

Notice of meeting of

Executive Member For Neighbourhood Services and Advisory Panel

To: Councillors Lancelott (Chair), Hall, Potter, Waller
(Executive Member) and B Watson

Date: Wednesday, 21 March 2007

Time: 4.30 pm

Venue: The Guildhall

AGENDA

Notice to Members - Calling In:

Members are reminded that, should they wish to call in any item on this agenda, notice must be given to Democracy Support Group by:

10:00 am on Tuesday 20 March 2007, if an item is called in *before* a decision is taken, *or*

4:00 pm on Friday 23 March 2007, if an item is called in *after* a decision has been taken.

Items called in will be considered by the Scrutiny Management Committee.

1. Declarations of Interest

At this point Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

2. Minutes (Pages 1 - 12)

To approve and sign the minutes of the last meeting of the Panel held on 7 December 2006.

3. Public Participation

At this point in the meeting members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Panel's remit can do so. Anyone who wishes to register or requires further information is requested to contact the Democracy Officer on the contact details listed at the foot of this agenda. The deadline for registering is Tuesday 20 March 2007 at 5.00pm.

4. Service Level Agreements with Community Centre Management Committees 2007/08 (Pages 13 - 18)

This report seeks approval for the provision of grants linked to Service Level Agreements awarded to four Community Centre Management Committees in York for the 2007/08 financial year.

5. Letting of Office and Storage Space for Building Materials Provider (Pages 19 - 22)

This report is to inform Members of the progress of the building materials procurement exercise and to seek approval to let depot space to Jewson Ltd (Saint Gobain Building Distribution).

6. York Neighbourhood Pride Service - Update of Pilot and Future Rollout (Pages 23 - 30)

This report updates progress of the street scene pilot and provides background information for the Executive Member to consider the roll out of the new working practices to the rest of the city as a single exercise in Spring 2007.

7. York Neighbourhoods Pride (Pages 31 - 36)

This report provides Members with a summary of the work carried out to date by the York Neighbourhoods Pride initiative together with information about what is planned for October 2007.

8. Neighbourhoods Group Legal Actions (Pages 37 - 42)

To inform Members of the results of legal actions undertaken by the Neighbourhoods area of the Directorate for the period 1 October 2006 – 31 December 2006.

9. Service Plans April 2007/08 (Pages 43 - 144)

This report seeks the Executive Members approval for the Stage Two Service Plans for 2007/08 of each of the service areas. These Plans contain the 2007/08 budget information.

10. Noise Complaints Update (Pages 145 - 152)

This report asks Members to note the actions taken by the Environmental Protection Unit to tackle noise nuisance and approve proposals to deal with the service pressures generated by the implementation of the Licensing Act 2003 and the introduction of the night time Noise Patrol Service.

11. York Safer Working Community Project (Pages 153 - 158)

To advise Members of the York Safer Working Community Project which took place from 22 – 26 January 2007.

12. Any other business which the Chair considers urgent under the Local Government Act 1972

Contact Details DS

Democracy Officer:

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For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details are set out above.

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City of York Council

Minutes

MEETING	EXECUTIVE MEMBER FOR NEIGHBOURHOOD SERVICES AND ADVISORY PANEL
DATE	7 DECEMBER 2006
PRESENT	COUNCILLORS LANCELOTT (CHAIR), HALL, POTTER, WALLER (EXECUTIVE MEMBER) AND B WATSON

30. Declarations of Interest

Members were invited to declare at this point in the meeting and personal or prejudicial interest they might have in the business on the agenda.

Councillor Potter declared a personal non prejudicial interest in agenda item 11 (Neighbourhoods Group Legal Actions) as her daughter was shortly to be involved in test purchasing and in agenda item 6 (Revenue Budget Estimates 2007/08) as a member of the Management Committee of the Friends of St Nicholas Fields.

31. Exclusion of Press and Public

RESOLVED: That the Press and Public be excluded from the meeting during consideration of Annex 2 to agenda item 5 (2006/07 Second Monitoring Report – Finance and Performance) on the grounds that it contains information, relating to the financial or business affairs of any particular person (including the authority holding that information), this information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972 (as revised by the Local Government (Access to Information) (Variation) Order 2006).

32. Minutes

RESOLVED: That the minutes of the last meeting of the Executive Member for Neighbourhood and Advisory Panel held on 18 October 2006 be approved and signed by the Chair and Executive Member as a correct record.

33. Public Participation

It was reported that there had been no registrations to speak at the meeting, under the Council's Public Participation Scheme.

34. 2006/07 Second Monitoring Report - Finance and Performance

Members considered a report which presented the following information:

- a) the latest projections for revenue and capital expenditure by the Neighbourhoods portfolio and traded accounts.
- b) first six months (06/07) performance against target for a number of key indicators that were made up of:-
 - Best Value Performance Indicators
 - Customer First Targets (letter and telephone answering)
 - Staff Management Targets (sickness absence).

It was reported that current projections showed that Neighbourhood Services would overspend by £57k (0.4% of the net portfolio revenue budget) and as part of this the Executive Member was requested to give approval to the release of the contingency held over from last year to balance this budget to overcome the shortfall in the crematorium income.

Officers reported that the main areas to note were

- that they were closely monitoring the purchase of replacement bins with the option to purchase through the capital scheme, if necessary
- the overspend of the Toilet Cleaning contract which had been addressed with changes to the service agreed.
- the overspend on Waste Management as a result of additional security required at all three Household Waste Recycling Centres.

Members questioned the problems arising at the recycling centres and the use of CCTV surveillance, when performance overview details would next be available and whether the rebranding exercise had been undertaken within existing budgets. Officers confirmed that the final outturn monitoring report to EMAP would not be presented until late May early June but that key headline information could be made available to Members prior to that. In answer to a question Officers confirmed that additional waste minimisation proposals would be relaunched early in the New Year.

Advice of the Advisory Panel

- i) That the Advisory Panel advise the Executive Member to approve the financial and performance position of the portfolio.
- ii) That the Advisory Panel advise the Executive Member to give approval for an application to the Executive for the release of £55k from contingency for the short fall in the Crematorium income previously set aside.
- iii) That Officers arrange for Members to receive briefings/reports containing headline performance figures prior to the final outturn report in May.

Decision of the Executive Member

RESOLVED: That the advise of the Advisory Panel be accepted and endorsed.

REASON: In accordance with budgetary and performance monitoring procedures.

35. Revenue Budget Estimates 2007/08

This report presented the 2007/08 budget proposals for Neighbourhood Services portfolio. It included:

- the budget adjusted and rolled forward from 2006/07
- the allocation of pay and price increases for the portfolio
- budget service pressure proposals and savings options for the portfolio area
- budget options subject to consultation

The Executive Member and Advisory Panel were asked to consider and comment on the budget proposals and identify their preferences for submission to Budget Executive on 16 January 2007.

The figures in the 2006/07 settlement indicated that the increase in government funding in 2007/08 nationally would be 4.0% but for York the figure was 3.2% or an additional £1.192m. However, there was no guarantee that this allocation will not change when the final grant settlement was announced in late January 2007, although any changes were expected to be minor.

Members expressed their thanks to Officers for finding the required savings and to residents for increased recycling which provided additional landfill tax savings for reinvestment in schemes. It was also reported that the Authority's budget would be assisting the Friends of St Nicholas Fields to support their recycling scheme next year.

The Labour Group reserved their position on the proposals.

Advice of the Advisory Panel

That the Advisory Panel advise the Executive Member to approve the budget proposals for consultation for the Neighbourhood Services portfolio for 2007/08 contained in the report, whilst rejecting the "Further Savings Options", and the items listed below to be submitted to the Budget Executive on 16 January 2007:

- 2007/08 Base Budget as set out in paragraph 7 of the report;
- Service Pressure proposals as set out in Annex 1;
- Savings proposals as set out in Annex 2;

Decision of the Executive Member

RESOLVED: That the advise of the Advisory Panel be accepted and endorsed.

REASON: To begin consultation on the Neighbourhood Services budget for 2007/08.

36. Services Plans April 2007/08

Consideration was given to a report which detailed the 2007/08 Service Plans for the following areas:

- Environmental Health and Trading Standards
- Licensing and Bereavement Services
- Neighbourhood Pride Unit
- Building Maintenance
- Civil Engineering
- Waste Services
- Street Scene
- Cleaning Services

Members questioned the service arising from the relocation of the taxi testing centre to Hazel Court and the partnership agreement with ABRO. Officers confirmed that it was hoped that this would improve the service but that this was unclear at the present time. It was also reported that the new depot would, in future, meet MOT standards for servicing vehicles. In answer to a question regarding service delivery and performance monitoring of the Tenant Involvement Service, Officers confirmed that resources would be targeted in this area with clearer lines of responsibility and closer working with Housing Services and the Housing Federation. Members thanked Officers for work undertaken in preparing the Plans.

Advice of the Advisory Panel

That the Advisory Panel advise the Executive Member to approve the Service Plans proposals for Neighbourhood Services for 2007/08.

Decision of the Executive Member

RESOLVED: That the advise of the Advisory Panel be accepted and endorsed.

REASON: To monitor and review performance in this portfolio area.

37. Revenue Budgets 2007/8 - Neighbourhood Services Fees and Charges

This report advised Members of the proposed fees and charges for Neighbourhood Services for the financial year 2007/08 and the anticipated increase in income which would be generated. Details of the individual fees and charges for Neighbourhood Services were set out at Annex 1 of the report.

It was reported that the current income generated from Neighbourhood Services fees and charges was estimated to be £2.1 million. Broadly inflation matching increases were proposed for 2007/08 except for the cremation charges, pest control, waste collection and trade waste charges. The increases were estimated to generate additional income totalling approximately £115k including proposed savings of £75k.

Members were informed that the basis and level of charging for the sale or supply of alcohol, provision of entertainment and of late night refreshment, introduced by the Licensing Act 2003, was to be reviewed in Autumn 2007. Under the Gambling Act 2005 local authorities would have duties to licence premises used for gambling which it was reported should be self financing through the receipt of fees with applications expected from April 2007.

The Labour Group reserved their position on the proposals.

Advice of the Advisory Panel

That the Advisory Panel advise the Executive Member to approve the fees and charges proposals for Neighbourhood Services for 2007/08 contained in the report at Annex 1 and that they be submitted to the Budget Executive on 16 January 2007.

Decision of the Executive Member

RESOLVED: That the advise of the Advisory Panel be accepted and endorsed.

REASON: To update the Executive Member on the proposed fees and charges for Neighbourhood Services for 2007/08.

38. Material Procurement

This report sought approval to commence negotiations and make detailed arrangements for the supply of building related materials to Building Services, following competition to select a preferred bidder using the OGC (Office of Government Commerce) procurement route.

Members were reminded that in the past materials had been sourced through separate contracts with various suppliers procured through the normal procurement routes within the City of York Council financial regulations. This had involved placing an advert within OJEU (The Official Journal of the European Union) and then sending out tenders to suitable suppliers who passed an initial pre-qualifying test. This had been a long drawn out process which could take up to 6 months to complete and involved a great deal of officer time.

Working with OGC and the City of York Council procurement team a competition had been undertaken with two national companies, with a strong local presence, Jewsons Ltd (St Gobain Building Distribution) and Wolseley UK and the results of this process was set out in Annex 1 of the report.

Officers stated that the negotiation of such a contact would benefit both the authority and its workforce. Jewsons Ltd, the company recommended for the supply of materials, had indicated that the authority would receive one monthly invoice for materials thereby cutting Officers time in processing individual invoices.

Members questioned the monitoring of the contract and Officers confirmed that this would be undertaken both through OGC benchmarking and internally and that this information would be made available to Members.

Members then considered the following options

Option A. The result of the procurement process has indicated that Jewsons Ltd. represent best value for money in terms of financial, quality and service delivery. The option to accept these results and enter into negotiations to form a five-year partnership agreement with an option to extend for a further three years with Jewsons Ltd. is recommended.

Option B. To abandon this process and adopt a more traditional procurement route.

Advice of the Advisory Panel

That the Advisory Panel advises the Executive Member to approve Option A and allow the Director of Neighbourhood Services to enter into negotiations for a five year supply agreement with Jewsons Ltd (Saint Gobain Building Distribution).

Decision of the Executive Member

RESOLVED: That the advise of the Advisory Panel be accepted and endorsed.

REASON: This option represents best value for both the service and the customers.

39. New Neighbourhood Action Plans

This report outlined the proposed approach to the development of Neighbourhood Action Plans (NAP's) across the city, taking into account the details and ethos contained within the Local Government White Paper – Strong and Prosperous Communities. The content of this report superseded the report entitled “Neighbourhood Action Plans” approved by the Executive Leader and Advisory Panel on the 20th February 2006.

Members were asked to approve the proposed framework for NAP's, the detailed delivery timeframe and requested officers to report back on options for the further development of NAP's at an appropriate time, in light of the requirements of the White Paper.

Members questioned the differences between the previous Ward Plans and the new NAP's and Officers stated that these plans would give a more consistent approach across the authority to tackling local peoples priorities. Concern was expressed that Ward Committees budgets had already been allocated for the year and that this would prevent any spending on new schemes arising from the Plans or on consultation of the NAP's. Officers stated that the delivery timeframe took into account the current cycle of ward committee meetings and the local improvement scheme timetable.

Members then considered the following options:

Option 1

Approve the proposed framework for NAP's contained within Annex 2. Approve the proposed delivery timeframe for NAP's contained within Annex 3 and to request officers to further develop NAP's in light of the content of the White Paper and Lyons Inquiry and to report back at an appropriate date.

Option 2

Not to agree the proposed framework and delivery timeline detailed in Annexes 2 and 3 for the delivery of NAP's

Advice of the Advisory Panel

- i) That the Advisory Panel advise the Executive Member to approve the proposed framework for Neighbourhood Action Plans contained within Annex 2 and outlined in paragraph 10 of the report.
- ii) That the Advisory Panel advise the Executive Member to approve the delivery timeframe contained within Annex 3 and outlined in paragraph 11 of the report for the delivery of Neighbourhood Action Plans.
- iii) That the Advisory Panel advise the Executive Member to request officers to further develop Neighbourhood Action Plans in light of the content of the White Paper and Lyons Inquiry and to report back at an appropriate date.

Decision of the Executive Member

RESOLVED: That the advise of the Advisory Panel be accepted and endorsed.

- REASON:
- i) To comply with the Council's obligations contained within the Councils Constitution Part 3 Schedule 2 concerning the functions of ward committees. It will deliver the 'bottom up' elements of the Local Area Agreement and will also assist with the development of neighbourhood management at a ward level consistent with requirements of the White Paper.
 - ii) To facilitate effective delivery of Neighbourhood Action Plans utilising the current cycle of ward committee meetings and Local Improvement Scheme delivery timeframes.
 - iii) To ensure that the documents comply with the requirements of central government, contain best practice and innovation and comply with the requirement of the new inspection regime.

40. Neighbourhoods Group Legal Actions

This report informed Members of the results of legal actions, which included prosecutions, formal cautions and fixed penalties, undertaken by the Neighbourhoods area of the Directorate of Neighbourhood Services (Environmental Health, Trading Standards, Licensing and Street Environment Services) for the period 1st July 2006 – 30th September 2006. Annex A of the report summarised the prosecutions completed and fixed penalty notices and cautions that had been issued.

Advice of the Advisory Panel

That the Advisory Panel advise the Executive Member to note the updating details of enforcement action taken by the Neighbourhoods Group, and to thank Officers for their efforts in pursuing cases.

Decision of the Executive Member

RESOLVED: That the advise of the Advisory Panel be accepted and endorsed.

REASON: To update the Executive Member on Neighbourhoods Group legal actions.

41. Sales of Age Restricted Products

This report informed Members of the work undertaken by the council's trading standards service to prevent the sales of age-restricted products.

Member approval was required for the programme of action for the next 12 months in relation to the enforcement of:-

- i) The Children and Young Persons (Protection from Tobacco) Act 1991 in relation to cigarettes/tobacco.
- ii) The Anti-Social Behaviour Act 2003 in relation to aerosol paint.

Officers referred to an important judgement which was awaited as to whether or not the premises licence holders could be liable for illegal sales of alcohol. The judge had already given a formal 'indication' that, based on the written legal arguments he had received, he was minded to rule that they were not liable for prosecution. This was contrary to statutory guidance issued by the Department of Culture Media and Sport.

Members expressed their disappointment in relation to the probable outcome of this case as they felt that the premises licence holders had a duty of care towards their employees.

Consideration was then given to the following options:

Option 1: The council should continue with the programme of education and enforcement action set out in paragraph 4 for the next 12 months.

Option 2: The council should continue with the programme of education and enforcement action set out in paragraph 4 for the next 12 months but rather than considering prosecution for first time offenders officers should adopt a more flexible approach to taking formal enforcement action including the use of fixed penalty tickets when these become available and the use of licensing reviews for repeat offenders in the case of illegal alcohol sales.

Option 3: The council may adopt a different programme of enforcement.

Advice of the Advisory Panel

That the Advisory Panel advise the Executive Member to note the report and adopt Option 2 for the programme of enforcement action for the next 12 months.

Decision of the Executive Member

RESOLVED: That the advise of the Advisory Panel be accepted and endorsed.

REASON: So that the Council can meet its obligations in relation to the enforcement of The Children and Young Persons (Protection from Tobacco) Act 1991 in relation to cigarettes/tobacco, The Anti-Social Behaviour Act 2003 in relation to aerosol paint and the Licensing Act 2003 in relation to the underage sales of alcohol.

42. Noise Patrol Update

This report asked Members to note the actions taken by the Noise Patrol to date, and to be aware of the service pressure generated by the additional workload, over and above that which was anticipated.

In March this year the Executive Member had approved a new approach to tackling noise nuisance, which included the setting up of a new weekend night time noise enforcement service (the "Noise Patrol"). It was reported that over 500 telephone calls had been received during the first six months of the Noise Patrol service and that from July to August it had been necessary to supplement the service by the addition of a support officer to cope with the volume of calls on Saturday nights. The volume of calls to the Noise Patrol had exceeded expectations.

Officers updated that since the report had been prepared there had been an increase from 500 to 630 calls during the period.

Members paid tribute to the work of the Environmental Protection Manager and his team for the delivery of the service which was much appreciated by the public. They confirmed that there was a need to ensure that Officers were able to continue to deliver this valuable service as the present funding was time limited.

Advice of the Advisory Panel

That the Advisory Panel advise the Executive Member to note the report and the additional service pressure generated by the additional demand over and above that which was anticipated and to thank Officers for their work in delivering this valuable out of hours service.

Decision of the Executive Member

RESOLVED: That the advise of the Advisory Panel be accepted and endorsed.

REASON: To update the Executive Member on the work of the Noise Patrol.

43. Street Environment Enforcement Policy

The Council had signed up to the Government's Enforcement Concordat which set out what businesses and others being regulated could expect from enforcement officers. It committed the Council and their officers to good enforcement policies and procedures and could be supplemented by additional statements of enforcement policy.

The purpose of the report was to ask Members to approve the Street Environment Enforcement Policy, and associated customer contract and to note the procedures concerning enforcement of litter, graffiti, fly posting

and presentation of waste, and the enforcement provisions concerning juveniles.

It was reported that the proposed enforcement policy and practices for street environment were consistent with the policy and practices throughout the region. The policy and procedures supported the Neighbourhood Pride initiatives and also tied in with the outcomes of the Street Scene Review.

Consideration was given to the options:

Option 1

To approve the proposed enforcement policy statement for street environment together with the associated customer contract as detailed in Annexes A and B, and

To note the content of the procedures detailed in Annexes C and D.

Option 2

Not to approve the enforcement policy statement for street environment.

Advice of the Advisory Panel

- i) That the Advisory Panel advise the Executive Member to approve the enforcement policy statement and associated customer contract for street environment (Annexes A and B) outlined in Option 1 of the report.
- ii) That the Advisory Panel advise the Executive Member to note the content of the enforcement procedures in relation to the Clean Neighbourhoods and Environment Act 2005 and enforcement in relation to juveniles (Annexes C and D) outlined in Option 1 of the report.

Decision of the Executive Member

RESOLVED: That the advise of the Advisory Panel be accepted and endorsed.

- REASON:
- i) This will comply with the Council's obligations in relation to when, why and how enforcement action is taken by street environment.
 - ii) These procedures follow the guidance issued by DEFRA and relate to consistency of enforcement.

CLLR WALLER
EXECUTIVE MEMBER

CLLR LANCELOTT
CHAIR OF ADVISORY PANEL
The meeting started at 5.00 pm and finished at 7.00 pm.



Meeting of Executive Member for Neighbourhood Services and Advisory Panel

21st March 2007

Report of the Director of Neighbourhood Services

Service Level Agreements with Community Centre Management Committees 2007/8

Summary

1. This report seeks approval for the provision of grants linked to Service Level Agreements (SLAs) awarded to four Community Centre Management Committees in York. It relates to centres owned by CYC but managed on a daily basis by voluntary management committees. The report covers the financial year 2007/8.
2. The Executive Member is recommended to approve the level of grant funding to the community centres as detailed at Annex One.

Background

3. Service Level Agreements (SLA's) with associated grant are one form of funding offered by the Council to York's voluntary sector. The grant is used to purchase a specific activity or programme from an organisation, in this instance the voluntary management of Council-owned community centres.
4. Organisations that are given an SLA are required to complete yearly monitoring forms at the end of March each year. The organisations use the monitoring forms to describe how the funded programme was carried out and the outcomes achieved. Monitoring forms are kept on file should Members wish to view them.
5. The grants awarded concern four voluntary organizations which the Council has been working in partnership with and has funded for a number of years. They are providing day to day management for community centres, according to mutually agreed standards that have been actively developed through discussion with the Council over time.

