Leeds CITY COUNCIL

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Report of The Director of Environment & Neighbourhoods Directorate

Meeting: North West Outer Area Committee

Date: 16th February 2009

Subject: Relationship and reporting between Health & Environmental Action Service, including the Environmental Action Teams, and Area Committees

Electoral Wards affected:	Specific Implications For:
All	Equality and Diversity ☐
	Community Cohesion ☐
☐ Ward Members consulted (referred to in report)	Narrowing the Gap ☐

Council Function	X	Delegated Executive Function available for Call In	☐	Delegated Executive Function not available for Call In Details set out in the report	☐

Executive Summary

This report provides an outline of how Health & Environmental Action Services operates, with a particular focus on the Environmental Action Teams. It is a common report for all Area Committees but has local information included for this committee. The report discusses options on how individual Area Committees can help influence the work carried out by the Environmental Action Teams in their areas. These suggestions include consideration of priorities, Ward member meetings; influence on promotional activities; selecting the type of information which can be reported as required by area; mechanisms by which policies can be reviewed and identify ways in which performance against outcomes can be measured.

1.0 Introduction & Purpose of report

1.1 The Health & Environmental Action Service (HEAS) has been operational since May 2008. Part of its remit is to consider how to report information relating to the work carried out in localities to Area Committees. Part of HEAS includes the Environmental Action Teams (EATs), which are perhaps of more immediate interest to Area Committees due to the scope of their work and that they are part of the enhanced role for area Committees. This report outlines the work of HEAS, discusses options on how this work can be relayed back to the area Committees and considers options on how area committees can influence activities.

1.2 This report is seen to be the first of several which will establish an effective communication method between Area Committees and HEAS over the coming year. There are many new and significant challenges involved in achieving this, many of which arise as the work of HEAS is influenced by city wide policies and external statutory expectations and because sufficient resources are not available to provide dedicated teams with the specialist needs required to each Area Committee.

1.3 This report must be read with a "health warning". There are many options proposed but these are presented against an increasingly difficult budget situation. It is therefore important that options agreed are cost effective and that the report discusses **different** ways of working, not **extra** ways of working, which will ultimately benefit from local input providing intelligence to target decreasing resources.

2.0 Background

2.1 Description of HEAS and proposals for Area "Champions"

2.1.1 During 2008, the HEAS was formed from the previous Enforcement division and Environmental Health Divisions. HEAS delivers the work of the EATs, together with specialist teams delivering:

- environmental protection work;
- environmental crime and grime mitigation;
- private sector housing quality and regeneration, including private rented sector;
- pest control;
- health & safety inspections of workplaces;
- food safety inspections;
- parking services;
- affordable warmth / energy efficiency work
- health improvement
- other miscellaneous duties.

2.1.2 The HEAS services are managed by three Heads of Service, who will take a "champion" role for each "wedge" of the city.

2.1.3 The 3 EATs, which are led by one Head of Service, have been shaped so that the geographical boundaries are co-terminous with Area Management and it is intended that the teams will be co-located with Area Management. A key to the success of the EATs is to have an adequately sized workforce that is flexible, focused and responsive. The latter aspects are being developed and progressing well, however, it does need to be noted that the size of the teams is critical and numbers do not allow for dedicated teams for each Area Committee to be maintained in a written structure. In practice, staff are aligned to Area Committees but absences due to leave/sickness/maternity etc do occur and these affect the deployment and output of the team.

2.1.4 The EATs work to a "can-do" attitude and do so within a quick and decisive fashion. So far they have provided fast and functional responses to enquiries received and have built up good communications with Ward members and the local community. They have also participated in local campaigns and promotional events, such as the city wide litter work, the Kirkstall breeze event etc.

2.1.5 Partnership working has been demonstrated well through initiatives such as well-being funding for additional dog warden activities and through the police and Council jointly funding a seconded police officer to work on the crime and grime agenda. Links with the ALMOs exist when dealing with such issues as waste in gardens, graffiti etc.

2.1.6 As the work of the EATS is promoted and increasingly valued, the reactive work continues to grow due to requests by both customers and partners. Whilst the demand work is increasing, the reality is that staff funding is currently under review due to many staff being funded via NRF/SSCF funding arrangements. Whilst the level of reactive requests continues to grow, responding to this will be at the expense of our ability to deal with work proactively. It has been shown previously that local intensive proactive work can deliver more cohesive and sustainable results, albeit in a smaller part of the community. This will be discussed in more detail under priorities.

2.1.7 EATs staff work during normal working hours and so the service is not covered at weekends or in the evenings, unless by special arrangement. This normally involves the payment of overtime or reimbursement through Time Off in Lieu arrangements, which subsequently impact on the hours available daily – either has a material impact on service delivery.

