

Half Year Performance Update (September – November 2011)

Part One: Progress against the agreed service principles and priorities

Under the terms of the agreement the Locality Manager will ensure that the following principles will be applied and priorities addressed in how the Locality Team plans and delivers its services across the Inner East area:	Progress since September 2011
<p>a) Outcome focused: The ENE Locality Team will focus on delivering the best outcome for residents across the Inner East area - so that the streets and neighbourhoods in which they live are of an acceptably clean standard. It is this equality of standard that every resident will be entitled to, not necessarily the same quantity of service. For example, not everyone will get their street swept every x weeks, but everyone will be entitled to get their street swept as and when needed if it is the best solution to making sure it doesn't fall to an unacceptable standard of cleanliness.</p>	<ul style="list-style-type: none">• The Locality and Service Managers have spent the last 2/3 months meeting individually with all 60 members of staff in the locality team. The purpose of this has been to make clear from the beginning that the relationship between managers and front line staff is key to the improvement and successful delivery of the service. In terms of refocusing the service on outcomes, the meetings with staff have been to listen to their ideas, worries and issues, and to discuss how they can be better supported in delivering a first class service to residents - which has the outcome of clean streets and neighbourhoods at the heart of what they do.• As a result of greater staff involvement, improvements have already been made in equipping staff with better tools to do the job. For example the flytipping crews asked that they be provided with digital cameras to help gather evidence., and also potentially save enforcement officers time in unnecessary trips and get the flytip removed quicker.• Frontline staff are now consulted on where new bins should be placed before they are ordered.• Although this reporting period has seen a prioritisation of deleafing for

	<p>capacity days, where possible the service has responded to requests for ad-hoc cleans of streets where a regular sweep is not necessary.</p> <ul style="list-style-type: none"> • As a result of discussion with staff and ward members, ideas for reshaping the ENE locality team to better target efforts where the outcomes have been consistently worse for a long period have been outlined to the Environmental Sub-Group. Proposals to undertake sustained work in a small number of “improvement zones” are to be worked up with Area Committee support. This will provide a focus for outcome based improvement, allowing the existing skills of the team of enforcement and cleansing, to be targeted alongside the development of community led preventative work. • The Locality Manager or senior representative attends every ward member meeting to ensure that actions are being taken where Members feel the greatest difference can be made.
<p>b) Responsive to local needs: The service will be more responsive to local needs. There will be greater capacity built in to react to current grotspots, plan for known local events that may effect the cleanliness of neighbourhoods and go where the problem is at that time.</p>	<ul style="list-style-type: none"> • The new blocks/schedules for the mechanical sweeping came into force from September. By moving to an “8 day week”, a spare “capacity day” was created. • Across the locality that equated to 32 capacity days for the Sept-Nov period. The capacity days were used in Inner East as follows: <ul style="list-style-type: none"> ✓ 7 days spent recovering lost blocks (5 in B&RH, 2 in G&H) ✓ 1 day spent in Harehills (back Hill top area) supporting clean up day ✓ support for deleafing programme – including 9 streets in Seacroft and 3 streets in Harehills
<p>c) Common sense approach: The service will have a common sense approach which supports getting the job done. No cleaning of clean streets, more flexible routes/coverage, no driving/walking past problems.</p>	<ul style="list-style-type: none"> • Work has been done with enforcement staff to shift the emphasis of what they do away from “as many jobs as possible” to the most effective use of their time to make a difference to the environment in which people live. Support and encouragement is being given for them to take more risks (e.g. do more work in default), to be zero-tolerant where that is the best approach and use common sense when judging what actions to prioritise when faced with several issues in neighbourhoods/workloads.
<p>d) Working as a team in our priority neighbourhoods: The service will work as part of the “team neighbourhood” approach and contribute towards tackling problems identified in the agreed priority neighbourhoods of Burmantofts, Gipton, Harehills,</p>	<ul style="list-style-type: none"> • We have briefed NPT Inspectors on the new locality team service. Agreed to use tasking mechanism to identify top local priority for joint working on environmental crime/offence issue – to involve PCSOs more closely in