Delegated powers

6. The scheme of delegation in respect of service level agreements with voluntary organisations can be found in Part 3 of the Council Constitution and in summary is as follows:

- delegated authority for Chief Officers to approve grants up to £5k
- delegated authority for the Executive Member to approve grants of more than £5k and up to £50k
- grants of more than £50k to be approved by the Executive

Consultation

7. SLA's have been developed over a number of years following extensive consultation with each Community Centre Committee concerned. Officers consult with CYC Legal Services before they sign a final copy of each SLA.

Options

8. Option 1 :To award grants to each Committee as recommended in paragraph 1 above and Annex One
9. Option 2: Discontinue grants to all committees with effect from 1.4.2007

Analysis

10. Option 1 is recommended for financial year 2007/8. The grant represents CYC support to each management committee for undertaking day-to-day management of the centres and associated costs. The centres concerned are Bell Farm Social Hall, Foxwood Community Centre, Tang Hall Community Centre, and Poppleton Community Centre. To run the centres, the management committees rely on income from rent and room hire charges, fundraising events, donations, and external grants. Rent and room hire charges have to be competitive but also within reach of users in each locality.

All centres (excepting Poppleton) are in areas which, according to the Index of Multiple Deprivation (IMD), fall within the top 20% most deprived areas in the country. Therefore, CYC grant awarded to committees in Bell Farm, Foxwood, and Tang Hall allows these committees to levy affordable charges, and helps each committee keep essential services at the centres including caretaking for the centres to remain open during hours that local people need to use them.

Regarding Poppleton Community Centre, on 21 March 2006 whilst considering Double Taxation matters the Executive resolved to "*phase out support and funding to Poppleton Community Centre and notify the management committee of a five year period during which this will occur*". The Advisory Panel should therefore note that in future years the grant to Poppleton Community Centre is expected to decrease by the yearly sum of £2,000 as follows:

- 2008/9 £3,180
- 2009/10 £1,180
- 2010/11 £ Nil

11. Option 2 is not recommended for financial year 2007/8. Bell Farm, Tang Hall and Foxwood management committees will need the grant to be able to

sustain their 2007/8 operation at current levels. The 2007/8 grant is the same as that awarded in 2006/7, with the exception of Poppleton Community Centre. Work is being undertaken with each Committee to develop long-term business plans so that their reliance on CYC grants is reduced over time.

In the case of Poppleton Community Centre, there is agreement in place for the grant to be tapered as outlined in paragraph 10 above.

Corporate Priorities

12. The development of SLAs with grants to support independent Community Centre Committees of local volunteers, contributes to Council Priorities as outlined in the Corporate Strategy 2006/2009, and in particular to the two priorities below:

- Improve focus on the needs of customers and residents in designing and providing services
- Improve the way the council and its partners work together to deliver better services for the people who live in York

This is because, local volunteers who then plan and deliver services located at each centre with direct input from local people and local users, undertake the day-to-day management of community centres.

Implications

13. A number of implications are as follows:

- **Financial** – There are no financial implications other than those described above, which will be met within existing budgets.
- **Human Resources (HR)** – None
- **Equalities** – The SLA specifies that Community Centre Committees must observe current Equal Opportunities legislation and relevant CYC policies when they plan and deliver services in the Centres.
- **Legal** – SLAs are legally binding documents which will be examined and approved by CYC Legal Services before finalised.
- **Crime and Disorder** – No implications.
- **Information Technology (IT)** – None.
- **Property** – None.
- **Other** – None.

Risk Management

14. There are no known risks.

Recommendations

15. That the Advisory Panel advises the Executive Member to approve grants to the organisations concerned for financial year 2007/8 as outlined in Annex One.

Reason: Community Centre Management remains in the hands of local people who have the knowledge and motivation and are enabled to manage local community assets.

Contact Details

Author:

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Pride Unit
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Chief Officer Responsible for the report:

Chief Officer's name: Andy Hudson
Title: Assistant Director (Neighbourhoods)
Tel No: 1814

Report Approved **Dated** 28 February 2007

Wards Affected:

Westfield, Heworth, Rural West

For further information please contact the author of the report

Background Papers:

Service Level Agreements

Annexes

Annex One - Level of Grant Funding for Community Centres

ANNEX ONE**Level of Grant Funding for Community Centres**

Organisation	Amount Granted 2006/7	Proposed Grant 2007/8
Bell Farm Social Hall	7,180	7,180
Foxwood Community Centre	7,180	7,180
Poppleton Community Centre	7,180	5,180
Tang Hall Community Centre	7,180	7,180
TOTAL	28,720	26,720

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**Meeting of Executive Member for
Neighbourhood Services and Advisory Panel****21 March 2007**

Report of the Director of Neighbourhood Services

Letting of office and storage space for building materials provider**Summary**

1. This report is to inform members of the progress of the building materials procurement exercise as reported in December and to seek approval to let depot space to Jewson Ltd. (Saint Gobain Building Distribution).

Background

2. The Building Department within Neighbourhood Services spends in the region of £1.2 million p.a. on General Building materials including, plumbing goods, electrical parts and equipment, domestic and commercial heating spares and equipment, joinery products, kitchens and other general building materials such as cement, plaster and bricks.
3. In December 2006 members approved the award of a contract to Jewson Ltd to supply building materials to the building maintenance department following a procurement exercise with the OGC (Office of Government Commerce) subject to successful negotiations. Part of those negotiations include agreeing the location and cost of bespoke premises to act as a store exclusively for the use of this contract.
4. Negotiations are progressing well with an expected start date for the supply contract at the beginning of May.
5. In similar arrangements with other housing providers Jewsons have located and rented a premise local to the contract and passed on this cost in overhead to the provider.
6. Having looked at premises near to the operation and in consultation with end users it has been established that space within the new depot would provide the most advantageous solution for both logistical and financial reasons.
7. To accommodate the arrangement the City of York Council Property Services have provided a draft "Heads of Terms" agreement. This agreement is used by Property Services to rent out other City of York Council assets to the private sector.

Subject to members approval this draft “Heads of Terms” agreement will be completed between our property services team and Jewsons.

- 8 Any rental costs charged to Jewsons would be passed back to Building Maintenance in the form of additional overhead with added administration costs.
- 9 It is proposed therefore, to let the space to Jewsons for a “peppercorn” rent for an initial five year period in line with the materials supply agreement. The agreement will be linked to the supply agreement, in that failure of the supply agreement will automatically cease the rental agreement.
10. The rental agreement will make Jewsons responsible for any damage caused by their operations, minor repairs, replacement of lights and cleaning. The City of York Council will remain responsible for major repairs and fabric of the building issues arising from normal wear and tear.
- 11 At the cessation of the agreement any making good (returning to original condition and removal of own fixtures and fittings) will be the responsibility of Jewsons. However most of the proposed alterations will be a requirement of any store operation and as such will remain at the end of the agreement.

Consultation

- 12 All users of the service were consulted on the decision to locate within the ECO depot. Consultation on the proposals have taken place with City of York Council Property Services who are helping to draw up the contract. Legal Services have commented in the implications section

Options

13. Options available are:
 - a) Instruct Jewsons to locate at alternative premises.
 - b) Charge a commercial rent to Jewsons for the property within the ECO depot.
 - c) Rent the ECO depot space at a peppercorn rent

Analysis

14. Option a) The cost of the rent would be passed on to Building Maintenance in the form of additional overhead. This would add significant costs to the agreement. The location of the alternative premises could also lead to reduced efficiency in terms of time spent travelling to the new store.
15. Option b) Charging a commercial rent for the space at the ECO depot would add an oncost onto the materials purchased through the agreement. This cost would be recovered through the rent, although Jewsons would also charge an administration fee as a percentage of the rental charged. In this case a 10%

administrative charge on the rent would result in an additional cost to the service.

16. Option c) In this case the administrative cost of 10% would be significantly reduced as a proportion of the rent charged.

Corporate Priorities

- 17 This procurement exercise sets out to improve service delivery to customers and offer better value for money. This ties in with two corporate priorities to:

- Improve the way the Council and its partners work together to deliver better services for the people who live in York
- Improve efficiency and reduce waste to free-up more resources. The negotiations will look at issues such as sustainability, and product whole life costing. For example, timber from sustainable sources, eliminate use of rain forest hardwoods, electrical components that minimise energy use, lifespan of the product and are the products recyclable when they are eventually replaced.

18. Implications

- **Financial** Comment from Head of Finance. The financial implications are covered in the main body of the report. In summary, the alternative options in paragraph 13 would result in increased costs to the council in the form of additional overhead. Therefore the recommended option to let the depot space to Jewsons at a “peppercorn” rent is the preferred financial option.
- **Human Resources (HR)** There are no HR issues
- **Equalities** There are no equalities issues
- **Legal.** Comment from CYC Principal Commercial Lawyer. It is common practise for premises to be let in this way where the operation is connected to the service provided. Legal will await instructions on the heads of terms from Asset Property Management.
- **Crime and Disorder** Non applicable
- **Information Technology (IT)** There are no IT issues arising from this rental agreement
- **Property.** Property Services have provided the contract for the rental agreement. They estimate a commercial rent for the space at £30,000 p.a.

Risk Management

19. A risk analysis of the recommended approach shows no significant risk to the authority. The major risk analysed is the failure of the agreement over the 5 year period. This risk is minimised by the inclusion of a break clause in the agreement. Either party can terminate the agreement with good cause with a 13 week notice period.

Recommendations

20. That the Advisory Panel advise the Executive Member to approve option c) to rent the ECO depot space at a peppercorn rent.

Reason: This is considered the most efficient and cost effective method of managing the rental agreement between the City of York Council and Jewsons Ltd. (Saint Gobain Building Distribution).

Contact Details

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Andrew Plant
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Chief Officer Responsible for the report:

Terry Collins
Director Neighbourhood Services

Report Approved

Date 7 March 2007

Specialist Implications Officer(s)

Property

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Finance

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Legal

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Wards Affected:

All

For further information please contact the author of the report

Background Papers: None



Meeting of the Executive Member for Neighbourhoods and Advisory Panel

21 March 2007

Report of the Director of Neighbourhood Services

York Neighbourhood Pride Service – Update of Pilot and Future Rollout

Summary

1. To provide a detailed update on progress of the street scene pilot and to provide background information for the Executive Member to consider the roll out of the new working practices to the rest of the city as a single exercise in spring of 2007.

Background

2. The Street Scene review took place in Summer 2006 involving a cross section of staff involved in the service. Key findings were presented to members in a report to Executive on 21st November 2006, at which Members agreed to how the findings of the review would be implemented.
3. Findings included the trial of new street cleansing practices to be tested in a pilot area of the city over a three month period. The new working practices introduced barrowmen cleansing by barrows and brushes, working to a defined beat, in addition to a mobile cleansing team to address other service needs.
4. The pilot also introduced new working arrangements between the Street Cleansing team and the Street Environment Officer (SEO), who took overall responsibility for the pilot 'zone' and the deployment of resources where necessary. Finally the pilot introduced a dedicated enforcement officer to the zone to address environmental crime.
5. The pilot zone was designated in the west of the city, including the wards of Acomb, Holgate, Woodthorpe and Dringhouses, Westfield, and Micklegate (outside of the walls). The pilot was launched on 4 December 2006.

Objectives of the Pilot

6. The outcomes from the Street Scene Review provided five key objectives for service improvement, which have been incorporated into the project planning

and management of the pilot. These can be used as success measures for evaluating the effectiveness of the pilot. The five objectives are:

- To move to zone working, in recognition of different areas of the city requiring different cleaning arrangements
- Improve performance monitoring, staff communication and morale
- Develop environmental initiatives to support the new service
- Improve customer focus and a continual review of what we do
- Increase education and enforcement

Monitoring of the Pilot

7. Prior to the launch of the pilot an independent audit of cleansing standards was carried out in a cross section of streets in the pilot area, by Neighbourhood Services Service Development team. Eighty transects of land were chosen in line with Best Value Performance Indicator 199a (BVPI199a)⁷, and were measured in accordance with its methodology, to ensure consistency. This audit was repeated in weeks five and eight of the pilot and is to be repeated in week twelve to give an overall picture of progress.
8. Team meetings between the Project managers, Zone Supervisor, SEO and enforcement officer took place on a weekly basis, whilst regular meetings were held with the cleansing team in the field. In addition, the Supervisor and SEO were in regular face to face contact with the barrowmen to provide support and guidance. All meetings provided two way communication and continual monitoring of the pilot's progress.
9. City of York Council employees, ward councillors and resident association members in the pilot zone, were provided with information about the pilot prior to its launch and were invited to assist in the auditing of cleansing standards during the trial.

Communication Strategy

10. A detailed communication plan was included in the Street Scene Review report to Executive. This ensured diversity in communication and consultation with stakeholders, including residents living in the pilot. Three press releases have been issued since the launch, an accompanied interview for Radio York with a barrowman has also taken place. Articles have been featured in Your Ward newsletters to all pilot wards, and appeared on the front page of Your City, distributed to every household in the city in January 2007. To keep key stakeholders up to date with progress in the pilot, a regular newsletter has been circulated via email to ward councillors and officers.

Findings of the Pilot

11. The following achievements have been achieved during the first three months of the pilot period:-
12. The second independent audit by the Performance Improvement Team has found that the percentage of the pilot area meeting the ENCAM standard had increased from 80% to 85%. This is a considerable achievement given that the audit has taken place during poor weather, high winds, the end of the leaf fall period, Christmas and New Year holidays and changes to refuse collection.
13. Barrowman have embraced their new working arrangements and remain positive about the new role. Regular meetings have not highlighted any drawbacks to the use of barrows and brushes.
14. The mobile crew have also reported positive progress in the zone and have demonstrated ownership and commitment to the zone and the work they carry out.
15. The pilot has enabled good practices to be developed including closer working relationships with other council services to report problems, such as dog fouling, fly posting, overgrown vegetation and refuse problems.
16. Working practices have also improved within the service, to enable more rapid deployment to tackle street level problems, such as fly tipping, domestic waste, heavy leaf fall and areas in need of deep cleaning. This has removed the need for the SEO to work via York Pride Action Line/Call Centre, and has meant greater empowerment and responsibility to the cleansing team.
17. The department has received an unprecedented number of compliments from councillors and residents about noted improvements. These have been received via letter, email, telephone and direct to staff whilst in the street.
18. There have been no major setbacks with the working relationships developed between cleansing staff and venues providing welfare facilities. The number of facilities provided are adequate however work continues to build up working relations, and permit access.
19. The provision of dedicated enforcement three days a week has seen a rapid response to environmental crime and a more visible presence in the wards to tackle domestic waste presentation problems. A dedicated officer has enabled consistent and continual monitoring of problems, previously outside the capacity of the SEO.

Review of Pilot Objectives

Zone Working

20. The pilot has successfully developed and implemented zone working, incorporating barrow rounds, a rapid response service, bin and back lane cleansing, and mechanical sweeping. The zone team have been empowered to provide all cleansing needs for the pilot area, with the exception of the large mechanical sweeping schedule for main roads. The new regime is working well with identified improvements across the performance measures available.
21. The role of the SEO was not been measurable until January 2007, due to staffing problems. Proactive work has proved difficult due to reactive workloads arising from the five pilot wards. This pilot has shown that the allocation of wards to SEO's needs to be carefully balanced. Before the rollout commences this work of balancing the wards will be complete. Therefore, it is envisaged that this problem will not arise in the second and subsequent areas.

Improve performance monitoring, staff communication and morale

22. The pilot has developed performance monitoring to measure cleanliness standards and the effectiveness of the new working arrangements. The Performance Improvement Team has carried out this monitoring by independent auditing of the zone. It is unlikely that the service would have the capacity to continue this level of monitoring for the entire city, however given that the pilot was a trial of new arrangements, such intensive measurement is not deemed necessary.
23. The Pilot Cleansing Supervisor has carried out performance monitoring as part of his duties without problems. A weekly report of all service requests via YPAL/Call Centre has also been devised to measure performance and identify hot spots and trends. This technique could continue across the city supported by the Performance Improvement Team.
24. It was proposed that the role of the SEO within the zone would be developed to extend the level of performance monitoring of cleansing standards, however this has not been practicable due to workloads preventing proactive work of this kind. However, whilst out addressing other issues, the SEO has continued to monitor standards where possible. In addition, the pilot team has met regularly to discuss issues, problems and to give praise, thereby ensuring morale and performance are kept on the agenda. A key improvement has been the relationship between the cleansing team and the SEO, the new team working has improved communication and morale, as well as everyone working as one service team.
25. Morale amongst the staff on the pilot has significantly improved. Those staff carrying out barrowman duties were volunteers, however there were reservations about the role and these have been addressed or not materialised. These positive findings are being disseminated to the

remainder of the service outside the pilot and will assist in the roll out. The duties of the other cleansing staff remained largely unchanged, and therefore ownership and empowerment of the pilot zone has brought about greater job satisfaction and improved morale. Regular meetings will be maintained across the new zones with the individual teams.

Environmental initiatives

26. The pilot is working closely with the York Pride Initiatives being delivered over a 12 month period to improve the condition of the local environment at a neighbourhood level. The role of the Environmental Enforcement Officer (EEO) has been of significant assistance in delivery to date as recent campaigns have been enforcement related. Improved working relationships in the pilot between the Street Environment function and the cleansing team has brought about a more effective method of tackling bags out early, the first initiative launched in October 2006, which continues to be a predominant work area for the EEO.
27. It is expected that the proposed creation of a small enforcement team will be significant in tackling these problems, and enable a much more effective delivery of the environmental initiatives across the city.

Improve customer focus and a continual review of what we do

28. The pilot strategy has brought about improved cleanliness standards, a consistent, recognisable presence in the wards, and a visible service responding to customer needs. As stated in point 11, customer compliments have never been so high, and the influx relates to the pilot zone. It is therefore likely that performance indicator Best Value 89 - resident's satisfaction with their local area, will have improved in areas B and D, which cover the pilot wards. These findings will be available from the next Talkabout Survey, due May 2007.
29. The pilot strategy has included the review of schedules, staff satisfaction, workloads and cleanliness monitoring. This has been practicable due to the size of the pilot zone, and a concerted effort to measure output, needed to ensure that the trial is effective prior to roll out. Methods to review and monitor need to be agreed and introduced for the roll out, to ensure continued measurement of service delivery. As stated at point 19, a key vehicle for this will be zone team meetings, in addition to reports and support generated from Performance Improvement Team.

Increase education and enforcement

30. The support of the EEO has been significant in delivery of this objective. The EEO works three days a week in the pilot which is representative coverage should the proposed enforcement team be established. It should be noted that in January 2007, the temporarily appointed EEO, with no previous experience in enforcement, needed training before he commenced certain areas of enforcement, namely litter enforcement, business visits and use of CCTV equipment.

31. The EEO has been carrying out proactive monitoring of the known problem areas in the zone, leafleting properties in the vicinity of where fly tipping and side waste has been found and searching for evidence.
32. Routine monitoring takes place on a weekly basis across the pilot, as follows:-
 - Monitoring of ad-hoc properties in Acomb, Dringhouses/Woodthorpe and Westfield
 - Leeman Road – Thursdays
 - South Bank -Mondays
 - Chapelfields - Wednesdays
 - Beaconsfield St area – Thursdays
33. This enables the service to keep abreast of compliance and have a visible presence in the back lanes where incorrect presentation is at its worst. Since monitoring commenced by the dedicated EEO in January 2007, only 30 letters have had to be served. A new issue of the advice letter was sent to all properties in the Leeman Road area in December, before monitoring commenced, this included approximately 250 properties. Since then, only two notices have been served in this area, which reflects the success of sustained monitoring, advice and liaison with residents.
34. The majority of fly tipping incidents do not provide evidence. However, one warning letter has been issued where an allegation was made. Without evidence a case cannot be progressed, but the warning letters serve their purpose, followed by routine monitoring by the EEO.
35. Eight business inspections have taken place during the pilot to measure compliance with the commercial 'duty of care' on waste. This has resulted in the issue of three notices. Five inspections are under investigation.
36. Removal of graffiti on private land has taken place across the pilot area, the EEO has visited and sought permissions from several households and businesses affected by graffiti damage.

Options

37. Members could decide not to roll out to the remainder of the City.
38. Members could decide to roll out the new working arrangements gradually to the remainder of the city.
39. Members could decide to roll out the new working arrangements as a single exercise.
40. Members could decide to roll out the new working arrangements as a single exercise. But to exclude the Guildhall City Centre (within the walls).

Corporate Priorities

41. The new working practices have been developed in direct response to the Council's Corporate Strategy and in particular to the Corporate Priority, ***'Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces'***.

Implications

42. The following implications have been noted:

Financial

43. There are no financial implications associated with this decision. The costs associated with re-branding of uniform have been taken from current revenue budgets. The re-branding of fleet will take place at the renewal of appropriate vehicle leases.

Human Resources (HR)

44. Street Scene employees and the Street Environment Officers have been continually kept abreast of developments within the pilot. There will be ongoing consultation with employees and their representatives about the proposed operational changes for the planned rollout across the city. Any operational, contractual changes will be implemented following Council policies and procedures and will be subject to full consultation with Trade Union officers and individual employees.

Equalities

45. Customers will be updated on the implementation city wide by a variety of communication channels including the provision of written information in alternative formats. This will be clearly stated in articles produced to promote the roll out.

Legal

46. It has been established that the new working practices are compliant with the council's duties under Environmental Protection Act 1990 regarding responsibility to maintain cleanliness of the public highway.

Crime and Disorder

47. The introduction of the proposed enforcement team city wide, in addition to the work carried out by SEOs will enable greater impact on environmental crime, which leads to cleaner neighbourhoods, tackles anti-social behaviour and improves perceptions of crime. A clear enforcement policy and strategy for tackling environmental crime, gathering information to identify and combat hot spots, and using education and promotion to raise awareness amongst stakeholders will contribute to the council's duties towards crime and disorder, working closely with Safer York Partnership and North Yorkshire Police.

Information Technology (IT)

48. There are no IT implications.

Risk Management

49. Risks associated with the roll out of new working practices as a single exercise to the rest of the city have been measured in terms of impact and likelihood and a risk score has been assessed at 9 or less. Key control measures have been identified for the greater risks, however the likelihood of these risk materialising is minimal given the positive outcomes of the pilot.

