

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

**Report to Area Committee (Inner West)**

**Date: 14th December 2011**

**Subject: Environmental Services - Update on the Service Level Agreement**

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): 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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number: Appendix number:		

**Summary of the main issues:**

This report provides the first half-year update on performance against the Service Level Agreement between Inner West Area Committee and the West North West (WNW) Environmental Locality Team. However, as this is the first such report since the SLA was approved it covers the period from 8<sup>th</sup> September 2011 to the end of November 2011. The report also provides an update from issues discussed at the Environmental Sub Group.

**Recommendations:**

The Inner West Area Committee is asked to note and comment on the progress being made by the Locality Team in delivering the Service Level Agreement.

## **Purpose of this report**

- 1 This report provides an update on performance against the Service Level Agreement between Inner West Committee and the WNW Environmental Locality Team.
- 2 This is the first such report and covers the period from 8<sup>th</sup> September 2011 to November 2011. Normally the performance update reports to Area Committee will cover 6 month periods (i.e. May-Oct, Nov-April)
- 3 The report also provides feedback on discussions that have taken place at the area committee's environment sub-group meetings.

## **Background information**

- 4 At its meeting of 30th March 2011, the Executive Board approved revisions to the Area Committee Function Schedules to include a new delegated responsibility for Street Cleansing & Environmental Enforcement Services.
- 5 The delegation made clear the responsibility of Area Committees to negotiate, develop and approve a Service Level Agreement (SLA) with the service that achieves as a minimum, the service standards set by Executive Board.
- 6 The SLA should determine the principles of deployment of the available resources through:
  - the identification of priorities for service delivery annually (both geographical and in terms of types of services delivered);
  - the agreement of the most appropriate approaches to be taken to achieve local environmental cleanliness and quality.
- 7 Services included in the delegation are:
  - Street cleansing (mechanical and manual);
  - Leaf clearing;
  - Litter bin emptying;
  - Dog warden services;
  - Littering & flytipping regulation;
  - Domestic & commercial waste (storage & transportation issues);
  - Highways enforcement (abandoned & nuisance vehicles, A-boards on pavements, mud on roads and placards on street furniture);
  - Graffiti enforcement; and
  - Overgrown vegetation controls.
- 8 Resources are organised into three wedge/locality/area based teams for West North-West, South South-East and East North-East, each managed by a Locality Manager.
- 9 The SLA set out the principles, priorities and outcomes that would be applied and measured in the delivery of the delegated services in the Inner west area. It also set out how the Locality Team would deliver it's activities and how ward members and the

Area Committee would be able to influence changes to local activity and receive performance updates.

- 10 The SLA for the Inner West Area Committee was agreed on 13th September 2011. The new WNW Locality Team went live from 5<sup>th</sup> September.
- 11 This is the first performance report to the Area Committee and covers the period since the new service went live at the beginning of September.

## **Main issues**

- 12 The SLA sets out how the service will be developed, organised and delivered in four key sections:

### **a) Service Principles and Priorities**

- 13 Part 1 of Appendix A provides an update on progress implementing new service principles (inc values and culture change) and priorities. This includes detail on what we have been doing to change the way the service delivers, to increase efficiency and become more responsive to local needs; together with some specific examples to evidence progress is being made.

### **b) Service Activities**

- 14 Part 2 of Appendix A provides an update on progress actually delivering the different strands of service activity and provides analysis and examples to evidence delivery. Appendix B provides statistical ward summary of enforcement activity during the reporting period.

