

Report of Locality Manager (West North West)

Report to Area Committee (Inner North West)

Date: 15th December 2011

Subject: Environmental Services - Update on the Service Level Agreement

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| Are specific electoral Wards affected? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| If relevant, name(s) of Ward(s): Hyde Park & Woodhouse Headingley Kirkstall Weetwood | | |
| 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 North 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 8th September 2011 to the end of November 2011. The report also provides an update from issues discussed at the Environmental Sub Group. The team are currently leading a major 'clean-up Headingley' campaign which has involved a targeted education and enforcement campaign in the area covering 3,400 households. The team have also been active with supporting the Waste Management Service in the area to ensure bins routes are completed and missed collections are resolved.

Recommendations:

The Inner North West Area Committee is asked to:

- 1) note and comment on the progress being made by the Locality Team in delivering the Service Level Agreement, and.
- 2) authorise officers to develop proposals to expand the current sub-group membership to include residents representatives.

Purpose of this report

- 1 This report provides an update on performance against the Service Level Agreement between Inner North West Committee and the WNW Environmental Locality Team.
- 2 This is the first such report and covers the period from 8th 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 committees 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 north 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 North West Area Committee was agreed on xx September 2011. The new WNW Locality Team went live from 5th 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 and completion rates are much higher. 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 cleansing service is maintaining clean streets in the student areas and de-leafing, a number of the capacity days have been taken up carrying out this work. In terms of enforcement activity the current priority is the 'clean-up Headingley' campaign.
- 16 Baseline figures for NI195 are included in the SLA. There is clearly still a considerable amount of work required to keep the inner north west area to an acceptable standard of cleanliness -further survey work is being conducted during November and December to complete this years NI195 assessment.
- 17 **Partnership Working** - Progress has been made in working with partner organisation such as the Universities, West North West Homes Leeds (WNWHL), Parks and Countryside service and West Yorkshire Police. Examples of closer working include:
 - On-line communication hub - the locality team are working with colleges in Waste Management and at the Universities to develop an on-line communications hub for the use of social media to communicate key messages on the environment in the area - a budget has been secured and a brief is being agreed for a private contractor to deliver the initiative.

- Identifying and mapping ginnels and problem footways is currently ongoing. The Locality Team has been working with WNWHL, Parks and Countryside and Highways Services are working to assess and clear priority ginnels and footways identified.
- 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) an example of this work includes Woodhouse Moor where cleansing staff routinely empty litter binds at thr weekend. We are also now sharing staff recreation facilities with Parks and Countryside and where the locations and opportunities for the integration of services are beneficial we will share depot space. If this is successful it should reduce downtime and further improve partnership and joint working between the service areas.
- Further ward site visits with members, residents and officers are currently being arranged to take place in the new year.

18 **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.

19 **Priority Areas** - Proposals for the identified priority areas in the Inner North West Leeds including Hyde Park/ Headingley, Little London/ Woodhouse and Hawksworth Wood are being developed and progressed in partnership with Area Management, residents and other agencies - the cleansing aspects of these plans is critical and we will prioritise the locality team resources to tackle environmental priorities in these areas. The team are currently developing ward work plans, which will be shared with members in the near future. 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 to have an awareness of 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.

20 **Headingley/ Hyde Park Clean-up** - the environmental services locality team have been delivering a six-week campaign to clean up the streets of Headingley and Hyde Park - students and other residents have been urged to help improve the cleanliness of their neighbourhood. Littering, poor parking and other anti-social acts have been targeted as part of this sustained operation to clean up, educate residents and then take action against anyone ignoring their responsibilities. It is part of an on-going push by the council to improve the environment in Headingley and Hyde Park and will be followed up with further efforts throughout the year. Over the next few weeks the locality team, working with partner organisations, will be out and about targeting bad habits with bins and other inconsiderate behaviour such as noise nuisance and irresponsible parking, as well advising on safety in the community.

The campaign began with an intense focus on the bins belonging to 3,400 households. addresses were stencilled on them and letters were posted through doors with reminders about how the local environment could be improved.

The letters included details about:

- putting bins out on time and bringing them back in again when emptied;
- how to contact the bulky waste collection service;
- information about local recycling points;
- how to report littering and the potential £75 fixed penalty cost of dropping it;
- advice on parking sensibly and safely;
- a reminder to lock doors and windows and leave lights on as nights get darker.

This has been followed up by a fortnight-long education campaign where council staff have been knocking on doors to offer direct advice to residents - approximately 1,700 households have been visited as part of this face to face door knocking exercise. The campaign has now moved into an enforcement phase - at the time of drafting this report 287 enforcement notices had been issued for bins on streets offences.

- 21 **Graffiti Removal** - removal activity has continued in the area - since the start of September 404 items have been removed by the councils graffiti team- a graffiti team as been continuously working in the area since the start of June and will continue to do so indefinitely. There have been some successes in relation to prosecutions for graffiti offences which will be reported separately on the agenda. The locality team has also approached the utilities companies (BT, Virgin Media etc) to ask them for support with graffiti removal in the area and to remind them of their responsibilities for their boxes on the public highway.
- 22 **Improving Waste Management in Student Areas** - the locality team has been supporting the roll-out of shared waste management facilities in the Beamsleys – the programme will be rolled-out in the new year starting with resident consultation.
- 23 **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. The use of capacity days is now assisting progress in the Inner North West area and where complaints are received they are generally being dealt with quickly.
- 24 **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. Precise locations and numbers are to be decided via the Environment Sub Group.
- 25 **Arndale Centre** - locality team officers have met with representatives from the Arndale Centre to discuss their cleaning programme at the front of the centre. As a result of this meeting the cleansing was increased to include weekends.

d) Accountability and Member Influence

- 26 The SLA was approved in September, and a senior Manager from the Locality Team attended the sub-group meeting. This arrangement will continue to ensure that the

meetings provide an 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, where enforcement activity is required and where new litter bins could be best located. Members of the sub-group are keen to expand the current membership to include residents representatives. The committees views on a proposal that an agreed number of residents representatives from each ward be included on the sub-group is sought.

- 27 The Environmental Sub-Group has met once since the sweeping blocks went live. At the meeting on 25th October 2011 proposed approaches to monitoring of cleansing activities, performance reporting standards, and enforcement activities were discussed.
- 28 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
- 29 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 owners, ALMO and Parks as well as some areas of enforcement.

Corporate Considerations

- 30 **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

- 31 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

- 32 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

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

Legal Implications, Access to Information and Call In

- 34 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

- 35 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 22nd 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

- 36 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 North West Leeds is very much focussed on reactive activity. 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 171 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. 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. Officers are also reviewing the entire environmental services offer in the area particularly in the Headingley/ Hyde Park area with a view to improved integration of services given the very specific and unique needs in the area.

Recommendations:

- 37 The Inner North West Area Committee is asked to:
- 1) note and comment on the progress being made by the Locality Team in delivering the Service Level Agreement, and.
 - 2) authorise officers to develop proposals to expand the current sub-group membership to include residents representatives.

Background Documents

Area Committee Report – Environmental Services Delegation Report and Service Level Agreement, 22nd September 2011