Recommendations

50. That the Advisory Panel advise the Executive Member to agree that the new service should be rolled out as a single exercise, but excluding the City Centre

Reason: To provide an improved Street Cleaning service in the City.

Contact Details

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Chief Officer Responsible for the report:
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Report Approved

Date 7 March 2007

Wards Affected: *List wards or tick box to indicate all*

All *tick*

For further information please contact the author of the report

Background Papers: Executive Report 21st November 2006 – Street Scene Review - Executive



Meeting of Executive Member for Neighbourhood Services and Advisory Panel

21st March 2007

Report of the Director of Neighbourhood Services

York Neighbourhoods Pride

Summary

1. This report provides Members with a summary of the work carried out to date by the York Neighbourhoods Pride initiative together with information about what is planned to October 2007.

Background

2. Members will be aware that in September 2003 the York Pride initiative was launched to encourage residents to take pride in the city and to participate in achieving a better environment and quality of life for all. The aim being to tackle the physical appearance and condition of the city's street, housing estates and publicly accessible spaces in the suburbs, villages and in the city centre through a phased approach.
3. A further report was brought to an Executive on 10th October 2006 detailing the development of 'York Neighbourhoods Pride' initiative. Members resolved that the initiative be endorsed and a programme of action, as presented at the meeting was agreed.
4. York Neighbourhoods Pride seeks to build on the success of the original initiative whilst continuing to make real improvements by focusing on services that are a priority area for many of our residents, providing a cohesive and partnership approach to our environmental and Safer York work in neighbourhood and city areas, celebrating our success across the Council and by delivering community capacity and ownership of issues that are of importance to our residents on a daily basis. Discussions with ENCAMS about the activities and ethos of the York Neighbourhoods Pride initiative have supported the aim of the initiative both in terms of the need to interact with the public to address the issues that concern them and the purpose of BVPI 199 which relates to the cleanliness of our City and environmental crime.

What has been achieved

5. Working to the agreed timetable, the following actions and campaigns so far have been undertaken:

November 2006 – Back Lane Campaign - streets in Clifton, Micklegate, South Bank and Westfield areas of the City were targeted. These were street where problems have been experienced with residents putting their refuse bags out incorrectly and too early. Over 900 properties received letters reminding them about how they should deal with their refuse, and the action that would be taken if the problems continued. Street Environment Officers monitored the areas and the results have been impressive. There has been a dramatic reduction in the number of bags left out in the back lanes. Prior to the campaign an average of 500 bags a month had been left out in the targeted areas, but as a result of the action taken, letters to all residents, monitoring and following up with individual properties, this reduced to less than 20 bags put out incorrectly by the end of the campaign. A number of people who failed to comply with the request not to put their bags out early or leave them in the back alleys were served with formal Notices under the Environmental Protection Act 1990. All these residents now are putting their rubbish bags out at the correct time and manner. Residents in the area report that the improvement in their local environment is welcomed and the improvements continue. This initiative received national and regional media coverage.

December 2006 - Clean for Christmas Campaign – residents were asked to identify ‘grot spots’ within the city that they believed need to be cleaned. Many choose to send a Christmas Card (virtual ones via the Council web and real ones) to Street Environment about the areas they believed needed to be tackled. The majority of issues related to street cleaning with the remainder concerning graffiti, refuse, litter and highways. Neighbourhood Services teams cleaned up and worked with private land owners where the problem related to non Council land.

January 2007 – Get rid of Graffiti Campaign – Street Environment Officers with their knowledge of problems of graffiti in the City worked with StreetScene, N.Yorkshire Police, private land owners, utility companies and other businesses to get graffiti removed. Residents responded too and also highlighted areas where graffiti had sprung up. In addition to the normal ongoing programme of graffiti removal over 100 individual pieces of graffiti was removed. The campaign did not focus purely on graffiti removal but also on ways to identify, catch and deal with offenders. This work is ongoing.

February – Mid March 2007 - Spring Clean Campaign – this campaign builds upon the graffiti campaign and the other previous campaigns whilst focusing on a high visible clean of the city centre and residential areas. Again residents are invited to use their local knowledge and pass on the sites they believe need a spring clean and to participate in community clean ups.

Caring for Your Environment Awards – these are awards that are given to those who help to make a difference in their neighbourhood. The first recipient, (Rachel Higgins aged 11), was presented with her award on 16th February. Those who are to receive awards in the coming year have all expressed their view that they accept the nomination and award to encourage others to become involved in their local community. The Caring For Your Environment awards are supported by The Press working with Neighbourhood Services in

recognition of people within the community who make a real difference and commitment to the environment of York.

What is to come

6. The timetable below outlines future campaigns and activities.

February to Mid March 2007	Spring Clean Campaign – including a high visible clean of the city centre and residential areas. This campaign builds upon the work already undertaken during the past four months looking at what more needs to be done to get the city looking bright and clean for spring. Activities will involve street cleansing, graffiti removal, pruning of hedges and trees, grass cutting and general tidying up of the city and residential areas.
May 2007	Red Card for Dog Fouling – In May the Animal Health team together with the street scene teams will embark on a high profile programme about dog fouling. This month will see the use of posters featuring red cards to raise public, and in particular dog users, awareness of the nuisance and health problems irresponsible dog owners cause. We will focus on cleaning up particular problem areas backed up by targeted enforcement action.
June 2007 to mid July 2007	Litters out campaign – We aim to continue our work with young people including primary and secondary schools and youth groups to stress the damage caused to the environment by litter, graffiti and fly posting. We will be using the experience of youth workers within the city to help get the message across.
June to July 2007	Blooming City Campaign – encouraging individuals, groups, residents and organisations to help make our city beautiful by producing or purchasing floral displays. This initiative is linked to the city's application for Yorkshire in Bloom that has been submitted.
Mid July to August 2007	Cleaner City Campaign – focussing on the cleanliness of the city centre as we enter the peak tourist season. Again making sure that we maintain the cleanliness of our City as the population increases during the peak summer months. Highlighting the campaign at the park and ride sites is envisaged.
July, August and September 2007	Feeling and being Safe in York Campaign – focussing on a range of key issues that will promote personal safety in the city. It is intended to hold a series of 'clean sweeps' throughout the city that will involve a collective approach to reducing crime and enviro' crime involving partners including the police, council street cleaning and enforcement teams, fire brigade, DVLA etc. This initiative will be highly visual and effective resulting in improved quality of life for residents living in these areas.

October 2007	It's in your Hands, Don't Drop it Campaign – focussing on communicating the message of how much the council spends on Street Cleaning whilst encouraging residents not to drop litter. Linked to this will be high profile fixed penalty enforcement.
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7. Publicity and media involvement has been essential to the successful promotion of the York Neighbourhoods Pride campaigns. Press releases have been issued in association with each campaign and media interest and uptake has been responsive. Since October 2006 the York Neighbourhoods Pride activities have featured in over 70 newspaper articles (both local and national), websites, radio, television and teletext items.

Consultation

8. None.

Options

9. There are no options to consider.

Analysis

10. There is no analysis to consider.

Corporate Priorities

11. The York Neighbourhoods Pride initiative meets the following Corporate Objectives:

Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces.

Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York.

12. **Implications**

- **Financial** – There are no financial implications
- **Human Resources (HR)** – There are no human resource implications
- **Equalities** -There are no equalities implications
- **Legal** – There are no legal implications
- **Crime and Disorder** – There are no crime and disorder implications
- **Information Technology (IT)** – There are no IT implications

- **Other** - There are no other implications

Risk Management

13. There are no risks associated with this report.

Recommendations

14. That the Advisory Panel advise the Executive Member to note the report.

Reason: To update Members on the York Neighbourhoods Pride initiative.

Contact Details

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Chief Officer Responsible for the report:

Terry Collins
Director
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Report Approved

Date 28 February 2007

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers:

York Neighbourhoods Pride – Executive Report 10th October 2006

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Meeting of the Executive Member for Neighbourhood Services and Advisory Panel

21 March 2007

Report of the Director of Neighbourhood Services

NEIGHBOURHOODS GROUP LEGAL ACTIONS

Summary

1. To inform Members of the results of legal actions (prosecutions, formal cautions and fixed penalties) undertaken by the Neighbourhoods area of the Directorate of Neighbourhood Services (Environmental Health, Trading Standards, Licensing and Street Environment Services) for the period 1st October 2006 – 31st December 2006.

Background

2. The Executive Member for Environment and Sustainability approved an enforcement policy for Environmental Health, Trading Standards and Licensing Services in September 2005.
3. This report details the results of prosecutions taken in the period 1st October 2006 to 31st December 2006. In accordance with the policy each case is considered on its merits before legal proceedings are instituted.
4. Annex A summarises the prosecutions completed, fixed penalty notices and cautions that have been issued (a caution is a Home Office approved procedure which is an alternative to prosecution. It involves a written acceptance that an offence has been committed and may be drawn to the attention of a court if any subsequent offence is committed within two years of issue).

Consultation

5. Not applicable.

Options

6. Not applicable as members are being asked to note the content of the report.

Analysis

7. Not applicable.

Corporate Objectives

8. Corporate Objective 4.8 is to provide effective consumer and environmental protection services.

Implications

9. **Financial:** There are no financial implications associated with this report.
10. **Human Resources:** There are no Human Resources implications associated with this report.
11. **Equalities:** There are no equalities implications associated with this report.
12. **Legal:** There are no legal implications associated with this report
13. **Crime and Disorder:** Formal enforcement action taken by environmental health, trading standards and licensing services contributes to reducing anti social behaviour and dishonest trading.
14. **Information Technology (IT):** There are no IT implications associated with this report.
15. **Other:** There are no other implications associated with this report.

Risk Management

16. There are no known risks associated with this report.

Recommendations

17. That the Advisory Panel advise the Executive Member notes the contents of this report.

Reason: So that the Executive Member is updated on formal enforcement activity undertaken by the Neighbourhoods Group.

Contact Details

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Report Approved Date 7 March 2007

Wards Affected:

All

Background Papers:

Environmental Health, Trading Standards and Licensing Enforcement Policy (September 2005)

Annexes

Annex A: EH, TS & SES Formal Enforcement Action 1st October – 31st December 2006

Annex A: Formal Enforcement Action 1 October 2006 – 30 December 2006**Animal Health**

Defendant	Legislation	Nature of Case	Penalty	Costs
Tracey Ann HEWITT (Private Individual)	Dogs Act 1871	Failed to keep a dog under proper control.	Control Order	£100.00
Colleen STEAD (Private Individual)	Dogs (Fouling of Land) Act 1996	Dog fouling.	Fine £30.00	£119.80
John Richard THACKRAY trading with another as G W Thackray & Son (Farmer)	Trade Descriptions Act 1968 Transmissible Spongiform Encephalopathies Regulations 2006	Presented an animal for slaughter with a false ear tag/ No passport	Fine £650.00	£389.35
Steven WOOD (Private Individual)	Dogs Act 1871	Failed to keep a dog under proper control.	Control Order	£150.00

Food Unit

Ate O'Clock Ltd (Restaurant) A formal caution was issued under the Food Safety Act 1990 as amended for falsely describing Scotch Whisky.

Trading Standards

Defendant	Legislation	Nature of Case	Penalty	Costs
Mark BAGE trading with another as Sarah Coggles (Partner – Clothes Retailer)	Trade Marks Act 1994	Sale of counterfeit clothing at Sarah Coggles, 91-93 Low Petergate.	Conditional Discharge	£898.50
Suzanne Elizabeth BAINTON (Sales Assistant)	Licensing Act 2003	Sold alcohol to under 18 at Jacksons, 51 Moorcroft Road	Fine £150.00	£119.80
Simon FORMAN (Designated Premise Supervisor)	Licensing Act 2003	Sold alcohol to under 18 at the Nags Head, Heworth Road.	Fine £200.00	£329.45
Keith GELDERD (Designated Premise Supervisor)	Licensing Act 2003	Sold alcohol to under 18 at The Lord Nelson, Nether Poppleton.	Fine £200.00	£119.80
Emma GREEN (Sales Assistant)	Licensing Act 2003	Sold alcohol to under 18 at The Spar Stores, 122 Clifton Green.	Conditional Discharge	£75.00
Tracey ILLINGWORTH (Sales Assistant)	Licensing Act 2003	Sold alcohol to under 18 at The Corner House, 165 Burton Stone Lane.	Conditional Discharge	£25.00
Sarah MARWOOD trading with another as Sarah Coggles (Partner – Clothes Retailer)	Trade Marks Act 1994	Sale of counterfeit clothing at Sarah Coggles, 91-93 Low Petergate.	Withdrawn	
Gareth Shiva McNORTON (Sales Assistant)	Licensing Act 2003	Sold alcohol to under 18 at the Quakerwood, Acomb Wood Drive.	Conditional Discharge	£100.00
Alwyn William PHILIPS (Sales Assistant)	Licensing Act 2003	Sold alcohol to under 18 at The Spar Stores, 122 Clifton.	Conditional Discharge	£65.00

Trading Standards (Continued)

Defendant	Legislation	Nature of Case	Penalty	Costs
Sean SINGLETON (Designated Premise Supervisor)	Licensing Act 2003	Sold alcohol to under 18 at the Red Lion, Boroughbridge Road	Fine £200.00	£254.57
Naomi Rachel SMITH (Sales Assistant)	Licensing Act 2003	Sold alcohol to under 18 at the Red Lion, Boroughbridge Road	Conditional Discharge	£100.00
Danielle TUMMONS (Car Boot Trader)	Trade Marks Act 1994	Counterfeit DVDs and CDs at Rufforth Car Boot Sale	Fine £250.00	£75.00
Paul Andrew TURNER (Designated Premise Supervisor/Premise Licence Holder)	Licensing Act 2003	Sold alcohol to under 18 at The Junction, Leeman Road	Conditional Discharge	£120.00
John Ian WALTON (Sales Assistant)	Licensing Act 2003	Sold alcohol to under 18 at The Tanglewood, Malton Road.	Fine £200.00	£269.55
David YATES (Car Boot Trader)	Trade Marks Act 1994	Counterfeit DVDs and CDs at Rufforth Car Boot Sale	Fine £250.00	£75.00

- Jocelyn Vega BROWN (Sales Assistant) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at the Co-op, Haxby.
- Janice CHURCH (Sales Assistant) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at Somerfield Stores, 6 Beagle Ridge Drive, Foxwood.
- Kim COPESTAKE (Sales Assistant) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at The Black Horse, Wigginton.
- Donna Louise GRESHAM (Sales Assistant) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at The Lord Collingwood, The Green, Upper Poppleton.
- Kelly FLANNERY (Sales Assistant) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at Jacksons, 17 Beckfield Lane, Acomb.
- Michael HARTLEY (Designated Premise Supervisor) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 the Kings Arms, 3 Kings Staith.
- JAS (Leisure) Ltd (Premise Licence Holder) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at The Nags Head, Heworth Road.
- Mary STAMP (Sales Assistant) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at The Co-op, Haxby.
- Diane Marie WATKINSON (Designated Premise Supervisor) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at The Black Horse, Wigginton.
- Paul WATKINSON (Sales Assistant) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at The Black Horse, Wigginton.
- Yi YU (Sales Assistant) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at Sainsburys at Jacksons, 56-58 Blossom Street.
- Tom MAINWARING (Designated Premise Supervisor) - 2 formal cautions were issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at The Co-op, Haxby.

Trading Standards (Continued)

- Ian MAULL
(Sales Assistant) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at The Spar, Lowther Street.
- Michael QUARTON
(Sales Assistant) - A formal caution was issued under the Licensing Act 2003 for selling alcohol to an individual under the age of 18 at Jacksons of Osbaldwick, 8-10 Farndale Avenue.

Taxi Licensing

- Marcus BALL
(Private Hire Driver) - A formal caution was issued under the Town Police Clauses Act 1987 for plying for hire when carriage not licensed as public hackney carriage.
- Peter David KEMP
(Taxi Driver) - A formal caution was issued under the Town Police Clauses Act 1987 for plying for hire when carriage not licensed as public hackney carriage.

Environmental Protection Unit

Defendant	Legislation	Nature of Case	Penalty	Costs
Shane HOLMES (Private Individual)	Environmental Protection Act 1990 as amended	Failed to comply with an abatement notice in respect of noise nuisance.	CRASBO	
Craig Eddie WRIGHTSON (Private Individual)	Environmental Protection Act 1990 as amended	Failed to comply with an abatement notice in respect of noise nuisance.	Fine £250.00	£509.25

- Anna RAINTON
(Private Individual) - A formal caution was issued under the Environmental Protection Act 1990 as amended for failing to comply with an abatement notice in respect of noise nuisance.

Street Environment Service

Defendant	Legislation	Nature of Case	Penalty	Costs
George C STONEY (Private Individual)	Environmental Protection Act 1990	Failed to comply with an abatement notice to prevent a statutory nuisance caused by pests.	Fine £2000.00	£800.00

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Meeting of Executive Member for Neighbourhood Services and Advisory Panel

21 March 2007

Report of the Director of Neighbourhood Services

Service Plans April 2007/08

Summary

1. The purpose of this report is to seek the approval of the Executive Member for the Stage Two Service Plans for 2007/8 of each of the Service areas. The Stage One service plans were approved at the December 2006 EMAP. These service plans contain the 2007/8 budget information and some performance data which was not available at that time.

Background

2. Every large organisation needs documents that lays out the future direction it is taking and to manage the resources needed. One of the key objectives of the Transforming Service and Financial Planning project was to introduce processes that enable services and financial planning to be more clearly linked. This project introduced Service Planning Templates across the Council. Neighbourhood Services have adopted these documents as its basis for year on year service and financial planning and monitoring process.
3. Three reports per year will be presented to the Executive Member for Neighbourhood Services and Advisory Panel. The first two will be the quarter 1 and quarter 2 monitoring reports, which will allow members to see how the Directorate is performing against specific service standards. The final one will be a report on performance for the whole year.

Comments of the 2007/08 Service Plans

4. There are eight service plans, each lead by an Assistant Director.
5. They are:
 - Environmental Health and Trading Standards (Annex 1)
 - Licensing and Bereavement Services (Annex 2)
 - Neighbourhood Pride Unit (Annex 3)
 - Building Maintenance (Annex 4)

- Civil Engineering (Annex 5)
- Waste Services (Annex 6)
- Neighbourhood Pride Service (Annex 7)
- Cleaning Services (Annex 8)

Headlines

6. Environmental health and trading standards enforce a wide range of legislation that regulates public safety , protects the environment, protects the financial well-being of York residents and businesses, promotes public health and which contributes to reducing anti-social behaviour. We aim to achieve compliance through providing advice and support to legitimate business, delivering a range of targeted educational initiatives and take formal enforcement action.
7. Bereavement Services provide a dignified and sympathetic cremation and burial service. Each year we carry out about 2000 cremations. In addition we carry out welfare funerals where people die with no one available to make funeral arrangements.
8. The licensing service covers a wide range of licensing and registration functions in the city including taxis, alcohol and entertainment, trading activities, gaming activities and sports grounds. In 2005/06 we licensed 720 vehicles and 862 drivers and tested 629 taxi meters; we licensed 783 premises and 964 personal licences under the Licensing Act 2003; issued 308 consents to trade in the street; issued 168 gaming permits and 120 street collection permits together with various other lower volume activities.
9. Neighbourhood Management aims to increase and improve local democracy, participation and involvement in the decision making process and influence over service delivery by the council, by supporting and developing ward committees, residents associations and community groups at large. Key to this will be the delivery of effective neighbourhood action plans.
10. Building Maintenance provides Building, Mechanical and Electrical Engineering Services that will develop into a more comprehensive range of construction and related services for domestic and commercial properties. The critical success factors are the development of the Leadership framework and the growth of business with both existing and new customers.
11. Civil Engineering are well developed in the use of the European Foundation for Quality Management (EFQM). Frontline staff are being engaged in reviewing the current service and are playing an active part in identifying service improvements. The service recognises the needs to involve customers. Service Development are assisting with service monitoring and customer satisfaction objectives and feedback mechanisms.

12. Waste Services recognise the need to ensure consistency of service that meets the needs of its customers. It will play a pivotal role in ensuring we divert waste away from landfill by raising awareness of waste within York. As the service develops from the historical refuse collection service into a complete waste management partnership with residents, the service must develop its presence on the street. A key development for this service is establishing a robust customer interface where service changes can be clearly communicated.
13. Neighbourhood Pride Service The workforce will be involved in decision making and will feel part of the service improvement. Allowing us to provide a service that is seen to be of a high standard and can also be backed up by objective evidence and sound process philosophies.
14. Cleaning Services Good communication will be the backbone of this service. We will engage staff at all levels and use their knowledge and ambitions to drive the service forward. We currently have high levels of satisfaction and it is vital we build on this success in the coming years.

Corporate Priorities

- 15 The Service Plans, indirectly will contribute to most of the Corporate Priorities. There are three Priorities that will make a direct input into the Improvement Statement:
 - Decrease the tonnage of biodegradable waste and recyclable products going to landfill.
 - Improve the actual and perceived appearance of the City's streets, housing estates and publicly accessible space.
 - Improve the quality and availability of decent homes that people can afford.

Implications

- 16 The implications in this report are:
 - **Financial** - These Service Plans will be delivered within budget
 - **Human Resources (HR)** - There are no HR or other implications arising from this report.
 - **Equalities**- The equality issues are addressed in each of the Service Plans
 - **Legal** – There are no legal implications in this report.
 - **Crime and Disorder** – The improvement in cleanliness of the City will contribute to improving Crime and Disorder
 - **Information Technology (IT)** – There are no IT issues in this report
 - **Property** – There are no property issues in this report

Risk Management

- 17 Key reporting mechanisms to Members on Service Plans will continue to be through the two mid-year monitoring reports and the final year results. These reports will address the progress made on the targets.