<p>Richmond Hill and Seacroft. We will provide a lead at tasking meetings on environmental crime/asb issues and make sure coordinated action is being taken against the local priority.</p>	<p>helping tackle such offences as the main patrol resource available in our neighbourhoods. Examples of success include two FPNs that have been issued on the back of statements from PCSOs from Killingbeck and Seacroft NPT. One in relation to a littering offence which occurred at Blacks shops, and a dog fouling FPN issued for an offence on fields near DYCA. We are also working with this NPT on fortnightly mobile stop and searches targeting illegal waste carriers / scrap dealers.</p>
<p>e) Supporting community action: We will work better with community based organisations that add value to what we do and contribute towards making our streets and neighbourhood cleaner.</p>	<ul style="list-style-type: none"> • Met with Save our (Harehills) Lane action group to discuss their complaints about lack of litter bins. Agreed to work together when new bins are installed on a local campaign to reduce littering to be supported by the shop owners putting posters in their shops.
<p>f) Education and Enforcement: We will develop and implement local strategies which effectively combine education and enforcement approaches to tackling long standing problems. For example we will develop a better relationship with schools to work together to prevent litter on school routes and have a clearer policy around the cleaning of shop frontages that works in partnership with local businesses to make local shopping centres/main streets clean and pleasant places to visit.</p>	<ul style="list-style-type: none"> • Agreed with the Env Sub Group to develop proposals for improvement zones which will include an element of education/prevention in the strategy for tackling these long standing problem areas. There had been agreement that 2 members of staff would be seconded into the locality team for up to 2 years from Area Management to help develop these approaches (and the one above). However this seems unlikely now, so existing resources in the locality team will need to be identified, probably through a restructuring of the enforcement section, together with support from Neighbourhood Managers.
<p>g) Working with ENE Homes (and other key partners) to deliver more effectively: We will work in partnership with ENE Homes (and other key partners) to make more effective and efficient use of our combined resource; focusing initially on joint approaches to cleaning open land/spaces and developing a maintenance programme for ginnels.</p>	<ul style="list-style-type: none"> • Agreement with ENE Homes to have mapped all the ginnels across ENE by end of 2011 and have a proposal to bring to Area Committee in early 2012 for a joint annual maintenance programme to be included in next year's SLA. • In the meantime, agreed with ENE Homes to take pragmatic approach to clearing/cleaning existing ginnel problems as they are referred through. P&C agreed to help during winter months, particularly in rights of way ginnel/paths and where overgrowth needs cutting back etc.
<p>h) Planning for seasonal and annual events: We will ensure that there is sufficient capacity and flexibility in the service to programme in work to deal with leaf fall in autumn and</p>	<ul style="list-style-type: none"> • Capacity days created by new mechanical sweeping blocks have been prioritised toward de-leaving operations/programme across ENE.


<p>help clean up after significant community events planned during the year.</p>	<ul style="list-style-type: none"> Using a dedicated budget, a temporary de-leafing team has been created to cover the ENE locality, bringing in agency staff and utilising and adapting an old refuse vehicle. This team works 9am-5pm, Monday to Saturday during the deleafing season.
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Part Two: Progress delivering the agreed service activities




The following are examples of activity delivered during the reporting period which illustrate the work being undertaken and impact they are having. The Enforcement section should be read in conjunction with Appendix B which provides the total number of casework/referrals for the period broken down by type.

