Street, Abbott Court, Pipe & Nook Lane and sections along the Leeds and Bradford Road. These crews have been successfully used in a flexible way to meet SLA commitments across inner west, for example, the crews are now able to support the leaf-clearance programme across the area as well as being equipped to cut back and remove over-grown vegetation which is an SLA priority. These crews are also used across the area to support additional clean-ups and ginnel clearance activity.
- 3.1.20 **Gullies** - we continue to service approximately 52,000 gullies across WNW Leeds using 2 dedicated crews over 7 days. The crews work on a ward programme basis in the following order: Pudsey, Armley, Bramley, Farnley & Wortley, Bramley & Stanningley, Calverley & Farsely, Guiseley & Rawdon, Otley & Yeadon, Kirkstall, Horsforth, Adel & Wharfedale and Weetwood - they are currently working in xxxxx and it is anticipated that each ward can take up to six weeks to complete - one of the 7 days is used for member/ referral reactive activity across WNW. The programmed work is supported by a city-wide wet-spot team which covers known flood/ wet-spot areas and all beanie-blocks. Over the last 6 months we have worked with highways to develop protocols around reporting and mapping

collapsed gullies across inner west and have identified priorities for capital spend to repair key gullies.

3.1.21 **Graffiti Removal** - the team currently manages the city-wide graffiti team – we have 2 crews working 7 days a week across the city - we aim to remove all offensive graffiti within 24 hours of receiving reports. The team are also deployed to proactively remove graffiti in known hot-spot locations.

3.1.22 **Bush & Ginnel Team** - a number of referrals for each of the wards have been made to the bush and ginnel team - these form part of the on-going ginnel cleansing work via ward member and sub-group meeting - the locality team now visits key ginnels for cleansing purposes across inner west and works with Parks & Countryside, West North-West Homes and the Bush and Ginnel Team to cut back overgrown vegetation in ginnels. Priority Ginnels include:

Armley:

- Armley Ridge Road to Tower Lane.
- Boggard Lane.
- Aston Drive to Kings Approach.
- Church Road to Cedar Close (behind housing).

Bramley & Stanningley:

- Grosmont Place to Bramley Town Street.
- Horton Rise to Westminster Drive.
- Half Mile to Town Street, Stanningley.

3.1.23 **Needle Team** - we continue to make referrals for needle removals across inner west to the city-wide needle team.

3.1.24 **Leaf-clearance** - this year's leaf-clearance work started week-commencing October 14th, and is scheduled to run for a 17 week period to the end of January 2014. At the time of drafting this report we have started week 9 of a 17 week programme. Continental landscapes are providing 4 full-time staff who work 5 days per week, Monday to Friday to undertake high-volume leaf clearance work. In addition to this resource, the Councils mechanical path and road sweepers have been prioritising leaf-clearance work. We have invested a lot of time during the Springs and Summers over the last 2 years on updating leaf-fall maps for each ward which have been used to guide deployment of cleansing crews during the leaf clearance period. The areas visited to date in Armley and Bramley & Stanningley are split over a number of task-maps and are listed at Appendix 1 for member views and consideration. A considerable amount of leaf-clearance work has been undertaken in the area with some areas having received a number of repeat visits during leaf-fall. Initially the focus has been on priority routes and locations as well as member referrals - all map areas are being assessed once clearance has taken place to determine whether further visits need to be programmed. Whilst we can't be too precise, we expect leaf-clearance work to last until late mid-January 2014 although a lot depends on weather conditions. We are visiting all 13 wards across the WNW on a programmed basis until leaves are cleared.

Service Outcomes - SLA Section 8

3.1.24 The overall measure of cleanliness across the city has improved from 85.9% of sites which were acceptably clean in 2011/12 to 92.0% of sites in 2012/13.

3.1.26 The net managed budget to deliver SLA priorities across West-North West for 2013/14 is **£2,808,110** and is summarised at Appendix 2 - area committees are able to enhance

service delivery by commissioning additional services, a summary of service costs is provided at Appendix 3 .

- 3.1.27 Sickness levels within the service are a continued focus. The year-end forecast for 2012/13 for West-North West Locality Team staff is 10.85 days per full-time equivalent (fte). Overall sickness across the whole of citywide cleansing and enforcement has improved from 12.73 days per fte in 2011/12 to a forecast 8.9 of days per FTE in 2012/13 – the Council wide target is 8.5 fte days. The above figures for WNW also reflect the fact that there have been a number of staff on long term sickness whose attendance is being managed in accordance with the Councils Managing Attendance Policy.