Recommendations

- 18 That the Advisory Panel advise the Executive Member to approve the Service Plans proposals for Neighbourhood Services for 2007/8.

Reason: To monitor and review performance in this portfolio area.

Contact Details

Author:

John Goodyear
Assistant Director
Neighbourhood Services
553204

Chief Officer Responsible for the report:

Terry Collins
Director of Neighbourhood Services
552003

Report Approved

Date 7th March 2007

Specialist Implications Officer(s) .

Wards Affected:

All

For further information please contact the author of the report

Background Papers:

Stage One Service Plans – December 2007 EMAP

Annexes

Environmental Health and Trading Standards (Annex 1)
Licensing and Bereavement Services (Annex 2)
Neighbourhood Pride Unit (Annex 3)
Building Maintenance (Annex 4)
Civil Engineering (Annex 5)
Waste Services (Annex 6)
Street Scene (Annex 7)
Cleaning Services (Annex 8)



Service Plan for 2007/08 **(covering April 2007 – March 2010)**

Service Plan for: Environmental Health & Trading Standards

Directorate: Neighbourhood Services

Service Plan Holder: Colin Rumford

Workplans: Animal Health, Environmental Protection,
Food Safety and Standards, Health and Safety Enforcement,
Trading Standards and Consumer Advice

Director: Terry Collins

Signed off

Date:

EMAP : Neighbourhoods

Signed off

Date:

Section 1: The service

Service Description

Environmental health and trading standards enforce a wide range of legislation that regulates public safety, protects the environment, protects the financial well-being of York residents and businesses, promotes public health and which contributes to reducing anti-social behaviour. We aim to achieve compliance through providing advice and support to legitimate business, delivering a range of targeted educational initiatives and take formal enforcement action (including prohibiting activities from taking place and prosecution) against businesses and individuals in appropriate cases. Some key functions are:

Animal Health

- Issue animal movement licences, inspect livestock farms, animal hauliers and markets to ensure animal welfare and prevent the spread of disease.
- Licence, pet shops, riding establishments, boarding kennels and catteries.
- Provide a dog warden service dealing with stray dogs, dog fouling, dangerous dogs, noise nuisances caused by dogs, dog cruelty and neglect and promote responsible dog ownership.

Environmental Protection

- Investigate complaints of nuisance (these include noise, bonfires and odours), assess planning and licensing applications, monitor air quality, regulate certain industrial processes and assist in cleaning up contaminated land.
- Operate a noise patrol enforcement service on a Friday and Saturday night.
- Sample private water supplies to ensure that they are safe to drink.

Food Safety and Standards

- Inspect food businesses to ensure food safety and standards legislation is complied with.
- Investigate all food safety and standards related complaints and sample and test food to ensure it is safe to eat and correctly described.

Health and Safety Law Enforcement

- In partnership with the Health and Safety Executive, inspect places of work to ensure health and safety standards are met for York's workforce and people who visit these businesses.
- Investigate complaints and workplace accidents.

Trading Standards and Consumer Advice

- Investigate complaints of unfair and unsafe trading, inspect high risk businesses and remove counterfeit and unsafe consumer goods from the market place.
- Operate fair trading schemes in the home services and motor trade sectors.
- Enforce legislation concerned with underage sales and licence certain activities including dealers in second hand goods and the storage of fireworks and petrol.
- Help vulnerable residents to pursue their consumer rights.

Service objectives

- To protect residents and local businesses from unfair and unsafe practices.
- To protect residents and our environment from pollution and other public health and safety hazards.
- To promote healthy living in the city.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ol style="list-style-type: none"> 1. The Legislative and Regulatory Act 2006. 2. New national local authority regulatory priorities. 3. The impact of new legislation e.g. Unfair Commercial Practices Directive and statutory guidance e.g. the Food Law Enforcement Code. 4. CPA and other BVPIs. 5. Section 18 requirements from the Health and Safety Executive, such as the need for increased partnership working. 6. Respect programme 	<ol style="list-style-type: none"> 1. A new enforcement policy will be required to meet the requirements of the statutory Regulators Compliance Code. 2. New national priorities are to be introduced (backed by performance measures) which may entail significant revision of workplans. 3. Will require new ways of working. More emphasis on the use of intelligence to target those businesses and trade sectors that pose the greatest risk of non compliance. 4. Workplans will need to ensure they make adequate provision to meet targets set within relevant performance measures. 5. More delegation of enforcement activity by HSE may result in increased workloads. 6. Greater accountability to the public on ASB action. Swifter action on complaints and enforcement procedures. New powers, including housing closures for noise nuisance. 	<ol style="list-style-type: none"> 1. The Act/Code and guidance from the Better Regulation Executive. 2. The Rogers Review of Local Authority Regulatory Priorities. 3. DTI/ Office of Fair Trading and Food Standards Agency. 4. Audit Commission 5. Health and Safety Executive Fit 3 programme. 6. Respect programme.
<p>Corporate drivers</p> <ol style="list-style-type: none"> 1. Corporate priority to: improve the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York. 2. The Local Area Agreement 3. LPSA 2 4. Corporate priority to: improve the health and lifestyles of the people 	<ol style="list-style-type: none"> 1. By prioritising work aimed at achieving 2 and 3 below. 2. To maximise the contribution services can make to the agreement outcomes. Specifically to reduce crime, to build respect in communities and reduce anti-social behavior, to modernize the city's economy and increase 	<ol style="list-style-type: none"> 1. Corporate Priorities. 2. Local area Agreement. 3. LPSA2.

<p>who live in York. (smoke-free/healthy eating)</p> <p>5. Corporate priority to : increase the use of public and other environmentally friendly modes of transport</p>	<p>its competitiveness, to improve nutrition, to reduce smoking prevalence and to reduce alcohol related harm.</p> <p>3. Stretched targets for improving perceptions about noise nuisance and illegal underage sales of alcohol.</p> <p>4. Implementation of the smoke-free agenda will improve the health of York residents, by reducing their exposure to second hand smoke. We will also be working with schools on healthy eating projects.</p> <p>5. By implementing measures in the second air quality action plan</p>	<p>4 & 5. Corporate Priorities</p>
<p>Directorate drivers</p> <ul style="list-style-type: none"> To integrate effectively into the new Neighbourhoods Directorate. 		
<p>Service drivers</p> <ol style="list-style-type: none"> Customer satisfaction surveys. Changes to qualification and CPD regimes of professional officers. Response to internal and external audits (Charter Mark, QMS, FSA, TS Peer Review etc). 	<ol style="list-style-type: none"> To conduct annual surveys and incorporate improvements into the workplans. Need to keep developments under review and incorporate any changes to any structural changes to ensure appropriate mix of officers is maintained to meet Council’s needs. Ensure necessary improvements are implemented and where necessary incorporated into workplans. 	<ol style="list-style-type: none"> BV 166, CPA and Charter Mark. FSA, TSI and CIEH Various external framework agreements and external accreditation bodies.

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
To develop an enforcement policy that meets the requirements of the Regulators Compliance Code.	Lawful enforcement activities will not be possible without this in place by 31 st March 2008
To achieve the stretched targets for noise control and reducing underage sales of alcohol set out in LPSA2.	The service will be making an effective contribution to reducing anti-social behaviour and the council's reward grant will be at risk if targets not met.
Meet external stakeholder framework requirements: DEFRA, FSA, HSE and DTI.	Necessary to provide effective services and maintain CPA/BVPI scores.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Improve the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	More effective enforcement/education activity to reduce noise nuisance and illegal sales of alcohol.
Improve the health and lifestyles of the people who live in York.	Implementing the smoke-free agenda and raising awareness about healthy eating.
Increase the use of public and other environmentally friendly modes of transport.	Implement the measures within the second air quality action plan to reduce air pollution.
Links to other plans <ul style="list-style-type: none"> • DEFRA animal health & welfare framework agreement service delivery plan • CYC anti social behaviour strategy/Safer York Partnership crime and disorder steering group action plan • CYC air quality action plan/CYC local transport plan 2 • FSA food law enforcement service plan • HSC section 18 (health and safety enforcement) service plan/Fit 3 • Local Area Agreement 	

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> High levels of customer satisfaction. Less concern about domestic noise amongst York residents. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Review customer feedback and implement improvements in workplans. Maintain customer 'service user' management by regular monitoring of open complaints and enquiries. Introduce more enforcement measures to deal with noise nuisance.
	New CPA PI: Consumer satisfaction with the trading standards service.	80%	85%	90%	92%	
	New CPA PI: Business satisfaction with the trading standards service.	87% (projected)	88%	90%	92%	
	The percentage of residents reporting that 'noisy neighbours or loud parties represent a problem in the local area'	Awaiting 'Talk About' Results	9	9	9	
	Telephone calls are answered within Customer First standards	Awaiting Out turn	95%	95%	95%	
	Correspondence replied to within 10 days	Awaiting Out turn	95%	95%	95%	

Process based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Complete 100% of A, B and C category food safety inspections, 100% of high and medium risk food standards inspections and 100% of trading standards high risk inspections. Score businesses as complaint/non-compliant as appropriate. Reduce the number of businesses that sell alcohol to under 18s. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Review processes and incorporate EIA improvements. Extend the responsible retailer scheme in conjunction with SYP and implement an intensive enforcement and education programme.
	BV166a: Scoring against a checklist of enforcement best practice for environmental health.	100%	100%	100%	100%	
	BV166b: Scoring against a checklist of enforcement best practice for trading standards.	100%	100%	100%	100%	
	BV 216a: Number of sites of potential concern, with respect to contaminated land	1800	1800	1800	1800	

<ul style="list-style-type: none"> Implement improvements identified in the EIA. 	BV 216b: Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a % of all sites of potential concern.	Awaiting DEFRA guidance				
	BV 217: % of pollution control improvements to existing installations completed on time.	90%	90%	90%	90%	
	New CPA PI: Trading Standards levels of business compliance	95% (projected)	95%	95%	95%	
	New CPA PI: Trading Standards visits to high risk premises.	100% (projected)	100%	100%	100%	
	The % of businesses that sell alcohol to under 18s	14%* (projected)	6%*	10%	10%	
*LPSA2 target is an average of 10% measured over these two years						

Finance based improvement

Outcomes	Measures	Actions										
<ul style="list-style-type: none"> Ensure maximum SCE funding for contaminated land site investigation and air quality monitoring. Maximise external funding opportunities To deliver all existing budgets on target. 	<table border="1"> <thead> <tr> <th>Measure</th> <th>Current</th> <th>2007/08 Target</th> <th>2008/09 Target</th> <th>2009/10 Target</th> </tr> </thead> <tbody> <tr> <td>F1: Number of landfill site intrusive investigations</td> <td>3</td> <td>3</td> <td>3</td> <td>3</td> </tr> </tbody> </table>	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	F1: Number of landfill site intrusive investigations	3	3	3	3	<ul style="list-style-type: none"> Maintain a program of intrusive investigations at landfill sites.
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target							
F1: Number of landfill site intrusive investigations	3	3	3	3								

Staff based improvement

Outcomes	Measures	Actions															
<ul style="list-style-type: none"> Ensure effective development of officers. Ensure that officer 	<table border="1"> <thead> <tr> <th>Measure</th> <th>Current</th> <th>2007/08 Target</th> <th>2008/09 Target</th> <th>2009/10 Target</th> </tr> </thead> <tbody> <tr> <td>S1: % staff in EHTS appraised in the last 12 months</td> <td>100%</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>S2: Number of staff days lost to sickness (and</td> <td></td> <td>10.5</td> <td>10.5</td> <td>10.5</td> </tr> </tbody> </table>	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	S1: % staff in EHTS appraised in the last 12 months	100%	100%	100%	100%	S2: Number of staff days lost to sickness (and		10.5	10.5	10.5	<ul style="list-style-type: none"> Complete 100% of PDRs and personal development plans by end of May each year. Develop a centralised training database and programme,
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target												
	S1: % staff in EHTS appraised in the last 12 months	100%	100%	100%	100%												
S2: Number of staff days lost to sickness (and		10.5	10.5	10.5													

Annex 1

have the right level of competency (and authorisation) to undertake their tasks.	stress) across EHTS (days/full time)absence		days	days	days	considering the needs across the service.
	S3: Days lost for stress related illness as a percentage of sickness days taken		2.2 days*	2.2 days*	2.2 days*	
	S4: % of staff expressing satisfaction with their job (AD level)		75%	75%	75%	
	S5: % of nominated staff passing relevant managing safety course (PI Under review)		100%	100%	100%	
* This indicator is not target based.						

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
<ol style="list-style-type: none"> 1. Introduce recording of requests for interpreters. 2. Equalities monitoring to be introduced into customer satisfaction survey procedures to aid with non service user identification and other issues. A report on the issues to address will be produced to determine further improvement action 	<ol style="list-style-type: none"> 1. 31/3/2008 2. 31/3/2008
Operational Risk – red risk action/s	
<ol style="list-style-type: none"> 1. The red risk issue is the risk of not responding to customer feedback (Charter Mark accreditation and CPA scores are dependant on this). This is managed through monitoring of customer survey responses and complaints and incorporating improvements into processes etc through team meetings and work planning. 2. A review of Operational Risk will be undertaken in 2007/08 	<ol style="list-style-type: none"> 1. Ongoing 2. 31/3/2008
Gershon – Efficiency improvement	
<ol style="list-style-type: none"> 1. Trading Standards will be restructured w.e.f . from 1st April 2007. Performance levels and PI's will be maintained in 2007/08: <ul style="list-style-type: none"> • Cashable saving £61K. 2. Engage contractors to undertake medium risk food safety inspections: <ul style="list-style-type: none"> • Non cashable saving £17K. 3. Contract out our animal feed inspections. <ul style="list-style-type: none"> • Cashable saving £5K 	<ol style="list-style-type: none"> 1. 31/3/2008 2. Ongoing 3. Ongoing
Competitiveness statement	
<ul style="list-style-type: none"> • Environmental Health and Trading Standards have had a VFM review carried out by CYC Internal Audit. The outcome was that whilst CYC costs are similar to benchmarked local authorities a higher workload is undertaken. • External Services (Metrology, Analytical Services, Contracted out inspections) will continue to be subject to 3 yearly tendering arrangements. 	

Section 7: Resources (1 page max)

Please provide details of your resources:

- Staff numbers and budget to support your service improvements.
- Increases/decreases in capacity (financial and/or staffing) to support your service level objectives
- Recruitment issues

Budget

	<u>2006/07</u>	<u>2007/08</u>
Employees	£ 555	£ 635
Premises	£ 215	£ 218
Transport	£ 3	£ 2
Supplies and Services	£ 594	£ 555
Miscellaneous		
– Recharges	£ 338	£ 360
– Other	£ 0	£ 0
Capital Financing	£ 112	£ 137
Gross cost	£ 1817	£ 1907
Less Income	£ 351	£ 337
Net cost	£ 1466	£ 1570

There has been a net 7.1% increase in our budget since last year. This is due to pay award & increments £+31k, changes to capital financing £+25k and increased overheads £+22k.

Please contact your directorate accountant for these figures.

Section 7: Monitoring and reporting arrangements

Team performance targets will be reviewed quarterly at EHATS meetings and outcome communicated to team meetings. Individual officer performance will be addressed through 1 to 1s with their manager on at least a quarterly basis.



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Licensing and Bereavement Services

Directorate: Neighbourhood Services

Service Plan Holder: Dick Haswell

Workplans: Licensing and Bereavement Services

Director: Terry Collins

Signed off

Date:

EMAP : Neighbourhoods

Signed off

Date:

Section 1: The service

Service description

Bereavement Services

Bereavement Services provide a dignified and sympathetic cremation and burial service. Each year we carry out about 2000 cremations. In addition we carry out welfare funerals where people die with no one available to make funeral arrangements. We provide a burial service in conjunction with Fulford Parish Council.

Our customers are the families of the bereaved, funeral directors, ministers of religion, medical referees, coroner's officers, hospitals and schools and colleges.

Housing Enforcement

This service transferred to Housing and Adult Social Services in April 2006

Licensing Services

The licensing service covers a wide range of licensing and registration functions in the city including taxis, alcohol and entertainment, trading activities, gaming activities and sports grounds. In 2005/06 we licensed 720 vehicles and 862 drivers and tested 629 taxi meters; we licensed 783 premises and 964 personal licences under the Licensing Act 2003; issued 308 consents to trade in the street; issued 168 gaming permits and 120 street collection permits together with various other lower volume activities.

Our customers are those who hold licenses and those who benefit from their activities which includes businesses, residents and visitors.

Pest Control

This service transferred to the AD (Construction) in January 2007.

The head of service is also responsible for the emergency response of the group including flood recovery. He also chairs the Safety at Sports Advisory Group and provides strategic support in relation to traveller issues.

Service objectives

- S01 – Provide a high quality sympathetic bereavement service giving choice and access to all customers and users
- S02 – Operate a fair, transparent and proportionate licensing system, providing optimum protection to users and residents
- SO4- Provide an effective response to all emergency situations that involve action by the group

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ul style="list-style-type: none"> • New requirement to control mercury emissions from Crematorium • Declining Death Rate until circa 2016 • Possible Flu epidemic • New Legislation : Gambling Act, Charities Bill, Violent Crime Reduction Act, Legislative and Regulatory Act. • Contribution to Best Value performance indicators • Taxi quantity controls (DETR) • Increased public focus on effects of Licensing Act 2003 • National Alcohol Harm Reduction Strategy • E Government targets 	<ul style="list-style-type: none"> • New arrestment plant will be required at substantial capital cost before 2012 • Maintaining income at crematorium against declining death rate • Responding to increased demand at the crematorium if there is a flu epidemic • Changes to the licensing regime, with substantial workload increase • Potential increase in work demand to licence more taxis • Need to work corporately to meet E gov. agenda 	<p>DEFRA Guidance</p> <p>OPCS stats</p> <p>Gambling Act Charities Bill Legislative and Regulatory Act</p> <p>DOT circular</p>
<p>Corporate drivers</p> <ul style="list-style-type: none"> • Equality impact assessments • Corporate Strategy and Priorities • Local Area Agreements • Community Safety Plan 	<ul style="list-style-type: none"> • Need to ensure service continues to meet all customer needs and expectations. • The Licensing Act 2003 and other licensing legislation significantly contributes to the corporate priority to Improve the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York • Licensing contributes to the Safer City priority in the Local area agreement • Licensing contributes to Objectives 3&4 (reducing violent crime and anti social behaviour) in the Community Safety plan 	

<ul style="list-style-type: none"> • Crime and Disorder Act Section 17 • Easy @ York e-government targets • LTP2 	<ul style="list-style-type: none"> • S17audit has identified that further development of joint enforcement protocols with other agencies could maximize the service impact on reducing crime and disorder. • Incorporation of licensing processes in to easy @ York • Meet objectives for taxi provision in LTP2 	
<p>Directorate drivers</p> <ul style="list-style-type: none"> • Consolidation and development of the newly formed Neighbourhood Services Directorate 	<ul style="list-style-type: none"> • Developing new culture, teamwork, working with new people and systems. 	
<p>Service drivers</p> <ul style="list-style-type: none"> • Temporary Staff • Increase in volume of taxi licensing work • Customer Satisfaction • Accommodation issues 	<ul style="list-style-type: none"> • Licensing Services has employed temporary staff to assist with delivering the Licensing Act 2003 and Gambling Act 2005. • Year on year there is an increase in the number of hackney carriage and private hire driver and vehicle numbers. Such an increase is increasing workload pressures. • All services achieve high levels of customer satisfaction. Services also have Charter Mark status which will require constant attention to maintain. • Pressures on existing accommodation will impact on service delivery 	<p>Member decision</p> <p>Working knowledge</p> <p>Customer Satisfaction Surveys</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
To ensure successful implementation of the new Gambling Act legislation	To meet legal requirements and protect CYC from potential legal challenge.
Meeting DEFRA requirements for mercury abatement at the crematorium	Meet legal requirements and maintain operation of the business.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York	The objectives of the Licensing Act 2003 include the prevention of crime and disorder and the prevention of public nuisance. Effective implementation of this legislation will contribute to this priority. The Best Bar None scheme promotes high standards in licensed premises. The service also applies Designated Public Places Orders to control problems caused by the drinking of alcohol in public places.
Increase the use of public and other environmentally friendly transport.	Taxi licensing will seek through revised licence conditions to improve emissions from all taxis
<p>Links to other plans</p> <ul style="list-style-type: none"> • CYC Licensing policy • CYC Statement of Gambling Policy • CYC Local Transport Plan 2 • CYC Anti social behaviour strategy • Community Safety Plan 	

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Continue to maintain high standards of customer satisfaction in licensing during periods of legislative change Maintain high standards of customer satisfaction in all other services. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Provide advice and support to all affected by the Gambling Act 2005 Review customer feedback forms in light of new legislation Review the process for satisfaction monitoring at the crematorium.
	% of applicants satisfied with the licensing service	94.5%	98%	98%	98%	
	% of holders of taxi licences satisfied with the service	93%	95%	95%	95%	
	% of bereaved families satisfied with the service and facilities at the crematorium	Last sampled 04/05 78%	Process under review			
	Telephone calls are answered within Customer First standards		95%	95%	95%	
	Correspondence replied to within 10 days		95%	95%	95%	

Process based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Licensing Services already have a range of local performance targets for processing applications. We need to maintain performance through period of change of legislation and develop new targets for new legislation. Taxi Licensing services to develop a clear set of performance targets. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Complete improvements to the taxi licensing database to provide data to develop process PI's Develop performance PI's for new Gambling Act
	New PI's in relation to Gambling Act and other legislation	NA	To develop			
	New PI's in relation to taxi licensing	NA	To develop			

Finance based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> To deliver all existing budgets on target 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Evaluate costs of implementing the Licensing Act 2003 in relation to income obtained Evaluate costs of implementing the Gambling Act 2005 in relation to income obtained
	Average cost of processing and maintaining a taxi licence	£106.80	£108 at 3% inflation	£112 at 3% inflation	£115 at 3% inflation	