2.2 Role of the HEAS Champion

2.2.1 Each Head of Service within HEAS will act as a "Champion" for the whole of HEAS to a nominated wedge of Committees.

2.2.2 Each will represent HEAS as a whole whilst discussing strategic issues within the area. The Area delivery Plans and discussions on strategic issues would then influence operational action/service plans being drawn up at service level.

2.2.3 The Champions would attend area Committees when there is a need to introduce specific strategic reports.

2.3 Description of Delegated Function/Enhanced role

2.3.1 As part of the Area Management Review presented to Executive Board in November 2007, it was agreed to extend and enhance the roles of the Area Committees, with 2008/09 being a development/transition year. One aspect identified in "Other Committee Roles" for 2008/09 was the following:

Role	Summary
Environmental Action Teams	This newly created service, with around 60 staff in total across the City in three area based teams, will be responsible for a range of neighbourhood related enforcement activities including noise nuisance, waste in gardens, overgrown vegetation, littering, placards, A-boards, graffiti, waste from domestic and commercial bins, drainage, pest control. The teams will carry out the enforcement and preventative work, rather than the litter picking, waste collection role which is done by other staff. Area Committees will receive regular reports about this new combined service and be able to influence service planning and local priorities for action based on local knowledge about issues and hotspots. Operational policies will be created for Leeds, but the priority afforded these could be influenced by local issues, such as littering and bin yards. Close working arrangements will be developed with neighbourhood wardens.

2.3.2 In addition to the role of the EATs identified above, the remainder of HEAS carries out strategic activities in other Areas which may be of interest to Area Committees. These can be summarised as follows:

- Private Rented Sector regulation applies to 41,660 properties in Leeds and as such provides accommodation for a significant number of Leeds households, some of whom are amongst the most vulnerable members of society. HEAS uses regulatory powers, effective partnerships and proactive working relationships to address poor housing in single occupation and in multiple occupation. The Leeds Landlord Accreditation Scheme (LLAS) is recognised nationally as a leading example of proactive and partnership working scheme in the private rented sector. The team also works closely with colleagues who have responsibility for wider regeneration issues.

- HEAS ensures that companies operating certain industrial activities (Part B installations) use the best available techniques (BAT) to minimise and render harmless their emissions to air. Certain larger (Part A2 installations) must use BAT to protect the air, land and water; use energy efficiently; minimise the production of waste; put in place measures to prevent accidents; and restore the site when the industrial activities cease. The team seeks intelligence to find processes which are operating illegally and help to improve standards at the smaller installations.

- The Scientific Services group monitor, gather, process and interpret air quality and landfill gas data which informs the Leeds Air Quality Management Team.

- The Commercial and Business Support Group (about 80 staff) includes the Health and Safety, Pest Control, Animal Health and Welfare, Food Safety, Health Surveillance, Performance / Business Support, Health Improvement, Administration, Information Technology and Fuelsavers Teams. These Teams all have a city wide remit, however they can by nature of demand or pre programming undertake work around a local focus, for example around commercial areas within the city where large numbers of business are located. Animal Health activities naturally focus around the more rural areas of Leeds and recently Fuelsavers have been focusing their energy efficiency schemes in the wards with high levels of residents living in fuel poverty.

- The commercial and business support teams, are also able to participate in targeted area projects, food specialists have undertaken food premises inspections in a defined area in conjunction with environmental enforcement and pest control. Support is also provided across the other 2 groups in HEAS either in the form of expertise or resources, the Health Improvement Team supporting sloppy slipper and community events or information collation for future targeting from the information technology Team. Previously ward based data has been provided to members in terms of demand for our services and related activities for example food inspections, accidents reported in the work place, reported infectious diseases, take up of grants etc. We are now able to provide these down to sub postcode zones.

- Environmental crime and grime issues are tackled with a small dedicated specialist team who target flytipping, graffiti, abandoned vehicles, dogs and dog fouling, trading on the highway etc.

- Parking Services which manages the Leeds car parks and on-street parking facilities, and enforces parking restrictions.

2.4 Description of Delegated Function/Enhanced role

2.4.1 Priorities on how policies should be applied

2.4.2 The activities of the EATs are influenced by local policies agreed in the most part by Council through Constitutional arrangements.

2.4.3 The EATs and specialist teams work to tightly prescribed policies which have been agreed by the Council, either by Executive decision, or by delegated powers. In all cases the Executive Member for Environmental Services is consulted with, and in some cases, consultation has gone wider. The decisions are all subject to call in provisions and Scrutiny Boards can review how such a policy is working in practice. Feedback from Area Committees is welcomed on how a particular policy is being received within the communities and how effective it is.

2.4.4 Approved policies exist for some 26 subjects, which are listed in appendix 1. Numerous guidance notes also exist which provide guidance to staff but do not necessarily specifically define an enforcement approach for the problem.