<p>The Environmental Locality Team, via this SLA, undertakes to provide the following service provision to the Inner East wards of Burmantofts & Richmond Hill, Gipton & Harehills and Killingbeck & Seacroft determined by the Committee and statutory obligations placed upon the Council. Activity type is split between programmed and reactive service provision, with activity detailed separately below for each service.</p>	<p>Burmantofts & Richmond Hill Ward</p>	<p>Gipton & Harehills Ward</p>	<p>Killingbeck & Seacroft Ward</p>
<p>a) Mechanical Path & Road Sweeping Sweeping is largely undertaken by pre-determined routes (blocks) which are scheduled on a cycle set on a 8-day, 3 weekly, 6 weekly or 12 weekly basis. As part of the capacity review for mechanical sweeping, the new work cycles are based on an 8-day "week". This has enabled an extra day of "spare" capacity to be programmed in, which will allow the service to recover days lost for planned and unplanned leave. Any remaining capacity will be used to respond to local problems, support community clean ups, tackle seasonal issues (e.g. leaf clearance) and take part in joint-operations</p>	<ul style="list-style-type: none"> 53 sweeping blocks were programmed to be swept during the period between w/c 5th September and w/c 7th November: <ul style="list-style-type: none"> ✓ 40 work blocks (75%) have been completed ✗ 13 work blocks were not completed during the period due to holidays/sickness (see NB). 	<ul style="list-style-type: none"> 80 sweeping blocks were programmed to be swept between w/c 5th September and w/c 7th November: <ul style="list-style-type: none"> ✓ 63 work blocks (79%) have been completed ✗ 17 work blocks were not completed during the period due to holidays/sickness (see NB) We have carried out 10 	<ul style="list-style-type: none"> 26 sweeping blocks were programmed to be swept between w/c 5th September and w/c 7th November: <ul style="list-style-type: none"> ✓ 16 work blocks (62%) have been completed ✗ 10 work blocks were not completed during the period due to holidays/sickness (see

<p>agreed through tasking meetings.</p>	<ul style="list-style-type: none"> • We have carried out 9 'additional' mechanical sweeps in the ward (requests from members, public etc outside of the schedule) by using capacity days and capacity time when operatives have finished their scheduled days work. • We participated in the operation champion on the Rookwoods on 10th November with a mechanical sweeper. • NB: The majority of capacity days have been used for leaf clearance/complaint referrals during this period. Once the seasonal work has been completed the capacity days will be used for recovering any missed blocks and for complaints/referrals. 	<p>'additional' mechanical sweeps in the ward (requests from members, public etc outside of the schedule) by using capacity days and capacity time when operatives have finished their scheduled days work.</p> <ul style="list-style-type: none"> • We have carried out intense supervision of the 'triangle' area during the scheduled mechanical sweeping days in response to complaints from members regarding non-sweeping. We have tasked the enforcement officer who looks after Harehills to report back on the standards of cleanse in the area following sweeping and have taken pro-active measures to ensure the machines are working effectively and productively • NB: The majority of capacity days have been used for leaf clearance/complaint referrals during this period. Once the seasonal work has been completed the capacity days will be used for recovering any missed blocks and for complaints/referrals. 	<p>NB)</p> <ul style="list-style-type: none"> • NB: The majority of capacity days have been used for leaf clearance/complaint referrals during this period. Once the seasonal work has been completed the capacity days will be used for recovering any missed blocks and for complaints/referrals.
<p>b) Manual Litter Picking Manual litter picking is undertaken on pre-set routes which are scheduled to be completed over a 7 day</p>	<ul style="list-style-type: none"> • No ward data available at this time to record the streets completed or 	<ul style="list-style-type: none"> • No ward data available at this time to record the streets completed or streets missed 	<ul style="list-style-type: none"> • No ward data available at this time to record the streets completed or