Staff based improvement

Outcomes	Measures					Actions	
<ul style="list-style-type: none"> Ensure staff are adequately trained and equipped to carry out their duties effectively Increase job satisfaction in all teams.. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Ensure each member of staff has at least one performance development review in 12 months Review and improve frequency and effectiveness of staff team meetings Head of service to have at least one 1:1 meeting with all members of team annually Devise a method to establish staff satisfaction with their jobs within the unit 	
	S1: % staff appraised in the last 12 months	100%	100%	100%	100%		
	S2: Number of staff days lost to sickness (and stress) across service (days/full time)		Corporate	Corporate	Corporate		
	S3: Days lost for stress related illness as a percentage of sickness days taken		2.2 days*	2.2 days*	2.2 days*		
	S4: % of staff expressing satisfaction with their job (AD level)		75%	75%	75%		
	S5: % of nominated staff	Not available	100%	100%	100%		

	passing relevant managing safety course (PI under review)					
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Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> • Improve audibility for those hard of hearing who attend the crematorium and do not benefit from the hearing loop. • Provide new service books at the crematorium in large print. • Work with Fulford Parish Council to provide greater flexibility for non Christian users of the cemetery. • Increase the number of wheelchair accessible taxis 	<p>June 07</p> <p>June 07</p> <p>On going</p> <p>Dec 07</p>
Operational Risk – red risk action/s	
<p>The last operational risk assessment for the service produced no red risks. A new review will be undertaken in 2007/08</p>	
Gershon – Efficiency improvement	
<p>Licensing is seeking a partnership with NY Fire and Rescue to provide out of hours cover for its responsibilities under the Regulatory Reform (Fire Safety) Order 2005. This will save the need to pay for ad hoc overtime or a standby arrangement which would be rarely used. Cashable</p> <p>PACY are used at the crematorium and Dringhouses cemetery to undertake routine maintenance work. Their services are either free or very low cost. This also provides a useful public service. (PACY assists with the rehabilitation of current and ex drug users, ex offenders and rough sleepers). Cashable</p> <p>We intend to look in the next 3 years at our taxi testing service. Although not benefiting the council it could benefit our customers as the service is self financing through licence fees. Non Cashable</p> <p>Install electronic booking system at the crematorium which will relieve the need to pay overtime at the weekends . Cashable 07/08 Gross £4.8k net £2.1k. Ongoing £5.4k gross and £1.9k net</p>	<p>July 07</p> <p>On going</p> <p>2008</p> <p>March 2008</p>
<u>Competitiveness statement</u>	
<ul style="list-style-type: none"> • Bereavement Services have been subject to an externally conduct Best Value Review • Bereavement Services tender out for the provision of welfare funerals • Taxi licensing tender for the provision of taxi plates • Charter Mark requires delivery of high standards of customer service and value for money 	

Section 7: Resources (1 page max)

Please provide details of your resources:

- Staff numbers and budget to support your service improvements.
- Increases/decreases in capacity (financial and/or staffing) to support your service level objectives
- Recruitment issues

Budget

	<u>2006/07</u>	<u>2007/08</u>
Employees	£ 646	£ 484
Premises	£ 128	£ 160
Transport	£ 21	£ 17
Supplies and Services	£ 145	£ 131
Miscellaneous		
– Recharges	£ 221	£ 236
– Other	£ 0	£ 0
Capital Financing	£ 39	£ 45
Gross cost	£ 1200	£ 1073
Less Income	£ 1967	£ 1842
Net cost	£ -767	£ -769

There has been a net -0.3% decrease in our budget since last year. This is due to transfer of Housing Regulation to Housing & Adult Services £+32k, increased overheads £+13k, one off growth 06/07 Gambling Act £-18k income savings £-27k.

Please contact your directorate accountant for these figures.

Section 7: Monitoring and reporting arrangements

Performance reviewed quarterly and discussed at team meetings.
Budget monitoring by finance quarterly and reviewed at GMT



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Neighbourhood Pride Unit

Directorate: Neighbourhood Services

Service Plan Holder: Zoe Burns

Workplans: Neighbourhood Management

Director: Terry Collins

Signed off

Date:

EMAP : _____

Signed off

Date:

Section 1: The service

Service description

The overall vision of the NPU is to:

“Improve and develop neighbourhoods and local communities, to enable residents, visitors or businesses to influence the decision making and affect improvements in services council wide, based on the needs and aspirations of the communities of York.”

Neighbourhood Management

The service aims to increase and improve local democracy, participation and involvement in the decision making process and influence over service delivery by the council, by supporting and developing ward committees, residents associations and community groups at large. Key to this will be the delivery of effective neighbourhood action plans.

The service assists ward members with the delivery of 18 effective ward committees through the production of ward communications (YourWard) and the delivery of local improvement schemes. In 2005/06 317 revenue and capital schemes were delivered across the city. We work with tenants by supporting and developing the 20 Residents Associations, the Tenants Federation and the Housing Compact. The team assists management committees or directly manages the facilities, of 4 community centres. The service also manages the relationship and interface with 31 Parish Councils at a number of levels.

Our service objectives are:

- To take pride in the city, by improving quality and sustainability, creating a clean and safe environment through the effective delivery of local improvement schemes, providing a consultation mechanism for Estate Improvement Grants and the through the delivery of the York Pride and Safe City priorities.
- Create a safe city through transparent partnership working with other agencies and the local community via joint work with North Yorkshire Police and Safer York Partnership.
- To ensure that council services are accessible and inclusive and build strong proud local communities- through our work with Residents Associations, ward committees, community groups and the Tenants Federation by delivering consultation and involvement mechanisms for all tenures.
- Improve the condition and appearance of the city's streets, housing estates and publicly accessible land through supporting the effective targeted delivery of local improvement schemes and Housing Estate Improvements.
- To deliver effective Neighbourhood Action Plans for all ward committee areas, responding to the content and intention of the local government White Paper, thereby increasing participation, involvement and influence of York's communities on the planning and delivery of services provided by the council.
- To effectively encourage and support individuals, groups and organisations such as elected members, tenants and residents in their community involvement and community leadership roles.
- To deliver an effective tenants involvement service, in conjunction with Housing Services, through the delivery of the Mature Partnership Agreement.

Service objectives

SO1 - to increase participation, involvement and influence of York's communities on the planning and delivery of services provided by the council and it's partners.

SO2 – to develop neighbourhood action plans in every ward committee area.

SO3 – to deliver consultation and involvement mechanisms for all tenures to develop the publics ability to influence both the planning and delivery of services.

SO4 – encourage and facilitate the engagement of the whole community in maintaining and improving community ownership of issues to positively affect their social and physical environment.

SO5 – to effectively support individuals, groups, and organisations such as elected members, residents associations, community groups in their community involvement and community leadership roles.

SO6 – to provide a platform for interpartnership working, both within and external to the council, working together to tackle local neighbourhood issues, needs and aspirations. Including the PCT, Safer York Partnership, North Yorkshire Police and Parish Councils.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ol style="list-style-type: none"> 1. The Local Government White Paper “Strong and Prosperous Communities. 2. The Lyons Enquiry. 3. Respect Agenda 4. CPA 	<ol style="list-style-type: none"> 1. The White paper introduces key themes around community empowerment and scrutiny which will directly impact on the work within the NPU. These include the community call for action and the development of Neighbourhood Charters setting local standards and priorities; and an emphasis on citizen satisfaction levels. It is possible that the structure within NPU will need to be reviewed to meet the recommendations of this paper. 2. The final report of the Lyons review may make additional recommendations to those contained within the Local Government White Paper, these may also need to be taken into account in any structural review. 3. The Respect agenda will affect the NPU through the delivery of the Mature Partnership Agreement with Housing Services. It will also impact on the team through partnership working with NYP and SYP on the delivery of neighbourhood policing and the targeting of resources to tackle ASB. 4. The business plans and work programmes will need to ensure that we are delivering against targets and performance measures. 	<ol style="list-style-type: none"> 1. The Local Government White Paper “Strong and Prosperous communities” 2. The Lyons Enquiry reports. 3. Respect Plan and Agenda of the Home Office. 4. Audit Commission.
<p>Corporate drivers</p> <ol style="list-style-type: none"> 1. Corporate Priority to Improve the actual and perceived condition and appearance of the city’s streets, housing estates and publicly accessible spaces. 2. Corporate priority to reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York. 	<ol style="list-style-type: none"> 1. Through the delivery of effective Local Improvement Schemes via the ward committees and targeted Estate Improvement Grants. 2. Through partnership working with SYP and NYP. Working together to provide cross organisation task groups such as Joint Action Groups. 	<ol style="list-style-type: none"> 1. Corporate Priorities. 2. Corporate Priorities 3. Corporate Priorities

<ul style="list-style-type: none"> 3. Corporate priority to improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest. 4. Corporate priority to improve the chances of the most disadvantages and disaffected children , young people and families in the city. 5. Corporate priority to improve the quality and availability of decent, affordable homes in the city. 6. Corporate priority to improve our focus on the needs of customers and residents in designing and providing services. 7. Corporate priority to improve the way the council and its partners work together top deliver better services for the people who live in York. 8. The Local Area Agreement 9. Health and Safety 	<ul style="list-style-type: none"> 3. By providing opportunities for young people through the provision of funding via the ward committee process and identifying need through effective action planning. The team will also work to build capacity within voluntary / group organizations to support such initiatives. 4. By working on the Respect Agenda in conjunction with partners internal and external to the authority. And through work with residents associations and ward committees to support and fund where possible positive activities for the disadvantaged. 5. NPU deliver the tenant involvement service on behalf of Housing Services, including consulting tenants on key issues such as decent home, repairs and homelessness. 6. NPU provide an engagement and involvement service through the work of the ward committees, Residents associations, Housing Federations etc. The Neighbourhood Action Plans ethos is to engage the public on the area and services they want to make a difference to their neighbourhood. 7. By effectively working in partnership with SYP, NYP and others. And through providing effective platforms for the public to engage in this process. 8. In particular through the support of the Safer and Strong building block of the LAA, however, the team can also assist with other areas of the LAA. 9. The need to review the practices within the team to ensure that Risk Assessments are performed and maintained for all relevant areas. 	<ul style="list-style-type: none"> 4. Corporate Priorities 5. Corporate Priorities 6. Corporate Priorities 7. Corporate Priorities 8. Local Area Agreement 9. Health and Safety at Work Act 1974.
<p>Directorate drivers</p> <ul style="list-style-type: none"> 1. Integration into Neighbourhood Services 	<ul style="list-style-type: none"> 1. By integrating the NPU within Neighbourhood Services coordinated financial support and performance management will be provided. 	

<p>2. Co-location of the NPU with SYP, North Yorkshire Police and Environmental Health and Trading Standards</p>	<p>2. This will make partnership working easier in these areas.</p>	
<p>Service drivers</p> <ol style="list-style-type: none"> 1. Need to increase public participation in the decision making process through a range of mechanisms. 2. Need to review the work of the service in view of capacity and resources within the team. 3. HRA funding allocation 	<ol style="list-style-type: none"> 1. To ensure that PI's are met and that the team are effectively supporting a number of the Corporate Priorities 2. To ensure that the team can deliver an effective service with empowered, trained and capable employees. 3. Through the Mature Partnership Agreement and work programme to deliver quality outcomes for tenants according to the agreed outcomes. 	<p>3. Mature Partnership Agreement and Work programme</p>

Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Performance management framework and information on the numbers of people involved in the decision making process and influencing service provision.	To improve local democracy.
To review the NPU in light of the White Paper and Lyons Enquiry.	To ensure that an effective and efficient service is being provided, taking into account these reports and other influences such as corporate priorities and the Local Area Agreement.
The development and delivery of Neighbourhood Action Plans (Neighbourhood Charters)	To support the delivery of the LAA. To support the corporate priorities. To increase the public's role in the decision making process and to deliver the requirements of the council constitution and the Local Government White Paper.
Service delivery and performance monitoring of the Tenants Involvement Service through the Mature Partnership Agreement.	To work more closely with Housing Services on the delivery of an effective service, according to agreed outcomes.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
To Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces.	Through the delivery of effective Local Improvement Schemes via the ward committees and targeted Estate Improvement Grants.
To reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York.	Through partnership working with SYP and NYP. Working together to provide cross organisation task groups such as Joint Action Groups.
To improve the health and lifestyles of the people who live in York, in particular among groups whose levels of health are the poorest.	By providing opportunities for young people through the provision of funding via the ward committee process and identifying need through effective action planning. The team will also work to build capacity within voluntary / group organizations to support such initiatives.
To improve the chances of the most disadvantaged and disaffected children , young people and families in the city.	By working on the Respect Agenda in conjunction with partners internal and external to the authority. And through work with residents associations and ward committees to support and fund where possible positive activities for the disadvantaged.
To improve the quality and availability of decent, affordable homes in the city.	NPU deliver the tenant involvement service on behalf of Housing Services, including consulting tenants on key issues such as decent home, repairs and homelessness.
To improve our focus on the needs of customers and residents in designing and providing services.	NPU provide an engagement and involvement service through the work of the ward committees, Residents associations, Housing Federations etc. The Neighbourhood Action Plans ethos is to engage the public on the area and services they want to make a difference to their neighbourhood.

To improve the way the council and its partners work together to deliver better services for the people who live in York.

By effectively working in partnership with SYP, NYP and others. And through providing effective platforms for the public to engage in this process.

Links to other plans

- The tenant participation compact for York – getting on board
- Local Area Agreement
- CYC anti social behaviour strategy / Safer York Partnership crime and disorder steering group action plan
- The community Strategy 2004-2024 York the Sustainable City of York Council

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	
<ul style="list-style-type: none"> • High level of customer satisfaction • A greater understanding of customer needs to enable more effective service delivery • Increased participation in the decision making process • Residents taking responsibility for and a pride in the physical standards of public spaces that is visible to the public. • More robust performance management framework ascertaining the number of people involved and influencing the decision making process. 	Telephone calls answered within Customer First standards		95%	95%	95%	<ul style="list-style-type: none"> • Evaluate and promote the York Community Pride Challenge Fund. • Develop better performance data and PI's for the service.
	Correspondence answered within 10 days		95%	95%	95%	
	Number of people participating in ward committee decision making each year (COLI 40)	No figure available until the end of Feb	4500	4800	4800	
	Average number of people attending ward committee meetings	29.7 (2004/05)	45	46	46	
	Number of people participating in the decision making process through residents associations, ward committee and estate improvement grants		Cannot be set until first outturn is established			

Process based improvement

Outcomes	Measures	Actions
<ul style="list-style-type: none"> • To be developed in 2007/8. 		

Finance based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Maximise external funding opportunities. To deliver the existing revenue and capital budgets on target. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> To establish time recording for functions delivered under the Mature Partnership Agreement with Housing Services.
	No of invoices paid within 30 days		95	95	95	

Staff based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> Ensure effective development of officers. Workforce that is skilled, flexible and empowered. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> Complete 100% of PDR's by the end of May each year with a subsequent 6 month review. Managers to hold regular 1:1's with officers.
	No of staff days lost due to sickness absence including stress (BVPI12)		10.5	10.5 ?	10.5 ?	
	No. of days lost due t stress related illness		2.2	2.2	2.2	
	% of staff who have been appraised in the past 12 months		100	100	100	
	% of staff expressing satisfaction with their jobs rating from the staff survey		70%	70%	70%	
	% of staff passing relevant managing safety course		100%	100%	100%	

Section 6: Corporate Issues

Actions/Evidence	Deadline
<u>Equalities action/s</u>	
To undertake EIA's of key service delivery areas of the NPU including Ward committees, communications with our customers via YourWard publication and the internet.	March 2008
To undertake a project to make YourWard more accessible to minority and hard to reach groups.	March 2008
To undertake a project to make ward committee meetings more accessible and inclusive.	March 2008
<u>Operational Risk – red risk action/s</u>	
None.	
<u>Gershon – Efficiency improvement</u>	
Increased participation at ward committee meetings and residents associations and other forums to increase the publics involvement in local decision making processes. This will be achieved through the use of the same resources within the team. The service will attempt to particularly increase involvement from hard to reach and fail to reach groups.	March 2008
<u>Competitiveness statement</u>	
The service works in conjunction with partner organisations, both internal and external to the authority to deliver problem solving forums aimed at tackling anti-social behaviour. This leads to more effective and efficient delivery across the organisations.	

Section 7: Resources

There is to be recruitment campaign to recruit 2.5 NPO's to the team. Without this resource the team will struggle to deliver the required work programme.

Budget

Please contact your directorate accountant for these figures.

	<u>2006/07</u>	<u>2007/08</u>
Employees	£ 1484	£ 1536
Premises	£ 1	£ 2
Transport	£ 55	£ 55
Supplies and Services	£ 176	£ 193
Miscellaneous		
– Recharges	£ 523	£ 552
– Other	£ 0	£ 0
Capital Financing	£ 126	£ 129
Gross cost	£ 2365	£ 2467
Less Income	£ 434	£ 436
Net cost	£ 1931	£ 2031

There has been a net 5.2% increase in our budget since last year. This is due to growth in respect of Smoke Free Grant £+78k, restructure & increase overheads £+48k, pay award £+35k and efficiency savings £-61k.

Section 7: Monitoring and reporting arrangements

Details of when you will be meeting to review progress on performance targets and actions. Responsibility for gathering performance and action information should be set out in the workplan at the back of this service plan.

Note: Please make sure that these support lead-times for directorate and corporate performance and financial management.

Workplan template

Name of section _____

Action/project	Deadline	Lead Officer	Service objective Link	To BSC support Imp target	Corporate Priority link

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Service Plan 2007/10

Revision No. 2 - February 2007

Service Plan for: Construction (Building Services)

Directorate: Neighbourhood Services

Service Plan Holder: Andrew Plant

Workplan: Ref: Business Development Plan *(MS Project)*
This is a 'live' document used through the network by the BM Management Team. Therefore, a summary is shown for reference only.

Director: Terry Collins

EMAP : Neighbourhood Services- Andrew Waller

1: The service**Service description**

Building Services is part of the Construction division of CYC Neighbourhood Services that provides Building, Mechanical and Electrical Engineering services that will develop into a more comprehensive range of construction related services for domestic & commercial property, facilities and the built environment.

Description of service

- General building repairs & maintenance
- Domestic gas servicing, installation & repairs
- Commercial oil & gas heating installation, servicing & repairs
- Domestic & commercial electrical installation, servicing, repairs & testing
- Adaptation/DDA works
- Property refurbishment & maintenance
- Purpose made & bespoke joinery manufacturing
- Home improvement design & installations
- Building, mechanical & electrical project/scheme design & management
- Capital building projects
- 24 hr/365 day emergency call-out service
- Skilled multi-trade workforce

Current Capacity

- 47,000 job orders & projects ranging from £25 to £250,000 to domestic and commercial property including;
- Social Housing
- Sheltered & Aged Person Accommodation
- Government Buildings, Libraries & Public Facilities
- Historic Buildings
- Schools & other Educational Facilities
- Social Care and Special Needs Facilities
- Domestic and Commercial premises
- Sports & Leisure Facilities
- Events & Public Open Spaces
- Private Domestic Housing

Customers

- Tenants of the City of York Housing
- City of York Public Buildings and Facilities
- Social Services
- Schools, Colleges, Universities & other educational Institutions
- Private & Commercial premises of York & surrounding areas
- Housing Associations & other Social Housing Landlords
- NYCC & other Local Authorities
- North Yorkshire Police & Fire Authority
- Private house-holders and residents of York & surrounding areas
- Charitable organisations & Trusts

Service objectives

The purpose of the service is:

- to provide a construction & maintenance service that meets the requirements of our current and future customers;
- to manage and develop Building Services to meet the demands of our customers and contribute to the corporate strategy of the City of York Council.