2.4.5 It is possible for the area committees to collectively agree within their Area management area the priorities which HEAS place upon the different types of work (policies) carried out in the EATs. This would build up the local strategic response to the environmental Action issues within the area based upon consistent city wide enforcement techniques.

2.4.6 To facilitate this, each type of activity has been considered against a probability and impact framework. The probability was a measure of the volume of work experienced and potential for escalation should the response not be as a customer may expect. The impact considers the impact on the community, the influence of the strategic outcomes, the effect on LAAs and the statutory duty to act. This assessment then places the work into a grid which graphically shows which types of work take precedence over others. An outline of this grid can be seen in appendix 4.

2.4.7 If a request for service is received which is a low priority, the service will provide advice either verbally or by mail-out. Should the complaint become “escalated”, the matter can subsequently be addressed. This system provides a framework, although team managers would still need flexibility in differing circumstances.

2.4.8 It is fair to say that all of the EATS are receiving requests for service which outstrip the capacity to respond to them in the quick and decisive fashion expected of them. Without additional resources, this situation will not ease, and could get considerably worse. Much good work in an area is conducted using intensive neighbourhood management techniques, which equates to proactive activity in an area, focusing on one or more environmental activities in an area. However, with the level of reactive work currently experienced, INM techniques are not often possible.

2.4.9 The EATs are conscious that proactive activity in a small but well defined geographical area can produce more sustained community outcomes and demonstrate to a community that change can be achieved. This intensive way of working is resource hungry for that neighbourhood. One way in which potential resources could be released is to agree priorities on reactive work which then releases time for one or more members of staff to focus on a particular area. There is scope therefore to influence what priority should be given to enforcing a particular policy compared to another.

2.4.10 The priority assessment of tasks, together with a review of how we process them may help reduce times spent on certain types of request for service, freeing up time for more proactive work. Without intervention and clarity of purpose, staff could lose focus on services they deliver and ultimately those service delivery standards could fail.

2.4.11 The neighbourhood wardens can offer some help in this respect and it is of note that the majority of their work is already closely associated with that of the EATs. Work is currently underway reviewing the role of the wardens and the relationship with the EATs.

2.4.12 The EATS have been established to be coterminous to the boundaries of the 3 Area management areas. The staff levels are too small to feasibly have 3 or 4 Area Committees requesting different priority approaches from the single team, however, the 3 or 4 committees within the Area Management wedge can influence the priorities applied within that wider area. This review of priorities can vary between the 3 Area management Areas as an individual team can support this and the admin support is consistent to the singular team. This is discussed further in paragraph 8.

2.5 Communication with Ward members

2.5.1 As local needs can vary quite rapidly at times, one option which could be adopted would be for each service manager, or deputy, to meet the 3 Ward Members on a periodic basis to discuss needs within that area. This could take place 6 monthly, together with Area Management staff who could feed information from this into Area Delivery plans. Members could decide to appoint a champion amongst their ward who could act on behalf of all 3 Members, could opt for more or less frequent meetings, or could combine meetings with other wards.

2.6 Education/promotional work

2.6.1 Part of the remit of the EATs is to conduct promotional campaigns to educate and improve people's ways of life. These are limited due to resource availability, but schemes have ranged from "sloppy slipper" events where elderly people are given new well fitting slippers to prevent slips and accidents in the home; promoting fuel poverty interventions; litter campaigns in the city centre and districts; linking up with ENCAMS campaigns promoting environmental cleanliness; promotional talks in schools; stalls at community fairs etc.

2.6.2 The variety is wide, but the volumes are not great due to resources, eg between May and September 2008, in addition to the activities outlined above, the following promotional work has been carried out

	ENE	WNW	SE
No. of events in community action days	7	9	7
Other promotional events	5	4	2
No. Children educated in schools	50	320	865

2.6.3 It is suggested that each Area Committee could identify which type of promotional activity it would wish to prefer in its area, and at which location, e.g a sloppy slipper event in a local community centre as opposed to litter education talks and enforcement to schoolchildren in the local high school.

2.7 Contributing to Strategic Plan Targets and Outcomes

2.7.1 The work of the EATs is governed by the strategic outcomes set for them by the Council. All work must contribute to one or more of these outcomes. The EATs contribute to 3 primary outcomes

- Cleaner, greener and more attractive city through effective environmental management and changed behaviours
- Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours
- Reduced health inequalities through the promotion of healthy life choices and improved access to services

2.7.2 Within these outcomes, the HEAS has identified the following key improvement priorities to be ones which services contribute either entirely or in a major way. These are

- Reduce premature mortality in the most deprived areas
- Reduce the number of people who are not able to adequately heat their homes
- Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces.

2.7.3 Area Delivery Plans will also recognise these outcomes and place lesser or greater emphasis upon them within their plans. This influence can be reflected through the application of priorities on the policies and processes as described in 2.3.1.