### **c) Key outcomes**

- 15 The revised mechanical cleansing rotas have been in place since 5th September and appear to be yielding good results. Anecdotal feedback suggests that crews are undertaking a much better quality of cleanse. The new mechanical rotas have been designed to give us 'capacity days' to undertake work in local areas on request, or in response to priorities. These capacity days are allowing us to deal with customer complaints, issues and support community events more easily than previously. The current priority for the service is de-leafing, and a number of the capacity days have been taken up carrying out this work.
- 16 Baseline figures for NI195 are included in the SLA. These indicate that Inner West area is broadly in line with the citywide averages in terms of cleanliness, with some areas where focussed work may be required, e.g. graffiti in industrial and recreational areas (see appendix B, table 1). Sample surveys of street cleanliness (NI195) will be undertaken in November which will give an indication of the level of cleanliness in the area for the period. A fully statistically significant NI195 assessment will be reported on an annual basis. It is clear from initial monitoring that certain parts in Inner West - particularly around Armley and Armley Town Street are in significant need of targeted additional cleansing and enforcement activity - plans for such localised interventions are being developed and will be agreed with members and local residents through the environment sub-groups.

17 **Partnership Working** - Progress has been made in working with partner organisation such as West North West Homes Leeds (WNWHL), Parks and Countryside service and West Yorkshire Police. Examples of closer working include:

- Identifying and mapping ginnels is currently ongoing. The Locality Team has been working with WNWHL, Parks and Countryside and Highways Services to assess and clear priority ginnels identified.
- The Team is testing out an approach where WNWHL supervisors will work with cleansing supervisors to task cleansing team staff whilst they are working on an estate - this approach will maximise cleansing and ALMO resources and it is hoped it will also improve productivity, avoid duplication and ensure effort is focussed on priority issues at a local level - levels of resource being deployed on the estate have been mapped and team supervisors have agreed a programme of action. If successful this will be rolled out across WNW.
- We are working closely with Parks and Countryside to identify areas where we might be flexible with our resources to create benefits. For example we are developing arrangements where Parks and Countryside empty some litter bins on the highway during week days in return for our emptying bins in some parks on weekends (when they have no staff in work).
- We are also actively pursuing the possibility of sharing depot space, in particular with Parks and Countryside where the locations and opportunities for the integration of services are most beneficial. If this is successful it should reduce downtime and further improve partnership and joint working between the service areas.
- In the Little, Scotlands, Cedars and Aviaries, fortnightly patrols, at varying times of the day over a 6 week cycle are being carried out to tackle incidences of flytipping, dog fouling ASB, burglaries, waste in gardens, overgrown hedges etc. These patrols are carried out with appropriate partners, such as the Police and Arson Task Force - a similar.
- A bin yard initiative in the Little Scotlands is in the planning stage, as part of improving the local environment and burglary reduction

18 **Priority Areas** - proposals for the identified priority areas in Inner West Leeds - The Little Scotlands, Cedars, Gilpins, Wythers, Broadleas, Ganners, Fairfields, New Wortley and Landseers are now being developed based on an 'improvement zone approach'. The team are currently developing work plans, which will be shared with members in the near future. We will be working with our Area Management colleagues and the Inner West Environment Sub-group to bring forward proposals to take action in these areas. More specifically we will be using new tasking arrangements to identify priority areas where PCSOs can support our services. For example, to assist in reporting incidents of flytipping and routinely monitoring of known "hot spot" areas whilst on patrol. PCSO's have been briefed on the evidence gathering procedure with regard to flytipping to include witness statements in order to assess if needs referring for collection or if an enforcement officer is required to attend. Joint patrols for litter enforcement are planned for both Armley and Bramley & Stanningley. It will include other enforcement functions, such as duty of care for commercial waste.

- 19 **Leaf Clearance** - A programme of cleansing priority leaf fall areas is being delivered. The Locality Team is has been provided with an additional budget of £26k to enhance this function. This budget is being spent on, additional staff, and the hire of a vehicle for the WNW area. Leaf blowers have also been purchased this year to support the programme of leaf clearance. We have discussed this years programme with the environment sub-group and have amended existing maps and routes to reflect local priorities - we have also been responding to additional requests for leaf clearance from members and the public over the last few weeks - this new intelligence will be used to update our existing programme in readiness for next year. The use of capacity days is assisting progress in the Inner West area and where complaints are received they are generally being dealt with quickly.
- 20 **New Litter Bins** - the locality team is working with local members and residents on the purchasing and locating of new litter bins in each ward - a minimum of 4 new litter bins per ward.
- 21 **Common sense approach** - we have continued to work with our frontline staff to engender the principle of not walking past a problem. We now have several examples where the new service is working as one. Our fly-tip removal crews are now examining tips for evidence before removing them, and reporting them for investigation to their enforcement colleagues.