Waste-Management Changes - update on introduction of Alternate Week Collection

- 3.1.28 As approved by the Council's Executive Board, Alternate Weekly Collections is to be implemented in phases to suitable properties in Leeds to help support the achievement of the Waste Strategy objectives and targets. Alternate weekly collections seeks to achieve the following benefits:
- To make it easier for residents to recycle more
 - To help the city to reach the targets outlined in the council's Waste Strategy of recycling 55% of household waste by 2016 and to exceed 60% recycling in the long term.
 - To reduce the amount of waste going to landfill sites to achieve targeted savings of £2.5m per annum on completion of the AWC roll-out to 80% of properties in the city.
 - To reduce CO2 and harmful gases which contribute to global warming
- 3.1.29 The first phase has now been introduced to 56,000 households in the South of the city, with a marked success in increasing recycling rates and reducing general waste to go to landfill. Maintaining this improvement on a City wide basis, as per the strategy, anticipates that the service will result in the Council reaching its target of a £2.5m annual saving.
- 3.1.30 The second phase was introduced to 113,000 properties on 18 November 2013 in the West, North West and North East part of the city as well as Middleton Park. Early indications show that the latest residents to receive the new bin service are adapting well to the changes. The subsequent roll out programme aims to deliver alternate weekly collections to 80% of the city by 2014/15.
- 3.1.31 Phase 2 of alternate week collections went live on Monday 18th November. AWC sees black bins collected one week and green bins collected the following week throughout the year. Both bins are collected on the same day of each week making it easier for residents to remember their collection days and maximise the amount of waste they can recycle. All of Bramley & Stanningley are covered by Phase 2 (with the exception of high-rise flats). In Armley roll-out has in the neighbourhoods to the North of Stanningley Road and in between Outgang Lane and Armley Ridge Road including: the Raynville's; Wyther Park's; Musgrave's; Aston's; Victoria Park's; Wharfedale, and, Borrowdale.
- 3.1.32 In the lead up to the introduction of phase 2, waste recycling advisors focused their education activities in select locations in Armley and Bramley and Stanningley. Roadshow events were also held and all residents were sent letters, calendars and information packs. The packs included information about how to recycle as much as possible and encouraged residents who did not previously recycle to request a new green bin from the council. Over 200 new green bins were delivered to residents on the Broadlees and Fairfield estates in the lead up to the new service commencing.
- 3.1.33 The first 3 weeks of collections have gone well with the vast majority of residents putting bins out on the right days and actively participating in recycling. Routes have completed on all days and the crews are familiarising themselves with the routes.

3.1.34 It is too early to provide any detailed information on tonnages or recycling rates but the initial signs are encouraging for the new bin service to be a great success. Initial areas being monitored include:

- Black bin waste in terms of presentation and weight has been very high on the Broadleas estate (Monday collection) and there has been a lot of side waste presented – the weight of the green bins collected week beginning 9th December was also significantly lower than expected (this is despite a high number of green bins being rolled out onto the estate in the lead up to go live of AWC). We are focussing waste recycling advisor activity on the estate over the coming weeks to try to ensure that people maximise the amount of materials they are recycling.
- There has also been quite a bit of side waste presented on the Wyther Park's (Wyther Park Place, Avenue, Crescent, Road, Terrace and Mount). This is a Tuesday collection.
- There has also been quite a bit of side waste presented on Acres Hall Crescent and Acres Hall Avenue.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Consultation was undertaken with Environmental Sub-groups of the Area Committees, including the sub group representing Inner South Area Committee on all aspects of the SLA delivery over the last six months.
- 4.1.2 Various consultation and engagement exercises have been undertaken with Members on an individual basis, as well as at ward and Area Committee level.
- 4.1.3 Performance against the SLA is now routinely discussed at all Environmental Sub-Groups.

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.

4.3 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.

4.4 Resources and Value for Money

- 4.4.1 There are no resource implications.

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

5.1.1 Positive progress has been made in the first six months of the Service Level Agreement for 2013/14 – the period from December 2013 to April 2014 will be one of considerable service change given the integration of cleansing and environmental services across council housing and non-council housing property. Members will be consulted on these changes over the coming months.

6 Recommendations

The area Committee are asked to:

- a) Note and comment on the performance of the West-North West Locality Team since July 2013 and
- b) Provide guidance and direction to service delivery as necessary.

7 Background documents¹

7.1.1 There are no background documents associated with this report.

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