3.0 The Service at Area Committee level

3.1 Area Profile of the Service

3.1.1 The EATs went live on 12th May 2008. The integration/training and development of staff began from that date and will continue into the future. Whilst the front facing operation has been maintained, back-office systems are being developed to properly capture the data required and are more intricate in their needs. As such, some statistics presented may be an underestimate of work undertaken.

3.1.2 The 3 EATs have the following staff profile

	ENE	WNW	SE
Service Manager	Phil Gamble	Ruth Lees	Paul Spandler
Deputy Service Manager	Mark Everson	Rachel McCormack	Dave Armitage
Senior Technical Enforcement Officer	2	2	2
Environmental Health Officer	3	3	3
Technical enforcement officer	7	10	9(incl city)
Admin support	4	4	4
Volume of requests for service received May 12 – Sept 30*	1894	2533	1985
Volume of proactive work recorded May 12 – Sept 30*	171	337	419
Total	2065	2870	2404
Ratio of staff to jobs	1:172	1:191	1:171

*These figures are possibly underestimated as it is believed that some data has not yet been captured.

3.1.3 The nature of each job varies, but each will involve complainant and customer dialogue, assessment of action to be taken, associated correspondence, associated advice, where enforcement is taken – communications, appeals, notices, prosecutions etc.

3.2 Area based Service Priorities and issues

3.2.1 The main issue facing all of the EATs is the level of reactive work arising from the community – ie requests for service. This is routinely outstripping the resources available to deal with these requests.

3.2.2 The table below shows comparisons between each of the areas of work by Committee area over the summer period in 2008.

Area Committee	EAT	Proactive	Reactive
E IE	ENE	84	962
E INE	ENE	62	631
E ONE	ENE	25	301
SE IS (incl. city ctre)	SE	254	901
SE OE	SE	63	522
SE OS	SE	102	562
WNW INW	WNW	129	1062
WNW IW	WNW	69	473
WNW ONW	WNW	84	474
WNW OW	WNW	55	524

3.2.3 Recent issues identified by staff working within this Area Committee boundary are as follows:

3.2.4 Officers from outer north west have supported a number of initiatives in the area including:

3.2.5 Officers a STEP event which is aimed at supporting Elderly People, they manned a stall at a coffee morning and provide support, advise and information to the elderly. This even was supported by partner agencies.

3.2.6 Operation Champion took place in Otley and Holt Park in December, this was supported by the team and pro active visits to noise offenders, commercial premises and domestic households with waste in gardens was undertaken.

3.2.7 Officers have carried out several multi agency visits with members to resolve particular problems within the area.

3.2.8 The volumes of complaints by type received in this Area Committee boundary between 12/5/08 & 24/12/08 are also attached in appendix 5.

3.2.9 Key Contact Points in EATs are provided in appendix 3 for each of the 3 EATs

3.2.10 To address the imbalance between proactive and reactive work, it is hoped that agreement on priorities across the Area Management area can be reached during 2009.

3.3 Customer and community engagement

3.3.1 The prime areas of engagement with the community are:

- Request for service from an individual about another person or business affecting their lives
- Request for service from an individual about issues which they see on the street or in their community

- Enforcement action taken in response to the above two requests
- Enforcement action taken proactively, such as litter or dog fouling.
- Work in intensive areas where staff will approach individuals
- Local community events and campaign work
- Use of the media, including local papers and council publications to promote these events and activities.
- Promotional leaflets
- Use of the council's web site to publicise policies etc.

3.3.2 Area Committees may also have suggestions about local publications which could be used to convey messages, although each one will require some degree of resource input.

3.3.3 Area Committees can help influence services through feedback from community engagement. As resources do not permit attendance at all residents events unless there are specific issues to be addressed, feedback from that event from Area committee representatives would be welcomed.

4.0 Performance Management and Reporting

4.1 Service Planning

4.1.1 The HEAS aims to agree its service plan, including that of the EATs, in the first quarter of each new year, having understood the limitations that the budget may impose upon it. Future plans will strive to address existing aspects of the ADPs, and input will be offered when the ADPs are refreshed. This development has not yet been tested and it is expected that this area will become stronger over time. It must be noted however, that there could well be significant resource issues of creating 10 separate plans from a single HEAS service plan, and methods must be identified which make this a cost effective process which adds value to the community and service.

4.1.2 This plan is reviewed quarterly by HEAS management team.

4.2 Other Outcomes for the Area Committee area

4.2.1 Future developments which have been identified are ways in which we can "convert" out**puts** into out**comes** in order to measure progress against the strategic outcomes. The challenge with measuring outcomes rather than outputs is that outcomes measure the difference that residents experience. In many areas, some outcomes depend upon many services working together; e.g litter free areas are a combination of education, enforcement and physically sweeping the streets. However, as Area Committees are close to the population, suggestions on how feedback from communities could be used to interpret outputs as outcomes would be welcomed.