The key areas for 2007-10 are to:

- **provide a 'Lean' Service**
 - Contribute to the efficiency agenda by adopting a 'Lean' approach to service (using the Systems Thinking & Intervention methodology)
 - System Review of the core processes across all work areas
 - Robust Performance Measurement & Monitoring (including Capability Measures of Variation & Financial Control)
 - Diverse, flexible and mobile workforce
 - Organisational structure, management system and processes to implement growth strategy
- **develop a closer, more professional relationship with Clients and the Supply Chain - with emphasis on Partnership working**
 - Implement the Partnership with Housing Services for Building Maintenance
 - Partnership working – extend the scope to Adaptations, Domestic Gas Servicing & Decent Homes
 - Partnership working – promote and develop with other clients
 - Partnership working – Supply Chain procurement & relationships
 - Maintain current tendered arrangements
- **develop and implement a strategy for growth**
 - Enhance and develop services – existing and new clients
 - External trading with private householders and other private & commercial property
 - Property refurbishment and maintenance
 - Social Housing & other capital works
 - Work planning & programming
 - Marketing plan & re-branding
- **improve Risk Management**
 - Assessment of Commercial Risk
 - Safety – activity based risk assessment & work method statements
 - Financial monitoring– Improved Financial Data & Information for Trading Accounts
 - Contract procurement & administration
 - Duty Holders under CDM & Domestic Sub-Contractor management
 - Registration to Corgi/NICEIC etc.
 - Improved access to relevant information
 - Plant & Equipment Management System
- **improve Education, Training & Development opportunities**
 - Training & development programme
 - Staff development and accredited workforce with formal recognition
 - Apprenticeship schemes
 - Core competency/skills base
 - Flexible, diverse management and workforce

2: The drivers

Driver	Affect on service delivery
External	
<ul style="list-style-type: none"> ▪ Construction (Health & Safety) Legislation 	<ul style="list-style-type: none"> ▪ CDM Regs; Construction (H.S&W) Regs; Asbestos; introduction of the new Work at Height Regs. - changes to work methods with financial implications
<ul style="list-style-type: none"> ▪ Local Government Act 2003 	<ul style="list-style-type: none"> ▪ Opportunity to trade & charge for non-statutory services. Encourages local authorities to enhance their existing services and to develop new ones, in particular to their well-being, which will help to improve the overall service they provide to their community. ▪ Enable LA to trade with private bodies and persons in a commercial manner.
<ul style="list-style-type: none"> ▪ National and Yorkshire & Humberside Housing Strategy 	<ul style="list-style-type: none"> ▪ Achieve Decent Homes for Social Housing
<ul style="list-style-type: none"> ▪ The Housing Act 2004 	<ul style="list-style-type: none"> ▪ Changes to RTB legislation and impact upon levels of work from social housing
<ul style="list-style-type: none"> ▪ NPS (National Procurement Strategy for Local Government – Public Sector Construction) 	<ul style="list-style-type: none"> ▪ The National Procurement Strategy sets out how councils can improve the delivery and cost effectiveness of high quality services through more effective, prudent and innovative procurement practices. The Strategy illustrates the scope for potential cost savings through more efficient procurement practices and partnership working, to release resources to the frontline.
<ul style="list-style-type: none"> ▪ Gershon Report (Independent Review of Public Sector Efficiency) 	<ul style="list-style-type: none"> ▪ Contribute to the Efficiency Agenda through process improvement
<ul style="list-style-type: none"> ▪ CPA (Comprehensive Performance Assessment) 	<ul style="list-style-type: none"> ▪ Provision of robust performance management information
<ul style="list-style-type: none"> ▪ Government Performance Measures 	<ul style="list-style-type: none"> ▪ Prescriptive method of measurement promoted by Audit Commission and their impact on capability measures of variation and service
Corporate	
<ul style="list-style-type: none"> ▪ Review of CYC Financial Management System 	<ul style="list-style-type: none"> ▪ Ability to meet invoice requirements of diverse client base ▪ Requirement to raise invoices through front-line staff
<ul style="list-style-type: none"> ▪ Housing Partnership 	<ul style="list-style-type: none"> ▪ A commitment to ‘partnership’ working from both parties will result in less waste & duplication and better Repairs & Maintenance service for housing tenants
<ul style="list-style-type: none"> ▪ Risk management (Safety, Health, Environmental & Financial) 	<ul style="list-style-type: none"> ▪ Reduction in risk to CYC & customers
<ul style="list-style-type: none"> ▪ Corporate Re-structure 	<ul style="list-style-type: none"> ▪ Impact of reorganisation on current 5 year plan & risk to current change programme
<ul style="list-style-type: none"> ▪ Easy @ York 	<ul style="list-style-type: none"> ▪ Level of direct customer contact for front line staff ▪ Building Services mobile information solution
<ul style="list-style-type: none"> ▪ York Pride 	<ul style="list-style-type: none"> ▪ Impact of York Pride initiative environmental considerations across functional boundaries
<ul style="list-style-type: none"> ▪ CYC Budget Policy 	<ul style="list-style-type: none"> ▪ Allocation of Client budgets and the anticipated return from Neighbourhood Services
<ul style="list-style-type: none"> ▪ Efficiency Agenda 	<ul style="list-style-type: none"> ▪ Process Improvement
<ul style="list-style-type: none"> ▪ 2006-09 Corporate Strategy & Priorities 	<ul style="list-style-type: none"> ▪ Contribution to the 13 priorities by Building Services

Driver	Affect on service delivery
Directorate	
<ul style="list-style-type: none"> ▪ Transformational Leadership & organisational change programme 	<ul style="list-style-type: none"> ▪ Leadership that provides consistency of purpose, with method and robust measures that promotes a change in culture. ▪ Systems Thinking & Intervention rather than Command & Control thinking.
<ul style="list-style-type: none"> ▪ Neighbourhood Services 5 year plan 	<ul style="list-style-type: none"> ▪ The direction for Neighbourhood Services and a framework for the organisation for 2004-2009
<ul style="list-style-type: none"> ▪ External Growth 	<ul style="list-style-type: none"> ▪ An opportunity to enhance current services and expand into new services available for the wider community of York & surrounding areas
<ul style="list-style-type: none"> ▪ Partnership rather than contractual (adversarial) 	<ul style="list-style-type: none"> ▪ Non-adversarial relationships with clients & customers to achieve more value for customers
<ul style="list-style-type: none"> ▪ New arrangements for transport/fleet 	<ul style="list-style-type: none"> ▪ Introduction of private sector with the aim of bringing sustained improvement to the provision of vehicles to services
<ul style="list-style-type: none"> ▪ Relocation of head office & depot 	<ul style="list-style-type: none"> ▪ Suitable environment with reduced risk providing a workplace fit for purpose
<ul style="list-style-type: none"> ▪ Structure within Neighbourhood Services 	<ul style="list-style-type: none"> ▪ Provision of sufficient and relevant support to Building Services
Service	
<ul style="list-style-type: none"> ▪ Process Improvement 	<ul style="list-style-type: none"> ▪ System review of all core processes & impact on support services ▪ Better measures with improved communications and decision making ▪ Improved financial information, monitoring and invoicing
<ul style="list-style-type: none"> ▪ Modernisation & e-gov. 	<ul style="list-style-type: none"> ▪ Systems Review & mobile information solution ▪ Requirement to engage supply chain in mobile solutions
<ul style="list-style-type: none"> ▪ Marketing Plan for Growth 	<ul style="list-style-type: none"> ▪ Enhance existing & develop new services ▪ Diverse skills base with flexible and mobile workforce ▪ Marketing & re-branding
<ul style="list-style-type: none"> ▪ Staff development 	<ul style="list-style-type: none"> ▪ Training & Development Plan
<ul style="list-style-type: none"> ▪ Work Planning 	<ul style="list-style-type: none"> ▪ Develop & use of work programmes
<ul style="list-style-type: none"> ▪ Current statutory obligations & legislative changes 	<ul style="list-style-type: none"> ▪ Management of Risk and access to relevant information ▪ Changes to work methods with financial implications
<ul style="list-style-type: none"> ▪ Reorganisation of Building Services 	<ul style="list-style-type: none"> ▪ Alignment of direct overheads ▪ Insufficient management capacity within Building Services to achieve anticipated growth ▪ Risk to process improvement

3: Critical Success Factors (CSF)

CSF	Reason why improvement is required
Leadership commitment (CYC Corporate & Neighbourhood Services) to Systems Thinking & Intervention (Re-Design)	Support for managers and front line staff to effectively change processes, measures etc. for sustained improvement Improve charging mechanism & recover cost for all work done
CYC Corporate & Community Services commitment to Partnership working for Housing Maintenance	Support for managers and front line staff to improve the Repairs & Maintenance service
Implement Housing Partnership	Improved service for housing tenants (less waste & duplication) better value for money – reduce losses on R10 by recovering and improving on ‘actual costs’
Further Partnership working with internal & external customers and develop into the Supply Chain for all construction related activity	Use the benefits of non-adversarial relationships to offer better levels of service & use of budgets. Establish better procurement methods and effective use of the Supply Chain and contribute to growth
Growth - enhance existing service with current clients and develop new ones through external charging for discretionary services	Services available to the wider community, protect the York ‘pound’ and provide a financial return to CYC Revenue & Capital internally funded projects plus other works to engage increased capacity, achieve value for money and anticipated income levels
Organisational stability for staff within Building Services	Review current staffing levels & align overheads - Management capability/development/stability and growth strategy
Improved Financial Data for Trading Accounts and suitable & sufficient Management Information	Accurate monitoring of financial performance and work programs. Increase capacity of Managers to make decisions using reliable information & data
Improved Invoicing process incorporated into new corporate Financial Management System	Requirement for flexible, efficient invoicing process that responds to diverse customer base
Improved Commercial Risk Management	Reduce residual risk to low
Implement Training, Education & Development Plan	Flexibility – staff development – skills base – recognition - growth

Operational Risks

- The delivery of this plan is reliant on several key issues highlighted in Section 3 above.
- These issues could significantly increase or reduce the risk of failure to meet the Service Plan objectives for 2007-10

4: Links to Corporate Priorities

Improvement Statement	Contribution
<ul style="list-style-type: none"> ▪ Decrease the tonnage of biodegradable waste and recyclable products going to landfill 	<ul style="list-style-type: none"> ▪ New EcoDepot facilities ▪ Segregation & Management of Building Waste
<ul style="list-style-type: none"> ▪ Increase the use of public and other environmentally-friendly modes of transport 	<ul style="list-style-type: none"> ▪ Improved Fleet Management ▪ ABRO Partnership
<ul style="list-style-type: none"> ▪ Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces 	<ul style="list-style-type: none"> ▪ Property Maintenance to Social Housing, Public Buildings, Schools, Facilities etc. ▪ CYC Housing Partnership ▪ Services for cultural events and activities in Public Buildings, Schools, Facilities and other Open Spaces
<ul style="list-style-type: none"> ▪ Increase people's skills and knowledge to improve future employment prospects 	<ul style="list-style-type: none"> ▪ Staff Development through Education & Training ▪ Apprenticeship Schemes
<ul style="list-style-type: none"> ▪ Improve the quality and availability of decent, affordable homes in the city 	<ul style="list-style-type: none"> ▪ Flexible, safe, value for money Services by local people ▪ CYC Housing & Social Housing Partnerships ▪ Enhance existing services to meet customer demand
<ul style="list-style-type: none"> ▪ Improving our organisational effectiveness 	<ul style="list-style-type: none"> ▪ Design of management systems and processes from a customer perspective ▪ Application of 'Systems Thinking'

<p>Links to other plans</p> <ul style="list-style-type: none"> • CYC Council Corporate Strategy • CYC Housing Partnership Agreement 	<ul style="list-style-type: none"> • CYC Community Services Housing Landlord (HRA) Plan • Yorkshire & Humberside Housing Strategy
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5: Performance Measurement & Monitoring

EXISTING MEASURE	WORK TYPE	METHOD/FORMAT	TIMESCALE
Operational measure of capability - Work Ordered to: <ul style="list-style-type: none"> • Signed Off • Paid • Complete 	By Work Area, By Client	Capability (Control Chart) – Quality Analyst Tabular Information	Monthly
Operational measure of costs: <ul style="list-style-type: none"> • Job Costs • Labour Costs • Material Costs • Labour Hours • Job Charges - Complete, Progress • Profit / Loss • Corrector / Dump No's / Lost Time • Commitment vs. 'Cost Invoiced Cost where some costs have been invoiced 	By Work Area, By Client, By Trade, By Employee, By Contractor, Other	Capability (Control Chart) – Quality Analyst Tabular Information - Data base Accounts Information	Daily Weekly Monthly
Number of Jobs: <ul style="list-style-type: none"> • Received • Complete • In Progress 	By Work Area, By Trade, By Employee, By Contractor, Other	Capability (Control Chart) – Quality Analyst Tabular Information - Data base Accounts Information	Daily Weekly Monthly
Other Management Information: <ul style="list-style-type: none"> • Job Allocations • Jobs Outstanding • Appointment Date • Lost Time • No of jobs without Phone No's • SOR Codes No / Value • Jobs List Showing No Access • Levels of Remuneration 	By Work Area, By Trade, By Employee, By Contractor, Other	Capability (Control Chart) – Quality Analyst Tabular Information - Data base Accounts Information	Daily Weekly Monthly
Over-time measure	By Man, By Month, By Dep	Capability (Control Chart) – Quality Analyst Tabular Information	Monthly
Sickness & Ill Health Absence	By Work Area, By Trade, By Employee, By Contractor, Other	Capability (Control Chart) – Quality Analyst Tabular Information	Monthly
Health and Safety	By Work Area, By Trade, By Employee, By Contractor, Other	Capability (Control Chart) – Quality Analyst Tabular Information	Monthly
Customer Demand		Demand Analysis	Bi - annual
Accounts Information		Capability (Control Chart) – Quality Analyst Tabular Information	Monthly
PLANNED MEASURES	WORK TYPE	METHOD/FORMAT	TIMESCALE
Partnership KPI's		CYC Social Housing	Monthly
Statutory Social Housing KPI's		CYC Social Housing	Monthly
Hold reason – Card Left, No Access	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
Actual Cost Transport			Monthly
24/7 Standby Hours	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
Amount of Compensation Claims	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
Damage caused by accidents	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
No of people attending H&S training	By Man, By Month, By Dep		Monthly
Time spent on H&S training	By Man, By Month, By Dep		Monthly
Statutory Inspections	Corgi, NICEIC		Various
Re – Work / Follow on Work	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
Tender info – No, Quotes, time	By Work Area, By Trade, By Employee, By Contractor, Other		Monthly
Customer Feedback			Monthly

Customer based improvement

Outcomes	Measures	Actions
<p>Using the results of section 1, 2 and 3 – what are the key customer based outcomes you need to deliver in order to improve your services?</p> <ul style="list-style-type: none"> ▪ Reduction in end-to-end time from first contact to job complete ▪ Less re-work ▪ Less follow-on work/repeated visits ▪ Less failure demand ▪ Work completed first visit ▪ Improved customer contact 	<p>How will you check whether you are improving from a customer perspective?</p> <p><i>Ref: Performance Measurement & Monitoring</i></p>	<p>What are the key actions that will support customer based improvements in your service?</p> <p><i>Ref: Business Development Plan</i></p>

Process based improvement

Outcomes	Measures	Actions
<p>Using the results of section 1, 2 and 3 – what are the key process/efficiency based outcomes you need to deliver in order to improve your services?</p> <ul style="list-style-type: none"> ▪ Better process flow ▪ Less duplication/waste ▪ Increased capacity ▪ Less variation ▪ Improved capability ▪ Flexible, diverse & mobile workforce ▪ Better support processes ▪ Better procurement/supply chain process ▪ Improved Planning & Work Programming 	<p>How will you check whether you are improving from a process/efficiency perspective?</p> <p><i>Ref: Performance Measurement & Monitoring</i></p>	<p>What are the key actions that will support process/efficiency based improvements in your service?</p> <p><i>Ref: Business Development Plan</i></p>

Finance based improvement

Outcomes	Measures	Actions
<p>Using the results of section 1, 2 and 3 – what are the key finance based outcomes you need to deliver in order to improve your services?</p> <ul style="list-style-type: none"> • Improved format & content of financial information available to BM Management Team • Improved invoicing process for front line staff • Accurate identification & reduction in levels of work in progress • Reduction in elapsed time from receipt of work order to paid • Reduced loss on trading account • Charge & paid for all work • Alignment of direct & in-direct overheads • Extend Remuneration package 	<p>How will you check whether you are improving from a financial perspective?</p> <p><i>Ref: Performance Measurement & Monitoring</i></p>	<p>What are the key actions that will support financial/budget based improvements in your service?</p> <p><i>Ref: Business Development Plan</i></p>

Staff based improvement

Outcomes	Measures	Actions
<p>Using the results of section 1, 2 and 3 – what are the key staff based outcomes you need to deliver in order to improve your services?</p> <ul style="list-style-type: none"> • L.C.B. accredited multi-skilled workforce • T&D plan developed, implemented • Supervisory development • Skills-Base & Competence levels • Alignment of direct overheads • Management capacity • Reorganisation/Job Plans 	<p>How will you check whether you are improving from a staffing perspective?</p> <p><i>Ref: Performance Measurement & Monitoring</i></p>	<p>What are the key actions that will support the development of staff & learning within your service?</p> <p><i>Ref: Business Development Plan</i></p>

Section 6: Corporate Issues**Actions/Evidence****Equalities action/s**

- Current and future staff/workforce vacancies will be open to all members of the wider community
- The physical nature of some of the work activities provide for high levels of mobility
- Our Marketing Plan for growth includes provision of a service to help clients/customers meet the requirements of the DDA

Operational Risk – red risk action/s

- The delivery of this plan is reliant on several key issues highlighted in Section 3.
- These issues could significantly increase or reduce the risk of failure to meet the Service Plan objectives for 2007-10

Gershon – Efficiency improvement

- Contribute to the efficiency agenda through core process improvement and end-to-end measurement
- Focus on partnership and less adversarial procurement relationships
- Partnering the Supply Chain
- Improved Risk Management

Ref: Business
Development
Plan

Competitiveness statement

All of our services are subject to various methods of procurement, including:

- Open Tendering arrangements
- Partnership arrangements
- Value for Money through various exercises including marketing testing, benchmarking & financial analysis with other service providers
- Performance using national, local indicators & innovative methods of measurement
- Comparison with other services using similar measurement techniques

Section 7: Resources

1 General manager
 2 Operational Managers
 1 Estimator/Surveyor

9 Supervisory staff (subject to re-organisation 2007)
 9 Support & Temporary staff (subject to re-organisation 2007)

94 Multi-trade Workforce
 4 Apprentices

Recruitment: Staff, Tradesmen & Apprentices to maintain current workforce and any significant increase in growth beyond the capacity of the current staff levels.

Budget

	<u>2006/07</u>	<u>2007/08</u>	
Employees	£ 2,684,330	£ 2,744,970	There has been a 2.5% increase in our budget since last year. This is due to inflation.
Premises	£ 75,130	£ 81,610	
Transport	£ 404,490	£ 389,000	
Supplies and Services	£ 1,650,510	£ 1,688,470	
Miscellaneous	£ 1,279,570	£ 1,041,200	There have been 2 savings in the budgets for efficiencies on workshop duties (£21,000) and as a result of the Building dept restructure (£58,000).
– Recharges	£ 255,100	£ 295,960	
– Other	£ 1,024,470	£ 1,041,200	
Capital Financing	£ 0	£ 0	
Gross cost	£ 6,094,030	£ 6,241,210	
Less Income	£ 6,147,410	£ 6,379,720	
Net surplus	£ 53,380	£ 138,510	

Section 8: Monitoring and reporting arrangements

- Service Plan agreed with Director of Commercial Services
- Service Plan reviewed annually
- Progress monitored at Neighbourhood Services Board Meeting (Monthly)
- Business Development Plan used weekly and reviewed monthly by BM Management Team
- Performance Measures analysed within timescales indicated in Section 5.



Service Plan Template for 2007/08

(covering April 2007 – March 2010)

Stage 2 Document

Service Plan for: Civil Engineering

Directorate: Neighbourhood Services

Service Plan Holder: Martin Horner

Workplans: _____

Director: Terry Collins

Signed off _____

Date: _____

EMAP : Neighbourhood Services- Andrew Waller

Signed off _____

Date: _____

The following service plan template must be no longer than 12 pages long. (excluding workplans)

Section 1: The Service

Service Description

The maintenance and improvement of the highway asset working with our partners in City Strategy

The key service areas are:

- Repair and Restoration carriageway and footway schemes up to a value of £65k
- Basic Maintenance, the patching and repairing of carriageways and footways, both planned and reactive.
- Cleaning of surface water gullies to prevent water standing on the highway.
- Drain clearing service to private and commercial residents.
- Winter Maintenance, salting and snow clearance of carriageways, footways and cycle tracks.
- Out of hours Emergency Response service
- Restoration of the City Walls

Customers

- City Strategy
- All residents of York, both private and commercial

Service Activity

- The design and Build of R&R schemes, currently 36 schemes per year
- An average 150 R&R schemes per annum average value £25K
- An average of 5000 carriageway and footway repairs per annum
- 56000 gully cleans per annum
- An average 1500 private and Commercial drain clearances per annum
- 70 + Winter Maintenance call outs per annum
- Emergency Call outs average 500 per annum
- Provision of Pest Control Service

Why How When

- The service provides maintenance to the highways asset, to an approved and acceptable standard, fit for all asset users, motorists, pedestrians, cyclists and visitors.
- Work is programmed on an annual basis in conjunction with the Highways Client.
- Both labour and suppliers are locally sourced wherever possible.
- Work is acceptable to both residents and visitors.

service objectives

The purpose of the service is:

- to provide a highways maintenance service that meets the requirements of our current and future customers;
- to manage and develop highways maintenance to meet the demands of our customers and contribute to the corporate strategy of the City of York Council.
- Contribute to the overall financial targets of Neighbourhood services
- Provide work opportunities for people within York and surrounding area
- to contribute to the overall economy in York

Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External Drivers</p> <ul style="list-style-type: none"> • Health & Safety Legislation • Central Government Budgets • Private sector competition • Depreciation of the asset due to increased usage • Increase in visitor and tourist levels and special events • Gershon Report 	<p>Reduction in accidents and time off due to work related illness, improving efficiency.</p> <p>An increase or decrease in the annual budget would affect the current levels of staffing and turnover.</p> <p>The private sector is keen to gain a foothold in our area. If successful this could lead to staff leaving, less work and less turnover for the section.</p> <p>An increase in funding would be required to maintain the asset to an acceptable level. This could lead to an increase in staffing levels and turnover.</p> <p>More detailed work planning and timing of works relating to the asset.</p> <p>Contribute to efficiency agenda through process improvement</p>	
<p>Corporate Drivers</p> <ul style="list-style-type: none"> • Play a key part in delivering CYC corporate strategies • Equalities- by working with City Strategy improve means of access on the highway and footpaths • Ensure works are properly signed and access maintained for all road and footpath users 		

<p>Directorate Drivers</p> <ul style="list-style-type: none"> • Contribute to the financial targets of Neighbourhood Services • Achieve and maintain top quartile performance and bottom quartile costs for service provision • Ensure all procurement provides best VFM and is within CYC procurement rules 		
<p>Service Drivers</p> <ul style="list-style-type: none"> • Complete all work within agreed timescales and within budget • Meet and exceed targeted surplus 		

Section 3: Critical Success Factors (CSFs)