**d) Accountability and Member Influence**

- 22 Since the SLA was approved in September the Locality Team has ensured senior manager representation at each of the 2 sub-group meetings. The meetings have provided opportunity for members to be updated in progress establishing the team, be briefed on how the new mechanical blocks/frequencies effect their ward, have discussions on how routes could be altered and where new litter bins could be best placed.
- 23 The Environmental Sub-Group has met twice. At its latest meeting of 2nd November it discussed proposed approaches to monitoring of cleansing activities, performance reporting standards, maintenance of ginnells, joint working with the WNWHL and Parks & Countryside and locations of new litter bins.
- 24 Senior officers are attending ward forums and residents group meetings in order for them to be able to influence local service delivery and shape the way in which we respond to service requests - a further round of ward site visits is being arranged with members, residents and officers for the new year.
- 25 Individual ward members are referring issues to the Locality Team where they are deemed a significant issue that needs a quick response most issues are being responded to and resolved quickly. There are some issues though that Members still feel are not always being responded to quick enough, for example requests for new litter bins, cleansing and maintenance of land where there is common or joint ownership with private, ALMO and Parks, and some areas of enforcement.

## **Corporate Considerations**

- 26 **Consultation and Engagement** - Various consultation and engagement exercises have been undertaken with members and residents to help influence the service to date. The Environment Sub Group is being used to feedback progress on this engagement. A series of update reports have been provided to each Area Committee meeting since October/November 2010 (see background documents for full details).

## **Equality and Diversity / Cohesion and Integration**

- 27 There is no specific impact on equality and diversity or cohesion and integration as a result of this report. Although 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.

## **Council Policies and City Priorities**

- 28 The delegation of environmental services to Area Committees 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.

## **Resources and Value for Money**

- 29 There has been no change to the proportion of resources spent the WNW locality.

## **Legal Implications, Access to Information and Call In**

- 30 Under the Council Constitution - the Area Committee has the legal powers to approve the Service Level Agreement and therefore formally undertake the delegation of services set out within it – this includes influencing the delivery of services and deployment of resources lined to the delegation. There are no further legal implications. The report contains no information that is deemed exempt or confidential.

## **Risk Management**

- 31 The Area Committee is being asked to note this service update report. The 2011/12 service level agreement was agreed by the Area Committee on 13th September 2011. This service update report ensures that the area committee is able to implement and steer the delivery of services within the SLA effectively. A number of risks to service delivery have been highlighted as part of the SLA negotiations which took place earlier this year.

## **Conclusion**

- 32 A lot of effort has gone into merging the former cleansing and enforcement teams into the new locality team and sharing the area committee's vision within the SLA with front-line staff - this has also included emphasising the way in which the accountability of the service and that this will mean changes to the way the services are delivered. Current effort in Inner West Leeds is very much focussed on leaf-clearance activity and reactive cleansing. Most vacancies in the WNW team have now been filled by permanent staff but attendance management is still an issue that needs to be addressed. The completion rates of the 60 cleansing blocks across the area reflects a good start but this now needs to be supported with improved data and performance management systems which are currently being developed.
- 33 Specific targeted enforcement and cleansing interventions are clearly required around Armley, Armley Town Street and parts of Bramley - these approaches will be developed through the environment sub-group as part of an area improvement approach with the area management team and other local partners particularly the ALMO.
- 34 The focus of the sub-group discussions to date has been very much developmental but this will now need to be more locality plan specific in order for the full benefits of the locality team approach to be realised. Locality plans will be developed in consultation with members and local residents to support this work.

## **Recommendations:**

- 35 The Inner West Area Committee is asked to note and comment on the progress being made by the Locality Team in delivering the Service Level Agreement.

## **Background Documents**

Area Committee Report – Environmental Services Delegation Report and Service Level Agreement, 13th September 2011