4.3 Reporting Arrangements

4.3.1 It is proposed that a report on the work of HEAS would be presented to Area Committee on an annual basis or on a 6 monthly basis – in October and May, although this timing may need to be discussed given the constraints of the year end for statistics and the political calendar. This can be augmented with a commentary against any ADP actions which are relevant to the service. Attendance would be by the Service Manager/Area Champion depending on the content of the report.

4.3.2 The information provided is suggested in appendix 2. These statistics are collected on an Area Committee basis and can therefore be presented to each as such and tailored to each Committee`s requirements. It should be noted, however, that this information does not report on outcomes, as is the eventual aspiration. Whilst information such as the number of notices served will be of interest, the focus will be shifted in favour of reporting on outcomes, as this methodology is developed, in conjunction with other service partners. Comments and suggestions from Area Committees as to how this can be achieved over time would be welcome. Some figures indicated can only be collected on a city wide basis due to data collection issues. It is proposed that each Area selects the information which it wishes to see from the appended list and this becomes the agreed suite of local indicators reported upon.
This will mean that the collection and presentation of data can be carried out in as effective fashion as practical.

4.3.3 Also included in Appendix 2 is a suggestion of the information which Area Committees may wish to accept in its entirety or amend.

4.3.4 A range of information from the previous Environmental health division has been presented to Members previously, eg. Food inspections; regeneration; infectious diseases etc. As time progresses, information in relation to these other parts of HEAS will be added to this standing report in consultation with the Committee.

4.4 Tasking and operation Champion

4.4.1 Operationally, tasking meetings between field providers will continue to take place. These local field staff arrangements operate subtly different in each area and it would be a step forward if the best delivery model could be identified and pursued in order to provide some consistency. Time management records suggest that every month the equivalent of just over 1 FTE is spent attending taskings etc across the City.

4.5 Officer liaison

4.5.1 The brief given to the EATS is to build stronger links between them, Area Committees and Area Management. This is happening at the moment at different speeds.

A quarterly meeting between Service Managers and Area management senior managers is proposed for those areas where co-location is either not yet in place, or the benefits of daily contact are not yet being seen. The input of Area Management staff would take intelligence from the Area committees and from Ward members.

5.0 Implications for Council Policy and Governance

5.1 Governance and responsibility for the management of the EATs remains within HEAS who will continue to operate within overarching Council policies.

5.2 These policies describe how Leeds will respond to specified situations. A range of techniques are used, varying from persuasive letter to zero tolerance, depending on the subject. If the law is to be enforced, it is important that the same standard of enforcement applies across the City as a whole. For example, if a zero tolerance were to be applied to litter in one area, and a verbal warning in another, the public will become confused as to which applies. A recent headline in Hull exemplifies this when 2 standards were applied – “Its one litter law for me, but another for tourists”.

5.3 To date most policies have been effective and welcomed across the City. They have certainly helped deliver cleaner streets and achieve LAA targets. However, a couple have been questioned. In order to try to incorporate local needs within a policy, yet meet the wider strategic needs of the City and ensure that all Leeds residents are treated equitably, it is suggested that if all Area Committees in a wedge, or 2 Area Committees from 2 wedges express concerns with a policy, then the policy will be reviewed. However, this will be with the intention that any change be implemented *city-wide* and not just in that particular area(s).

5.4 Reasons why a review may be appropriate could be that circumstances have changed, such as the credit crunch; ineffective enforcement (too little or too much would be addressed by priorities). If the outcome of this review is not acceptable the matter could be referred to Scrutiny board for a thorough examination of the issues. The policies would retain city-wide relevance & application to ensure that the public & businesses are not confused about the standards expected of them. It is not uncommon that when taking action against one person, they will point to another within eyesight who appears to be breaching similar requirements. It would not only be incongruous to have one enforcement policy on one side of a street and another on the other in a different Ward. There may even be more serious consequences, such as claims of mal-administration etc.

5.5 When enforcing legislative requirements, some people are not happy that they should receive such attention, whilst others in the wider community are more than pleased to see their community being improved.

In that regard, it is possible that any one committee could ask for a review based upon an individual issue within that area, or because there are vocal objections within that area, however, the circumstances may not be relevant across the whole city. Therefore, in order to achieve a measured response, the “quorate” figure above is suggested.

6.0 Legal and Resource Implications

6.1 Resource implications

6.1.1 The loss of funding streams such as NRF and SSCF will have a significant effect on staffing levels within the EATS unless other funding sources are identified. As team levels are at a critical position, it is fair to say that resources for staffing are the most important aspect which will influence how the EATs ultimately perform and succeed. It is possible that when the 09/10 budget round has been concluded, additional pressure will experienced in the EATs through increased requests for enforcement or intervention subsequent to any reduction in capacity in other allied services. For example, any reduction in bin yard clearance will result in increased complaints; reduced out of hours noise activity will result in increased demand to follow up during the day.