CSF's for 2005/06	Why a CSF?
CSF1 Reduce accidents and time off as a result of accidents by rigorous application of Health and Safety standards, monitoring, risk assessment, safe systems of work and tool box talks. Establish a strong culture of H&S through the whole department	This will improve staff well being and moral and reduce costs of service by reduction in absence and costs associated with accidents
CSF2 Provide a quality service for a fair price.	This is a key element of the departments vision and will lead towards raising the profile of the organization. This will lead to confidence in our service and a willingness to have work undertaken by the CSO.
CSF3 Staff Training	Needed to deliver the above. To retain valued quality staff and operatives. To comply with legislation. To become a quality assured contractor
CSF4 Minimise disruption to the public.	Increase customer satisfaction. Reduce complaints.
CS5 Improve the gully cleaning service	Continue work to improve service delivery and ensure VFM
CSF6 Improvement in our staff communication.	We need to ensure that all staff are kept informed not only of what is happening in their section but what is going on in other sections and departments.
CSF7 Reduction in Sickness Costs	By closely monitoring sickness reports and correct use of the corporate guidelines. Early referral to MO and health surveillance

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Increase the use of public and other environmentally friendly forms of transport.	Contribute to the Highway Asset maintenance by providing quality work efficiently carried out. Improved fleet management through ABRO partnership
Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces	By providing a cost effective highway maintenance service in partnership with City Strategy
Decrease the tonnage of biodegradable waste going to landfill	Continue to recycle suitable highway waste for use in footway and carriageway schemes.
Improve skills and knowledge of current and future work prospects	Staff development with Apprenticeships, training schemes etc.
Improve our organisational skills and effectiveness	Application of "Systems Thinking"

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures			Actions
C1 Increased customer feedback on completed schemes C2 Increased market share of private vehicle crossings C3 Reduction in the time taken to complete an emergency repair to the road	Measure	Current	Target	<ul style="list-style-type: none"> • Ensure feedback cards are delivered soon after completion. • Provide competitive quotes and quality work. • Improved resource planning
	% of cards returned	28%	40%	
	% of work won to quotes sent out	66%	75%	
	% within 24 hours			

Process based improvement

Outcomes	Measures			Actions
<ul style="list-style-type: none"> • P1 Number of tool box talks per month • P2 Number of site inspections per week • P3 Number of Quality Inspections on Basic Maintenance work • P4 Health Surveillance Established 	Measure	Current	Target	<ul style="list-style-type: none"> • Ensure consistency of delivery • Ensure staff are fully aware of the need for the information. • Ensure consistency of weekly inspection sheet allocation. • Check & review following Noise and Hand Arm vibration survey Jan 06
	% of employees receiving tool box talk	90%	100%	
	% of records returned to Service Development on time	95%	100%	
	% of inspections returned to BM supervisor	90%	100%	
	% of staff receiving health surveillance		100%	

Finance based improvement

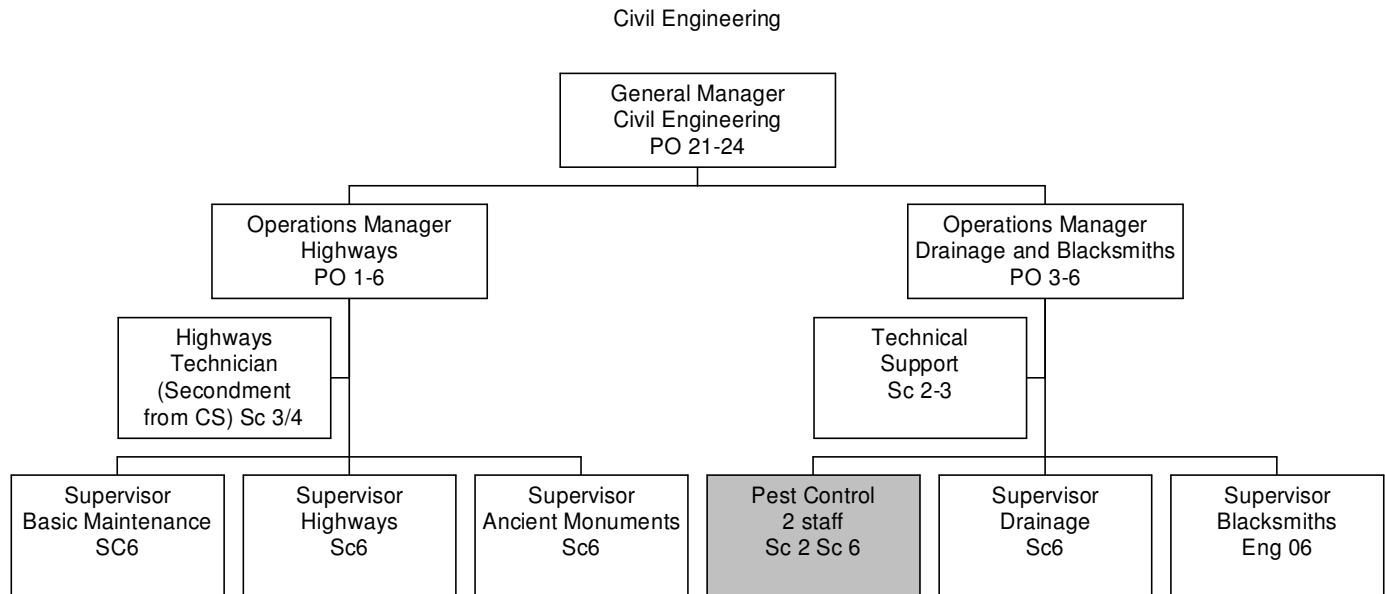
Outcomes	Measures			Actions	
<ul style="list-style-type: none"> Reduction in sick pay costs Savings from Improved procurement Increase in turnover/overhead recovery and profit 	Measure	Current	Target	<p>Appropriate use of sickness absence and monitoring procedures, with support from HR</p> <p>Ensure all procurement is carried out with CYC procedures and</p> <p>Work with City Strategy to ensure maximum work allocation</p>	
	Reduction in annual cost of sick pay		Reducing		
	Reduction in material costs through improved procurement		Increase in traded surplus		
	Turnover increases, surplus increases		Increase in traded surplus		

Staff based improvement

Outcomes	Measures			Actions	
<ul style="list-style-type: none"> All winter maintenance service staff trained to NVQ level Management Staff trained in IOSH Managing Safely Reduction in RIDDOR accidents Reduction in time off due to stress 	Measure	Current	Target	<ul style="list-style-type: none"> 2 days per employee Check/ review personal requirements of staff <ul style="list-style-type: none"> H&S training, tool box talks, PPE Monitor and support 	
	All to receive training	0%	100%		
	All to receive training	75%	100%		
	Reduce annual figure	6	reducing		
	Reduce annual figure	0.6	reducing		

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
Due to the physical nature of the work, high levels of mobility and flexibility are required. Ensure where appropriate suitable adjustments are made to the workplace to account for any disabilities	Ongoing
Ensure all equalities issues are followed during recruitment and selection	Ongoing
Operational Risk – red risk action/s	
The Highways PFI bid , if successful, will affect the other trading arms of Neighbourhood Services. This will have an effect on overhead recovery within the organization with 75% of the current workforce transferring to the private sector.	PFI decision June 07
High staff absence figures continue to cause financial problems	Ongoing
Gershon – Efficiency improvement	
Improved risk management	
Fleet Partnership	Jan 07
Recent procurement exercise of supplies and services	April 07 and ongoing
Competitiveness statement	
<ul style="list-style-type: none"> • Supplies and Services procurement • Value for money through benchmarking and financial analysis • Success in open competition for work with private sector • Performance measuring using local and national KPIs 	

Section 7: Resources**Staff Structure****Operatives:**

Highways-35

Drainage- 15

Blacksmiths-7

Ancient Monuments- 5

Budget

	2006/07	2007/08
Employees	£ 1,720,740	£ 1,763,420
Premises	£ 69,850	£ 75,860
Transport	£ 692,760	£ 735,660
Supplies and Services	£ 2,617,760	£ 2,677,980
Miscellaneous	£ 706,750	£ 764,130
– Recharges	£ 208,320	£ 258,570
– Other	£ 498,430	£ 505,560
Capital Financing	£ 0	£ 0
Gross cost	£ 5,807,860	£ 6,017,050
Less Income	£ 6,076,235	£ 6,229,520
Net surplus	£ 268,375	£ 212,470

There has been a 2.5% increase in our budget since last year. This is due to inflation.

There have been 2 savings in the budgets for drainage charges (£12,000) and florescent tubes (£22,000).

Section 7: Monitoring and reporting arrangements

It is proposed to meet every 3 months with the Assistant Director of Construction specifically to review the service plan.

The service plan will be approved by Neighbourhood Services DMT prior to being submitted to EMAP March 2007

Workplan template

Name of section Civil Engineering

Action/project	Deadline	Lead Officer	Service objective Link	To BSC support Imp target	Corporate Priority link
Complete section procurement	April 2007	M Horner			13
Carry out R&R programme with City Strategy	March 2008	M Horner			2,3, 12,13
Ensure all aspects of business plan achieved	March 2008	R White / M Horner			2,3,11,12,
Work with City Strategy to improve service following outcome of PFI	June 2007	R White			2,3,,12



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Waste Services

Directorate: Neighbourhood Services

Service Plan Holder: Geoff Derham

Workplans: _____

Director: _____

Signed off Date:

EMAP : _____

Signed off Date:

Section 1: The service

Service description

Waste Services cover the following key functions:

- Domestic Refuse collection (including garden waste)
- Commercial Waste Collections
- Kerbside Recycling collection

Domestic Refuse Collection

This service provides a refuse collection service to all 82,500 properties in the City of York Council area. Wheeled bins are the predominant method of collection although there are around 10,000 properties, mainly inner city, terraced areas, which are still collected using black sacks. All waste collected by this activity, including garden waste, is taken to landfill at Harewood Whin, Rufforth. There are around 60,000 properties which enjoy garden waste collections. These are undertaken from spring to autumn and alternate each fortnight with normal waste collections.

Commercial Waste Collections

This service provides a collection service to around 2,800 businesses in the City of York Council area. Whilst there is an obligation on the authority to provide such a service, there is no obligation on businesses to use the council and the market is open to competition from the private sector. Our current market share is in the region of 44%.

Kerbside Recycling Collections

This service provides fortnightly collections of dry recyclables (paper, glass and cans) from 65,000 properties in the City of York Council area. Materials are collected, and sorted, at the kerbside before being taken for reprocessing at Hessay.

Customers

In addition to our business customers, we serve each and every resident of York through the domestic collections. We still have a client function who hold the budget for the domestic waste and recycling services, though this will be amalgamated within Neighbourhood Services from April 2006, but we are autonomous with our commercial waste activities.

Service Activity

Our domestic waste and recycling service is carried out Monday to Friday each week using 17 large refuse vehicles and 7 small recycling vehicles. Our commercial waste service operates 12 hours per day, 7 days per week, using 3 large refuse vehicle and crews working split shift patterns. An operations manager oversees the operation who, along with the supervisors, has many years experience in the waste management area.

Service objectives

SO1: To provide effective, and cost efficient, waste collection services to the residents, and businesses in York.

SO2: To ensure a 'risk free', safe environment in which our staff can work

SO3: To ensure that the needs of all our customers are identified and that we work to design our services to meet these needs.

SO4: To promote the importance of waste minimisation and recycling and assist in delivering the Waste Strategy and respective action plans

SO4: To assist the authority in meeting statutory performance indicators (including the Landfill Allowance)

SO5: To provide effective, and timely, communication to our staff and customers as well as accepting, and responding to, mature feedback.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
External drivers <ol style="list-style-type: none"> 1) The Landfill Allowance Trading Scheme that came into force in April 2005. 2) Waste produced by households is expected to increase, nationally, by 3% per year. 3) The population is expected to rise by up to 10% in the next 3 years. 4) Perceived 'conflict' between County Council and York with regards to waste strategy. 	<ol style="list-style-type: none"> 1) We will be penalised financially if we fail to divert waste away from landfill. Collection methods, additional collections and treatment technologies will have to be further investigated. 2) The projected waste increase will seriously affect our ability to meet the targets above. 3) The rise in population will add further pressure to the waste growth in York. 4) We will need to ensure that we explore both what is best for the County as well as what is best for York for both the short and long term. 	<p>DEFRA – LATS 2005</p> <p>Waste Strategy 2000 – ODPM CYC</p> <p>BEPO – York & North Yorkshire 2005</p>
Corporate drivers <ol style="list-style-type: none"> 1) The revised Waste Strategy for York. 2) 'Easy@york' has identified our services, particularly Commercial Waste, as an area of high priority. 3) Garden waste collections. 4) Directorate Re-structure 5) Enhanced kerbside recycling 	<ol style="list-style-type: none"> 1) This will give us the toolkit to re-design our service. The strategy will outline how we will continue to meet our LATS targets whilst paying due regard to external pressure. 2) We will need to ensure that our services are accessible by residents as well as existing, and potential, customers. We will need to review our current working practices, particularly how we make use of IT systems and interact with departments with direct customer interfaces, to enhance service delivery. 3) This has been a fundamental shift away from 'traditional' methods of collection and has attracted some negative press coverage. After the winter suspension period, careful planning is critical to ensure a seamless re-introduction of the service. 4) From April 2006, a new Directorate of Neighbourhood Services replaced the old Commercial Services incorporated many functions 	<p>York Waste Strategy 2005.</p> <p>'Easy@York'</p> <p>CYC</p>

	<p>managed by other directorates (predominantly DEDS). This had an unsettling effect in some areas and required careful management during the amalgamation. Further small scale restructures are still going on and it is still an unsettling time for some staff.</p> <p>5) From March 2006, plastic bottles and cardboard (in trial areas) will be introduced to kerbside collections. This will require a change in current working practices as well as the provision of new vehicles.</p>	
<p>Directorate drivers</p> <p>1) Move to new depot</p> <p>2) Promotion of a positive safety culture</p> <p>3) Current communication between staff is poor and needs to be addressed.</p> <p>4) Need to change culture of management to encompass 'Transformational Leadership'.</p> <p>5) Appointment of new Director (Neighbourhood Services)</p>	<p>1) This has allowed a better working environment for staff though there are still some teething issues.</p> <p>2) Promoting a positive safety culture will help us provide a risk free environment in which our staff will work. We will continue the work already being done on health surveillance and actively promote the use of 'employee MOT's' using the Occupational Health provider and other specialist services as required. This will contribute to reducing the number of work related accidents and incidents.</p> <p>3) Good communication will be the backbone of our service change & delivery. We will engage staff at all levels and use their knowledge, and ambitions, to drive the service forward.</p> <p>4) Rather than managers who instruct others to follow, we will have leaders who lead by example.</p> <p>5) A new director will be appointed during 2005/6 to lead Neighbourhood Services. Such a change in the dynamics of the team, in addition to existing roles being amalgamated from other directorates, might lead to a short period of 'finding our feet'.</p>	
<p>Service drivers</p>	<p>1) Need to ensure consistency of our service and</p>	

<ol style="list-style-type: none"> 1) Maintain high customer satisfaction levels 2) Promote the image of the refuse and recycling services which has become an 'invisible' service to many. 3) Garden waste collections and enhanced recycling 4) Presentation rates on kerbside. 5) Ensure Health & Safety is at the forefront of our service. 6) 'Cradle to Grave' approach to recruitment and staff welfare. 	<p>that it meets the needs of our customers. Due to the ever changing environment in which waste operates, we need to plan forward and not constantly deal with reactive issues as a result of poor customer service.</p> <ol style="list-style-type: none"> 2) By raising the public profile of our services we will help raise awareness of waste within York. 3) See 'Corporate Driver' numbers 3 and 5. 4) Key to ensuring we divert waste away from landfill will be increasing the number of residents who actively recycle their waste. City of York Council must ensure that residents, have the resources to divert waste from landfill, particularly those on garden waste collections. 5) See 'Directorate Driver' 2 6) In order to maximise the full employment potential of each individual, as well as protecting the interests of the Council, we will ensure that all new starters are recruited using robust procedures, including probationary monitoring. All staff, whether new starters or existing staff, will be fully supported through their employment with us through adequate training, advice and counselling where appropriate. Neighbourhood Services will strive to achieve an attendance culture rather than concentrating on absence management. This will include both pro-active and reactive measures as outlined in the absence/attendance management strategy. 	
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Section 3: Critical Success Factors (CSFs)

CSFs for 2007/08	Why a CSF?
Successful continuation of the Alternate Waste Green Waste collections and introduction of enhanced kerbside recycling.	This is a fundamental need in order to meet our Landfill Allowance targets. Careful, and accurate, planning is needed to ensure a continuous service and ensure customers have confidence in our service.
Reducing the number of complaints.	The most common complaints we receive are due to bins not being returned or spillages not cleared up. Reducing these, and other, complaints will help measure how our staff are regarding our customers.
Maintaining low levels of missed bins per 100,000 collections.	This is a BVPI and gives us an indication of how effective our services are.
Increase in the recycling participation rates.	Vital to ensure we meet our landfill targets. Currently 3% behind target.
Successfully diverting waste from landfill.	Exceeding our landfill allowance will lead to heavy financial penalties on a budget already under pressure.
Maintaining high levels of customer satisfaction.	We currently have high levels of satisfaction and it is vital that these are maintained. We cannot afford to let satisfaction slip particularly in a year of change.
Increasing public awareness of our services	Many residents are still unaware of how our service operates or the external pressures it is subject to. We need to engage the public's support for what we do and encourage mature, responsible feedback. Customers can only do this if they are fully informed of the facts.
Improving communications internally and externally	There is a 'we don't get told anything' attitude amongst many staff. This leads to suspicion, mistrust and low morale. It is vital that all our staff are fully engaged in their roles and understand what their role is, the role of the council and how both of these fit into the wider waste picture – which is a global issue.
Reduction in the number of accidents.	Accidents put our staff and the council at risk. They are also expensive – from covering absent staff to paying compensation. Driving a reduction will benefit all staff and unburden some budget pressure.

Section 4: Links

Links to corporate objectives	
Improvement Statement (IS)	Contribution
Improve the way the council and its partners work together to deliver better services for the people who live in York	Ensuring that our services are visible and do not adversely effect the environment during operations.
Improve efficiency and reduce waste to free up more resources	Ensuring that all waste is removed, dealt with effectively and due regard made to the environmental impact of our operations.
Improve the way the council and its partners work together to deliver better services for the people who live in York	By embracing the latest transport and waste treatment technologies. Ensuring that all our staff are fully aware of their duty of care to both themselves and any person who might be affected by our operations.
Decrease the tonnage of biodegradable waste and recyclable products going to landfill	Promoting the idea of waste minimisation as part of the Waste Strategy. Working with the WSU, Yorkshire Business Link and other strategic partners to educate society on waste awareness and effect behavioural change.
Decrease the tonnage of biodegradable waste and recyclable products going to landfill	Ensuring that no resident or business is excluded from recycling opportunities. Offering realistic, workable alternatives where difficulties arise. Advising residents and businesses on recycling issues with strategic partners.
Decrease the tonnage of biodegradable waste and recyclable products going to landfill	By ensuring our services do not work to the detriment of the environment or residents/businesses. Leading by example and encouraging businesses to become 'waste aware' using the 'Tidy Business Standards' as a benchmark.
Neighbourhood Services Absence/Attendance Management Strategy.	By promoting an attendance culture rather than concentrating on managing absences.
Links to other plans	
<ul style="list-style-type: none"> ▪ Waste Strategy for York & North Yorkshire ▪ Street Environment Service – Service Plan 	

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • Maintain high levels of customer satisfaction • Reduce the number of missed collections per 100,000 • Increase the profile of our service to residents and businesses. • Engage the public in waste issues and encourage mature feedback. • Increase in recycling participation rates. • Increase the overall waste recycling rate to exceed national targets. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Ensure we carry put our operations with minimum fuss and disruption to residents and businesses. • Provide accurate information to all collection crews • Engage crews in the service enabling us to make better informed changes • Promote a positive image of the service through staff and vehicles.
	C1. % of residents satisfied with service	87%	92%	95%	98%	
	C2. Number of missed collections per 100,000	43	40	35	30	
	C3. % of businesses satisfied with service	95%	Maintain	Maintain	Maintain	
	C4. Perception of our service by residents and businesses.	Fair	Good	Maintain	Maintain	
	C5. % of households actively participating in recycling.	61%	65%	70%	Maintain	
	C6. % of waste arisings recycled and/or diverted from landfill	24%	40% (National target for 2007/8 is 20%)	42%	44%	

Process based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • Number of service inspections carried out per month • Number of quality inspections carried out per quarter • Number of health & safety inspections carried out per quarter • Number of refuse/recycling tasks completed satisfactorily • Closer links with customer service interfaces (YPAL & 'Easy@York') to ensure customer comes first. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Ensure consistency of service inspections encompassing service, quality and Health & Safety. • Ensure EXOR system is fully understood, and utilised, by service teams and YPAL • Ensure customer interface teams work closely with service delivery teams.
	P1. Number of service inspections per month	Every crew each month	Maintain	Maintain	Maintain	
	P2. Number of quality inspections per quarter	Every crew each quarter	Maintain	Maintain	Maintain	
	P3. Number of H & S inspections per quarter	Every crew each quarter	Maintain	Maintain	Maintain	
	P4. % of refuse/recycling tasks completed satisfactorily.	82%	90%	100%	100%	

Finance based improvement

Outcomes	Measures					Actions
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	
<ul style="list-style-type: none"> Reduction in the cost of sick pay Reduced spending on agency staff 	F1. Reduction in annual cost of sick pay.	£92,000	£85,000	£80,000	£70,000	<ul style="list-style-type: none"> Make full use of sickness absence & disciplinary procedures. Ensure full and proper use of Occupational Health and osteopath services and introduce attendance management policy. Move forward with Manpower Services for the effective provision of temp staff. Ensure we monitor our daily staff usage – both internal and temporary.
	F2. Reduction in annual cost of agency staff	£130,000	£100,000	£80,000	£80,000	

Staff based improvement

Outcomes	Measures					Actions
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	
<ul style="list-style-type: none"> Staff and operatives equipped with basic skills. Improve staff communication. Increase job satisfaction. Staff and operatives more aware of their duties and responsibilities and hw their roles fit into the wider waste environment. 	S1. % of staff with basic skills	100%	Maintain	Maintain	Maintain	<ul style="list-style-type: none"> Continue with current training plan and induction/re-induction process Help develop Team Brief and ensure supervisors take ownership of delivery Undertake staff satisfaction surveys Arrange training through WAMITAB
	S2. % of staff receiving team brief (or equivalent)	40%	100%	Maintain	Maintain	
	S3. % of staff satisfied with job	N/A	100%	100%	100%	
	S4. Number of operatives trained to NVQ level 1 through WAMITAB	0	50	All	Maintain	

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
N/A	
Safer City action/s	
N/A	
Operational Risk – red risk action/s	
No Red risks identified	
Gershon – Efficiency improvement	
<p><u>Competitiveness statement</u></p> <p>Waste services continues to provide efficient and cost effective waste management for City of York Council. At every opportunity we adhere to the principles of prudence whilst not detracting from our core service aim. In commercial waste, our customer base is growing steadily due both to the services we provide and our competitive prices, which we check regularly against those of our main competitors.</p> <p>A sign of how competitive the overall service is, was the award of the waste management contract to the University of York which was won against competition from the private sector and our commercial waste service remains viable in the face of stiff competition.</p>	

Section 7: Resources (1 page max)

The following Resources are used:

- An operations manager supported by 4 supervisors, and an administrator.
- 93 front line personnel
- 20 26 tonne refuse freighters and 8 23 tonne recycling vehicles

There are no recruitment issues and any vacancies are usually oversubscribed.