<p>period, with each route completed by a team of two streetscene attendants who alternate duty through the 4 by 3 shift pattern. Daily coverage per attendant is expected to be approximately 11km. Where possible, variations to the routes will be negotiated at ward member meetings. This will be limited to instances where the total daily distance covered is not increased.</p>	<p>streets missed</p> <ul style="list-style-type: none"> We have carried out 2 x additional litter picks in the area on Osmondthorpe Lane at the request of residents/enforcement this is in addition to the pre-programmed litter picking carried out in the ward. Osmondthorpe Lane ginnels cut back, litter picked and waste removed by community payback team. Joint working with streets staff, area management and community payback supervisor. 	<ul style="list-style-type: none"> We have carried out a full day of intensive litter picking in the Hill Top's area of Harehills, in response to members requests on 3rd November. 60 bags of litter and waste from the streets was collected using 40 hours of extra street attendant work.  <ul style="list-style-type: none"> We have carried out 25 additional litter picks across the ward at the request of members and in response to complaints in addition to the pre-programmed litter picking carried out in the ward. 	<p>streets missed</p> <ul style="list-style-type: none"> We introduced a 5 day litter picking run Mon-Fri in the Seacroft area in addition to the runs that already existed across the ward which seems to be working very well in particular in the South Seacroft area. In addition we carried out manual de-weeding activities on Brooklands View on 1st October
<p>c) Litter Bins During the first period of the new SLA work will be done through ward member meetings and progress reported to the Environmental sub group to verify the locations of the bins, agree where locations can be changed to better meet local needs, replace bins unfit for purpose and where possible new bins provided where they will be most effective. Litter bins will be emptied and the immediate vicinity checked for cleanliness by one of the two crews on duty in the ENE Locality Team. The SLA is for all bins to be emptied without any overflowing and the</p>	<ul style="list-style-type: none"> No ward data available at this time to record numbers of litter bins collected, missed or overflowing. We have installed 2 new litter bins in the ward in Saxton Gardens (paid for by ENE Homes Panel): 	<ul style="list-style-type: none"> No ward data available at this time to record numbers of litter bins collected, missed or overflowing. We have installed 10 new litter bins in the ward (match funded by Area Committee – local tasking budget): <ul style="list-style-type: none"> ✓ All along Harehills Lane 	<ul style="list-style-type: none"> No ward data available at this time to record numbers of litter bins collected, missed or overflowing. We have installed 8 new litter bins in the ward (match funded by Area Committee – local tasking budget)::

<p>frequencies of visits to bins will be adjusted to ensure this commitment is met.</p>	<ul style="list-style-type: none"> ✓ The Garth ✓ The Close 	<p>(between A64 York Road and Roundhay Road)</p>	<ul style="list-style-type: none"> ✓ 'Blacks' shops on South Parkway x 2 ✓ Dib Lane near shops on corner at junction with Easterly Road x 1 ✓ Entrance to the ginnel on North Parkway (adjacent to number 257) x 1 ✓ Outside St. Theresa's Church x 1 ✓ Ramshead Hill Shops x 2  <ul style="list-style-type: none"> ✓ Next to ginnel on Cross Gates Avenue x 1
<p>d) Flytipping Flytipping removal is largely undertaken as a reactive service, responsive to customer complaints and 'in-house' requests (e.g. from Members, enforcement staff and partners), although the crews do have regular 'hot spots' to check on a pro-active basis. We aim to remove all reported fly tips within 36 hours of receiving the request, unless it requires specialist equipment or treatment (e.g. asbestos/chemicals). The service will work with the Regulatory team to investigate, deter and prevent future instances of fly tipping, and to resolve long standing fly tipping 'hot spots'.</p>	<ul style="list-style-type: none"> • No specific ward based data available at this time to record numbers of fly tipping reports received/closed out via the contact centre during this period. • We have carried out 7 additional fly-tip removals in response to members requests during this period working closely with 	<ul style="list-style-type: none"> • No specific ward based data available at this time to record numbers of fly tipping reports received/closed out via the contact centre during this period. • We have carried out 51 additional fly-tip removals in response to members requests during this period working closely with enforcement colleagues to try 	<ul style="list-style-type: none"> • No specific ward based data available at this time to record numbers of fly tipping reports received/closed out via the contact centre during this period. • We have carried out 8 additional fly-tip removals in response to members requests during this