6.1.2 Most of the costs of delivering our work comprises staff salaries. Additional staff can be funded on a temporary basis but it is preferable if this funding were identified for longer periods than 1 year as the practicalities of recruitment and investment in training need to be taken into account. Three year Area Delivery plans are an opportunity to plan funding of additional dedicated staff over longer periods. General employment issues may still occur which could reduce the value of such investment – these could range from long term sickness absence, maternity leave or non-productivity whilst training takes place. The funding of projects is more viable.

6.1.3 Such projects may include placing a physical purchase into an area, such as gating bin yards, or could be to purchase additional hours for intensive projects at weekends for example.

7.0 Equality Considerations

7.1 Leeds is a diverse city and each area within the city has its own equality, diversity and community cohesion issues. The purpose for the Environmental Action Teams of working more closely with area committees is to tap into the local knowledge of these issues that the area committees possess. This will allow the service to tailor its use of resources to support the needs of communities more effectively. This will be achieved by understanding the needs of hard to reach groups in each area who do not necessarily contact the services and by understanding the priorities for all communities in an area.

This will enable the EATS to pro-actively tackle the effects of environmental crime which can blight neighbourhoods and cause disputes between individuals and communities, and in so doing build greener, healthier and more cohesive communities throughout Leeds.

8.0 Any Other Considerations

8.1 It is not clear at this point how 3 or 4 area Committees can agree on a set of priorities for their areas. Options available as to how 3 or 4 Area Committees could agree on a set of priorities for their area could be

a) Officers to suggest 2 or 3 options on where the service priorities should lie on the priority grid so that one choice can be selected. The faults with this approach are that the appendix contains the officer informed solution and other options would not be based upon further intelligence, but provided just to provide an alternative. In addition, if there is not agreement, it would require repeat reports to get to common ground.
b) Request each committee to consider each aspect of work and rank them in their order of priority. Each list can then be compared and a combined consensus identified for that area.

8.2 Inner North West Leeds poses some unique challenges for the Health and Environmental Action Service with the high proportion of houses of multiple occupation and student lets in the area. One approach to dealing with this challenge may be for the Area Committee to fund the cost of employing an additional enforcement officer to work specifically in Inner North West Leeds on priorities identified by the Area Committee. Officers from Area Management and the Environmental Action Team are developing funding proposals for a dedicated enforcement resource for inner north west for consideration by the Area Committee.

9.0 Conclusions

9.1 This report is seen to be the beginning of a journey which members and Officers are to take in order to identify the best way that local needs can be served whilst delivering through reducing resources using city wide policies.

9.2 There are several options on how to progress contained within the report for consideration.

9.3 The report focuses on the EATs at this stage as it is those teams which have been identified as having specific links. However, future development will include the full range of HEAS services.

10.0 Recommendations

Members are asked to:

10.1 Consider this report and the issues it highlights,

10.2 Refer debate of the priorities as outlined to the next Area Committee's Streetscene sub group,

10.3 Consider whether ward member meetings with officers as described are desirable and if so, how these would best be progressed having regard to effective use of resources or whether this should be directed through the Area Committee Streetscene & Environment sub group.

10.4 Consider the proposed reporting timetable and whether annual or 6 monthly reports are preferable.

Appendix 1

	Policy area	Comments
1	Fly tipping	
2	Litter - Individual items of litter thrown into the street	
3	Litter - Street litter Control Notices	
4	Flyers	Consent scheme applies to Headingley and City Centre
5	Placards on lampposts	
6	Fly posting	
7	Graffiti	Executive board
8	Dog Fouling	Dog Control Order approved by full Council
9	Stray dogs	
10	Dangerous dogs	
11	Commercial waste	
12	Waste in gardens	
13	Abandoned Vehicles	Work in association with city wide seconded police officer
14	Removal of untaxed vehicles	Work in association with city wide seconded police officer
15	Highways - Use of A boards	Local arrangements on zero tolerance apply in City Centre and Armley Town Street.
16	Highways - overhanging vegetation	
17	Shopping trollies	Approved by full Council
18	Sale of vehicles on highways	
19	Trading on the highway	Consent scheme
20	Encroachments	
21	Env Crime on LCC land	
22	Env Enforcement Policy/EHS enforcement policy	2 policies need to be combined
23	Levels at which FPNs are set	
24	Domestic bins on streets	
25	Commercial bins on streets	
26	Mud on Highway	

Appendix 2

Recommended work outputs which Area Committee may wish to receive

Type of Complaint received	Numbers/quantity
Noise	
Flytipping	
Overhanging Vegetation	
Domestic waste	
Commercial waste	
Drainage	
Highways misc	
Litter	
Housing	
Nuisance	
Rodents	

Proactive activities

Community action days - no. events	
Other promotional events	
No. children educated in schools	

Fixed penalties issued

Fixed Penalties for Litter	
Fixed Penalties for Dog Fouling	

Notices served

Noise	
Flytipping	
Overhanging Vegetation	
Domestic waste	
Commercial waste	
Drainage	
Highways misc	
Litter	
Housing	
Nuisance	
Rodents	
Other	

Number of Legal action prosecutions submitted

Litter	
Dog fouling	
Flytipping	
Noise	
Other Notices	

Selection of work outputs from EATS which area Committee may wish to add to above or select "a-la-carte"

Type of Complaint received	Does area committee wish to see this? Select Yes or No
Noise	
Noise – Out of Hours	
Flytipping	
Overhanging Vegetation	
Domestic waste	
Commercial waste	
Drainage	
Highways misc	
Litter	
Housing	
Nuisance	
Rodents	

Proactive activities

Community action days - no. events	
Other promotional events	
No. children educated in schools	

Fixed penalties issued

Fixed Penalties for Litter (s88)	
Fixed Penalties for Domestic Waste (s47ZA)	
Fixed Penalties for Commercial Waste (s47ZA)	
Fixed Penalties for Dog Fouling	
Fixed Penalties for LItter Clearing Notices (s94A)	
Fixed Penalties for Flyering Without Consent (Sch3A)	
Fixed Penalties for Failure to Produce Waste Carriers Licence (s5)	
Fixed Penalties for Failure to Provide Waste Transfer Notice	

Notices served

domestic waste	
commercial waste	
clearing land of waste	
Failure to produce waste documents	
nuisance	
improving premises detrimental to amenity of neighbourhood	
drainage	
noise	
pests	
Litter Clearance Notice (LCN)	
Street Litter Control Notice	
Obstruction	
Overhanging vegetation	
Other Notices	

Number of Legal action prosecutions submitted

Litter	
Dog fouling	
Flytipping	
domestic waste	
commercial waste	
clearing land of waste	

Failure to produce waste documents	
statutory nuisance	
improving premises detrimental to amenity of neighbourhood	
Drainage defects	
Noise	
pests	
Litter Clearance Notice (LCN)	
Street Litter Control Notice	
Obstruction	
Overhanging vegetation	
A Boards	
Placards/flyposting	
Other Notices	

Statistics for HEAS housing, food and H&S to follow

Appendix 3 – Key contact names for each of the EATs

West North West

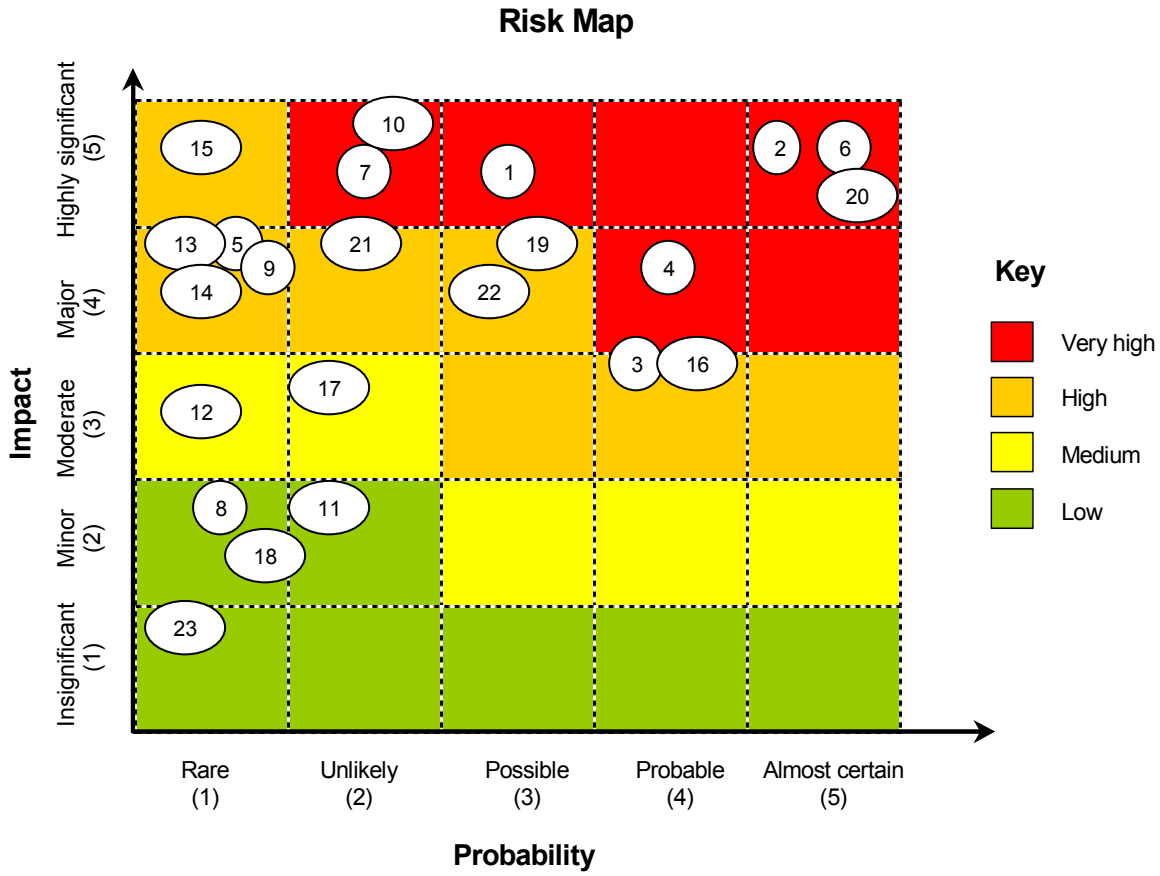
Name	Title
Ruth lees	Service Manager
Rachel McCormack(acting)	Dep. Service Manager
Ruth Turner	Environmental Health Officer
Jamie Friel	Environmental Health Officer
Terry Robinson	Environmental Health Officer
Andrea Holt	Environmental Health Officer
Don Gay	Snr. Technical Enforcement Officer
Victoria Whalley	Snr. Technical Enforcement Officer
Martin Beaumont	Technical Enforcement Officer
Jennifer Dunbar	Technical Enforcement Officer
Jessica Hodgson	Technical Enforcement Officer
Elaine Saul	Technical Enforcement Officer
Tom Richardson	Technical Enforcement Officer
Mark Freer	Technical Enforcement Officer
Ali Zafar	Technical Enforcement Officer
Martin Allen	Technical Enforcement Officer
Patrick Bird	Technical Enforcement Officer
A Wright/A Cromack	Admin Supervisor