	<p>enforcement colleagues to try and identify the people responsible for the fly-tipping.</p> <ul style="list-style-type: none"> • Back Nowell Place – clean up on 12th-13th November <p style="text-align: center;"><i>Before</i> <i>After</i></p> 	<p>and identify the people responsible for the fly-tipping.</p>	<p>period working closely with enforcement colleagues to try and identify the people responsible for the fly-tipping</p>
<p>e) Enforcement and regulatory The work of this element of the service forms part of the next phase of the review of Environmental Services. The Area Committee's will need to consider the following, in order to help inform the review and how the existing capacity to respond to local priorities can be best used; the Area Committee's top enforcement issues, the preferred balance of approaches locally, i.e. between enforcement, clean-up and educational/promotional activity; and geographical hotspots. At a ward level, local tasking arrangements will be used by the service to lead discussion and ensure the securing of partner resources in problem solving and addressing the priority "grime" issues through joint enforcement.</p>	<ul style="list-style-type: none"> • Successful trial and prosecution of a resident in St Hilda's for waste in garden (see photo) – fined £1,000 with £727 costs.  <ul style="list-style-type: none"> • Fixed Penalty Notice of £75 for owner of a dog caught fouling on Cross Green Village Green • 22 warning letters issued in Bellbrookes for potential Waste in Garden offences. 9 properties have since fully cleared their gardens. 	<ul style="list-style-type: none"> • Fly-Tipped waste reported in bin yards in Compton Avenue and Lascelles. Land search done to establish ownership. Owners contacted and issued a Litter Clearance Notice (LCN). Revisit on expiry of notice revealed bin yards had been satisfactory cleared and bin yard secured. <p style="text-align: center;"><i>Before</i> <i>After</i></p>  <ul style="list-style-type: none"> • Zero tolerance work being undertaken in the area around back Hill Top Mount in Harehills. Member of staff has 	<ul style="list-style-type: none"> • Fixed Penalty Notice issued for dog fouling on DYC Academy fields. • Hawkshead Crescent - After visiting on 2 occasions and carrying out a land registry to establish the owner of the property, a first warning letter was issued, but this had no impact, we then issued a Legal Notice warning of our intention to take legal action. A week after the Legal Notice was served the land was cleared.

The remaining properties have since been issued with notices.

- Two cases submitted for prosecution in the Nowells for Waste in Gardens.
- Fly tipping reported on Nowell Walk. We recognised items from an old job and traced the fly tipping to a property. Spoke to the tenant who admitted putting the items on the street and invited her in for interview under caution (24/11/11). The probable outcome will be a fixed penalty notice.
- Property on Nowell Mount was found to be open to access and it appeared that the piping and radiators had been removed. We sent a letter to the owner advising of the problem and she had the property sheeted two days later.

been assigned this “zone” to concentrate activity on, complemented by additional street cleansing work (inc a clean up day). 134 letters have been had delivered to residential properties explaining the zero tolerance approach. So far three £100 FPNs have been issued to businesses not disposing of waste properly (see photos). Already significant improvements can be seen in general appearance and with good feedback from residents.

Before



After



- Accumulation of bulky waste reported on land at Shine Conference Centre in old caretaker's house grounds. Confirmation of ownership received and Litter Clearance Notice issue. Revisited site and found waste removed and the LCN fully complied with.

Before



After



- Cockroach in property on Harehills Road. Partnership working with food team plus pest control service. Inspected mixture of businesses on the block; gave advice on food hygiene, refuse/fat disposal, pest control. Identified severe infestation at two private rented properties and worked with landlord to program treatment. Cockroaches now eradicated
- St Wilfrids in Gipton, person caught by an enforcement officer apparently flytipping – cautioned and due for interview



- Amberton Approach in Gipton, fly tipping behind the shops. Staff spoken and served litter control notices on 4 businesses regarding their waste, plus duty of care inspections and checked their waste disposal contracts. Talks are ongoing as to erecting a fence to the rear of the sandwich shop to block this flytipping hotspot.
- The service also helps take

action in “filthy and verminous properties” that are not only an issue for the resident but for neighbours. This is an example in the Ambertons that the team dealt with in this period:

Before



After