Appendix 4 – Priority based system

Work area	ID no.	Prob	Impact	subdivide into urgent/less urgent?
Abandoned Vehicles	1	3	5	No
Drainage (blocked & sewage escapes)	2	5	5	yes
Commercial waste issues	3	4	3	No
Domestic waste/waste in gardens	4	4	4	Yes
Flyers	5	1	4	Yes
Flytipping	6	5	5	No
Litter	7	2	5	No
Defective housing	8	1	2	Yes
Dirty housing	9	1	4	Yes
Housing vacant	10	2	5	Yes
A Boards	11	1	2	Yes
Abandoned caravans	12	1	3	No
Cellar Grate/mud/damage/illegal crossing	13	1	4	Yes
Illegal adv/placards/flyposting	14	1	4	Yes
Graffiti	15	1	5	No
Overgrown veg/obstruction	16	4	3	Yes
Vehicles for sale	17	2	3	Yes
Grass verge parking	18	1	2	Yes
Pests – rats/mice/insects/etc	19	3	4	Yes
Noise -	20	5	5	Yes
Nuisance – light/odour/premises	21	2	4	yes
Smoke – general	22	3	4	Yes
Radon	23	1	1	No

Probability: based on Volume of complaint - Likelihood of complainants

Impact: based on community - achievement of strategic objectives, likelihood that statutory obligation not met



Appendix 5 – Summarised service requests from each area committee
12TH May 2008 – 24th Dec 2008

	ENE - IE	ENE - INE	ENE - ONE	SE - IS	SE - OE	SE - OS	WNW - INW	WNW - IW	WNW - ONW	WNW - OW
Out of Hours Noise	369	175	50	322	117	111	492	173	102	141
Noise (except commercial)	263	159	74	256	176	171	409	168	143	185
Statutory Nuisance	93	77	36	55	40	64	68	36	47	52
Overgrown Vegetation	65	138	104	58	128	108	77	66	103	85
Domestic waste	317	101	11	129	49	94	234	374	72	66
flytipping	109	69	19	120	60	69	78	54	25	57
Litter Issues	46	21	16	376	51	37	49	20	29	24
commercial waste issues	48	33	13	161	49	59	62	30	72	28
drainage issues	92	52	36	38	69	37	37	44	64	57
Housing defects	95	57	14	55	25	19	48	23	11	21
Rodents	6	12	6	7	5	5	36	7	8	18
Misc highways	25	18	46	53	34	34	37	17	22	17
Placard	3	5	1	4	2	4	2	3	11	4
A Board	1	3	3	7	2	1	2	1	7	2
nuisance vehicle related	12	6	1	14	14	11	8	2	8	8