Budget £ 000's

	<u>2006/07</u>	<u>2007/08</u>
Employees	£ 2053	£ 2223
Premises	£ 3882	£ 3850
Transport	£ 1545	£ 1675
Supplies and Services	£ 974	£ 904
Miscellaneous		
– Recharges	£ 356	£ 483
– Other	£ 1527	£ 1668
Capital Financing	£ 683	£ 867
Gross cost	£11020	£ 11670
Less Income	£ 3861	£ 3780
Net cost	£ 7159	£ 7890

There has been a net 10.2% increase in our budget since last year. This is due to increase Landfill Tax £+227k, property base £+36k, kerbside cardboard/plastic collection £+299k, changes to capital financing charges £+184k, inflation £+281k, budget transfers to City Strategy £+116, increased profit from commercial waste £-110k and savings from reduced waste to landfill and processing costs £-337k.

Please contact your directorate accountant for these figures.

Section 7: Monitoring and reporting arrangements

We will be meeting bi-monthly to review the plan and the work plans. After each review meeting the work plans will be updated and attached to the service plan. Review meetings will take place bi-monthly continuing from the 2006 schedule.

Workplan template

Name of section _____

Action/project	Deadline	Lead Officer	Service objective Link	To BSC support Imp target	Corporate Objective link



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: NEIGHBOURHOOD PRIDE SERVICE

Directorate: NEIGHBOURHOOD SERVICES

Service Plan Holder: RUSSELL STONE

Workplans: Street Cleansing
Grounds Maintenance
Street Environment

Director: Terry Collins

Signed off

Date:

EMAP : Neighbourhood Services – Andrew Waller

Signed off

Date:

Section 1: The service (1 page max)**Service description**

This plan covers the work areas of the following teams with the Neighbourhood Action Team:

- Street Cleansing
- Grounds Maintenance
- Street Environment Service

Grounds maintenance

This includes the maintenance of all council owned land, except schools and covers the full range of horticultural tasks from maintenance of grass and flower beds to tree and bowling green maintenance.

Our customers are residents, visitors to the city, businesses and elected members.

Street Cleansing

This includes both manual and mechanical cleansing of council owned land from the parishes to the city centre, the service is provided for 364 days a year, from 06.00 to 19.00.

Our customers are residents, visitors to the city, businesses and elected members.

Street Environment Service

This service monitors, assesses and makes improvements to the street environment by dealing with a range of issues including graffiti, fly-posting, dumped rubbish, litter, private drainage and fly-tipping. The service has proactive, reactive and enforcement roles. We:

- Enforce offences when necessary in areas such as litter, rubbish presentation, fly-posting, duty of care of waste and fly-tipping amongst others.
- Respond to complaints and requests for assistance to make a tangible difference to the standards found in the environment across the city.
- Educate where possible to change behavioural patterns tackling issues at source rather than responding to the symptom.
- Work in partnership with businesses to raise standards found on private land.
- Assist with the authorities delivery of the corporate strategies.

Our customers are residents, visitors to the city, businesses and elected members.

Service objectives

Explanation of the objectives your service is trying to achieve. This is a *'statement of intent'* and should therefore provide clarity about the purpose and outcomes of the service.

Please list in bullet point format only.

- Service objective 1 - To provide a cleaner, greener and safer environment.
- Service objective 2 – To improve and maintain the physical look of the city.
- Service objective 3 – To maintain a highly motivated workforce, through training and involvement.
- Service objective 4 – To encourage involvement of the public, and partners from the public and private Sector in both of the above.
- Service objective 5 – To contribute towards an improved CPA rating for the authority
- Service objective 6 - To encourage involvement of minority groups in the life of the city
- Service objective 7 – Maintain 'York Pride' at the core of all we do.
- Service objective 8 – To work closely with other directorates to bring about improvements
- Service objective 9 – to operate a fair, transparent and proportionate enforcement regime to maintain the protection of public health and tackle street environment issues.

ANNEX 7
Section 2: The Drivers

Driver type	How might this affect our service	Sources
<p>External drivers</p> <ul style="list-style-type: none"> • Gershon • 2007 local elections • Clean neighborhoods and environment act • New EPA codes of practice (April 06) • BVPI 199 • Neighbourhood policing 	<ul style="list-style-type: none"> • Possible changes to aims and objectives of the council • Possible changes to working practices • A call on already stretched resources • Involvement of SES with the police in delivering neighbourhood policing by 2008 may increase workloads of the team 	
<p>Corporate drivers</p> <ul style="list-style-type: none"> • Council restructure/move towards neighborhood services • York Pride. • Increasing budgetary pressure on the authority as a whole. • The councils move towards transformational leadership and Systems thinking 	<ul style="list-style-type: none"> • This will give greater focus on what we as an authority do and will enable a speedier more efficient response and therefore increased satisfaction levels • The 'York Pride' philosophy will be at the heart of everything we do. It will cover all aspect of the 'York Pride' initiative. • Continuous media coverage is leading to concern amongst the workforce, which could lead to low morale and a drop in productivity • This will help to speed up the required changes to how we all work inter departmentally 	

ANNEX 7

<ul style="list-style-type: none"> • Job Evaluation • LPSA-2 • Easy@york • Role in achieving DIP 3 • Equality Standards 	<ul style="list-style-type: none"> • Could lead to dissatisfaction and low morale leading to low output of work • Will lead to improved satisfaction levels and PI ratings • More call on our reactive service • Need to work with North Yorkshire Police on the delivery of Neighbourhood Policing in York. Wider role to play in funding schemes aimed at reducing Anti-social behaviour. • The need to ensure our services have been assessed in terms of Equalities Impact Assessments. 	
<p>Directorate drivers</p> <ul style="list-style-type: none"> • Our move towards transformational leadership and Systems thinking • Budget targets • Delivery of services within the section will generate a cohesive and successful new service. 	<ul style="list-style-type: none"> • Workforce will be involved in decision making and be aware of the reasons for taking actions,(not just do it) • Potential savings in the financial year may affect the range of delivery in some areas. • Change needs to be managed from a staff and service perspective. 	
<p>Service drivers</p> <ul style="list-style-type: none"> • Increase consultation with our Customer. 	<ul style="list-style-type: none"> • This will allow us to better target our resources to where they are needed 	

ANNEX 7

<ul style="list-style-type: none"> • Have appropriate measures in place in conjunction with other directorates and partner organizations. • Increase satisfaction levels on various performance indicators • Health & Safety (proactive) <ul style="list-style-type: none"> ○ Improve our Health and Safety culture and training programme ○ Implement health surveillance, particularly on HAVS and noise • Continue with programme of reviewing risk assessments • Health & Safety (reactive) <ul style="list-style-type: none"> • Continue with osteopath referrals • Consider referrals to similar services • Put out a consistent message from DMT, and be consistent with any sanctions required for non compliance with H&S Human Resource Issues (proactive) 	<ul style="list-style-type: none"> • To ensure that we are monitoring the system correctly. • This will help with <ul style="list-style-type: none"> ○ Planning ○ budgeting ○ our CPA rating ○ demonstrating continuous improvement ○ improving perception ratings • This will help with staff morale, quality standards and reduce accident related absence. • This will reduce absence and possible future litigation • This will contribute to a reduction in numbers of accidents • This will contribute to reduction in absence levels • This will contribute to a continued change in culture
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ANNEX 7

<ul style="list-style-type: none">• Ensure initial and follow up inductions are carried out• Ensure that exit interviews are carried out• Ensure sickness absence monitoring programme is carried out and discussed at team meetings <p>Human Resource Issues (reactive)</p> <ul style="list-style-type: none">• Ensure actions are taken following sickness absence monitoring and that these are discussed at team meetings	<ul style="list-style-type: none">• This will lead to staff feeling part of the organization and help identify and rectify any occurring issues.• This will help us better understand the views and opinions of employees.• This will contribute to the need to reduce sickness absence levels and show involve all employees in the process <p>All staff will understand the process from start to finish.</p>	
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Section 3: Critical Success Factors (CSFs) (half page max)

Taking account of the service objectives in section 1 and the drivers identified in section 2, decide what is critically important for your service to achieve over the next 1-3 years? This might be

- something your service has to deliver or improve without fail, or;
- an enabling factor which will be a barrier to your staff delivering the broad service objectives.

CSFs for 2007/08	Why a CSF?
Achieve stretch targets in LPSA-2	Will enable us to improve our PI results, non 'payback' of funding
Achieve improved CPA rating	Will help with staff morale and with the authorities corporate aims
Implement and carry out a training programme.	This will give the section more flexibility
Continue to receive sponsorship funding from the private sector	This will enable us to improve historically under funded areas of the city
Improve 2 way communications with workforce, (don't just talk, but listen and respond)	This will help improve our service, by us all understanding each others perspective.
Improve the Health & Safety culture	This will improve productivity, quality and reduce sickness absence levels
Effective integration of the Street Environment Service within the new Neighbourhoods Directorate.	Effective partnership working is essential to the Neighbourhoods Directorate. The roles and operating practices of street scene and SES need to be reviewed to ensure complimentary delivery and efficient resource use.

Section 4: Links to corporate priorities

Improvement Statement (IS)	Contribution
Increase residents satisfaction with the provision of parks & open spaces (DIP 3)	We provide attendants and maintain the parks and open spaces
To reduce the % of relevant land and highways that are assessed as having combined deposits of 'litter' and 'detritus' that fall below acceptable levels (DIP 3&4)	We maintain these areas by mechanical and manual cleansing
Increase satisfaction of residents with the maintenance of communal housing areas (DIP 3 & 10)	We carry out the grounds maintenance and cleansing of these areas.
Reduce the time taken to remove fly tipped materials (DIP 3 & 4)	We carry out the removal of all fly tipped materials
Increase resident satisfaction and pride with their local neighbourhoods (DIP 3, 10 & 12)	Through tackling poor standards and delivering targeted local improvements based on the aspirations of the local communities. Increase participation in democratic issues. Deliver York Neighbourhoods Pride.
Protect and Enhance the built and green environment that makes York unique (DIP 3)	Through tackling poor standards and taking enforcement action when this is necessary. Also in increasing the participation in democratic decisions.

Minimise waste arising from both residents and businesses (DIP 1)	Supporting the Waste Strategy Unit by taking enforcement action against those individuals and businesses who do not present their waste in the required way. For example taking enforcement action on 'side waste'.
Promote pride in the city, high quality services and products and safe/fair practices amongst York businesses (DIP 4, 10 &12)	The service directly assists the authority with the delivery of the York Neighbourhoods Pride .
Reduce the fear of crime experience by York residents through building safer communities and where local people influence law enforcement practices (DIP 4)	The Street Environment team is working with North Yorkshire Police and Safer York Partnership on Neighbourhood Policing. Joint agency problem solving groups have been established with a view to tackle anti-social behaviour issues. Through working on joint initiatives such as 'joint action days' aimed at tackling anti-social behaviour incidences.
Improve methods of reducing anti-social behaviour and anti-social behaviour (DIP 4)	
Work to reduce the number of young people involved in crime and anti-social behaviour (DIP 4)	
Provide effective consumer and environmental protection services working with partner organisations (DIP4)	
Links to other plans <ul style="list-style-type: none"> • Council Plan • Directorate Business Plan • Corporate Strategy 2006-2009 	

ANNEX 7

Section 5: Balanced Scorecard of outcomes and measures (3 pages max)

Customer based improvement

Outcomes	Measures	Actions																									
<ul style="list-style-type: none"> Increased satisfaction with street cleansing. Parks questionnaire Publish service level standards Residents taking responsibility for and a pride in the physical standards of public spaces that is visible to the public 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: black; color: white;"> <th>Measure</th> <th>Current</th> <th>2007/08 Target</th> <th>2008/09 Target</th> <th>2009/10 Target</th> </tr> </thead> <tbody> <tr> <td>Res opps BVPI89</td> <td>61%</td> <td>70%</td> <td>75%</td> <td>80%</td> </tr> <tr> <td>Satisfaction With Parks</td> <td>97.75%</td> <td>95%</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>Are they published?</td> <td></td> <td>Y</td> <td>Y</td> <td>Y</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	Res opps BVPI89	61%	70%	75%	80%	Satisfaction With Parks	97.75%	95%	95%	95%	Are they published?		Y	Y	Y						<ul style="list-style-type: none"> Get it right first time.
Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target																							
Res opps BVPI89	61%	70%	75%	80%																							
Satisfaction With Parks	97.75%	95%	95%	95%																							
Are they published?		Y	Y	Y																							

Process based improvement

Outcomes	Measures	Actions																									
<ul style="list-style-type: none"> Increase the number of staff receiving tool box talks. Number of 1 to 1's undertaken. Gain useful info from health surveillance Achieve targets in LPSA –2 (BY 08) Equality Impact Assessments to be completed for key areas of the service 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: black; color: white;"> <th>Measure</th> <th>Current</th> <th>2007/08 Target</th> <th>2008/09 Target</th> <th>2009/10 Target</th> </tr> </thead> <tbody> <tr> <td>% of staff having received a tool box talk</td> <td>42%</td> <td>80%</td> <td>85%</td> <td>95%</td> </tr> <tr> <td>% of staff taking part in a 1 to 1 (ANNUAL)</td> <td>79%</td> <td>90%</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>Info gained has helped to reduce sickness absence</td> <td>12.8</td> <td>11</td> <td>10</td> <td>9</td> </tr> <tr> <td>BVPI 199 result</td> <td>22.55%</td> <td>17%</td> <td>17%</td> <td>15%</td> </tr> </tbody> </table>	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	% of staff having received a tool box talk	42%	80%	85%	95%	% of staff taking part in a 1 to 1 (ANNUAL)	79%	90%	95%	95%	Info gained has helped to reduce sickness absence	12.8	11	10	9	BVPI 199 result	22.55%	17%	17%	15%	<ul style="list-style-type: none"> Ensure regular consistent delivery. Offer the opportunity to all. Carry out surveys and include in 1 to 1's
Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target																							
% of staff having received a tool box talk	42%	80%	85%	95%																							
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Info gained has helped to reduce sickness absence	12.8	11	10	9																							
BVPI 199 result	22.55%	17%	17%	15%																							

ANNEX 7

Finance based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • Reduction in Sickness absence costs. • Reduction in hired plant costs. • LPSA -2 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Continue to use corporate controls. • Improve budget setting and align permanent 'fleet' to actual needs.
	Actual reduction in annual cost of sick pay	62k	69k	65k	62k	
	Actual reduction in annual cost of hired plant.	41k	40k	35k	25k	
	Pump priming funding received	Y	Y	Y	N/A	

Staff based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • Offer training opportunities, to fir service needs. • Improved communication. • Better understanding of employee views and opinions 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Compile a training programme following 1 to 1's. • Hold monthly zone meetings, team briefs and tool box talks.
	% of staff receiving training.	25%	60%	50%	45%	
	% of staff attending zone meetings	46%	95%	95%	95%	

Section 6: Corporate Issues (2 page max)

Actions/Evidence	Deadline
Equalities action/s	
<ul style="list-style-type: none"> • Service Standards Will be available in other languages 	
<ul style="list-style-type: none"> • To undertake Equalities Impact Assessment of key service delivery areas. 	
Operational Risk – red risk action/s	
Gershon – Efficiency improvement	
Proposed restructure of Neighborhood Services (more for the same)	
<u>Competitiveness statement</u>	
<ul style="list-style-type: none"> • Highway Weed Control is tendered to the private sector, in order to achieve a high standard of service at a cost lower than we could achieve if we carried out the work ourselves. • The supply of bedding plants, tubs and hanging baskets is tendered in order to gain the best quality and price available from the private sector. • The service works in conjunction with partner organisations and both internal and external to the authority to deliver problem solving to tackle anti-social behaviour. This leads to more effective and efficient delivery. 	

Section 7: Resources

- 1 General Manager
- 1 Senior Street Environment Officer
- 6 Street Environment Officers
- 4 Supervisors
- 79 Full Time Equivalent Operatives

Budget £ 000's

	<u>2006/07</u>	<u>2007/08</u>
Employees	£ 2232	£ 2114
Premises	£ 664	£ 661
Transport	£ 596	£ 609
Supplies and Services	£ 391	£ 371
Miscellaneous		
– Recharges	£ 398	£ 440
– Other	£ 375	£ 384
Capital Financing	£ 71	£ 74
Gross cost	£ 4727	£ 4653
Less Income	£ 1696	£ 1722
Net cost	£ 3031	£ 2931

There has been a net 3.3% decrease in our budget since last year. This is due to transfer of York Pride Action Line to Easy At York £-175k, savings against Toilets £-22k and inflation £+97k.

Please contact your directorate accountant for these figures.

Section 7: Monitoring and reporting arrangements

- Monthly Operational meetings, involving Finance, Quality, HR and H&S
- Monthly Section meeting to review all the above and other issues within Street Scene Supervision and Management
- Monthly DMT Performance meeting
- Council Monitors

ANNEX 7

Workplan template

Name of section York Neighborhood Pride Service

Action/project	Deadline	Lead Officer	Service objective Link	To BSC support Imp target	Corporate Priority link
Train staff in BVPI 199 standards	Oct 07	R. Stone	1, 2 & 5		3 & 5
Roll out of new working methods	June 07	R. Stone	1, 2, & 5		3 & 13
Review City Centre cleansing working methods	Dec 07	R. Stone	1, 2, & 5		3 & 13



Service Plan Template for 2007/08 (covering April 2007 – March 2010)

Service Plan for: Cleaning Services

Directorate: Neighbourhood Services

Service Plan Holder: Geoff Derham

Workplans: _____

Director: _____

Signed off Date:

EMAP : _____

Signed off Date:

Section 1: The service

Service description

Cleaning Services provides the following core cleaning services:

- School Cleaning
- Building & Facility Cleaning
- Void Cleaning

School Cleaning

This service currently operates in 47 schools providing cleaning, and caretaking, services. Our client is the Education Directorate though we deal, in the main, with individual school heads and governors.

Building & Facility Cleaning

This service provides core cleaning and caretaking services to council offices, depots and public buildings such as libraries, museums and art galleries (through the museum and galleries trust). Our core client, as well as individual site managers, is facilities management.

Void Cleaning

This service undertakes to clear, and clean, empty council properties to bring them up to a decent standard for re-letting. The Housing Directorate is our core client.

Service Activity

Our service is operated predominantly between 0600-0830 and 1530 to 2000 five days per week. The majority of our staff work part time. One operations manager and 5 area supervisors are responsible for service delivery. The operations manager and supervisors are supported by a part time administrator. There is now a full time dedicated training officer working to provide consistent induction and ongoing training.

Service objectives

- ◆ **SO1.** To provide efficient and cost effective cleaning and caretaking to schools, offices and public buildings.
- ◆ **SO2.** to provide a clean safe working environment for City of York Council employees as well as staff, pupils and parents in schools.
- ◆ **SO3.** To bring empty council properties up to a decent re-let standard.

Section 2: The Drivers

Driver type	How might this affect our service	Sources
External drivers <ol style="list-style-type: none"> 1) Extended school opening hours 2) APSE Benchmarking 3) Working Time Directive 4) Job Evaluation 5) Competition for staff (recruitment) 	<ol style="list-style-type: none"> 1) The Government are keen to promote breakfast and after dinner clubs in all schools. This will impinge on the hours when we normally clean schools and will add to the workload of the service. 2) We have not yet received our ranking for 2005/6 but we were in the lowest quartile for 2004/5. The results of this benchmarking are critical to prove our service is competitive and efficient. 3) Whilst this does not affect the vast majority of our staff, mobile cleaners in particular need to be carefully managed to ensure they work within the confines of this directive. 4) As part of the 1999 Single Status Agreement, Job Evaluation is now being undertaken within the Council. This is likely to have an impact on the pay of cleaning staff that, historically, have been at the lower end of previous pay scales. It may also have an impact on point 5. 5) We have always found it difficult to recruit cleaning staff and, due to activity by our competitors locally, this is likely to continue. 	<ol style="list-style-type: none"> 1) Government announcement in 2005
Corporate drivers <ol style="list-style-type: none"> 1) The school-cleaning contract is seen as a core part of the education process. 2) Accommodation Review - Staff working in council offices and buildings demand a decent working environment. 3) A positive safety culture 4) Individual Performance Reviews (Appraisals) for key staff. 	<ol style="list-style-type: none"> 1) The council has a duty to provide clean schools and we need to prove that we are the best value supplier for the long term. 2) This can be difficult to achieve due to the nature, and location, of many of the buildings. Hopefully, the accommodation review currently being undertaken, will address some of these difficulties. 	

<ul style="list-style-type: none"> 5) New Directorate of 'Neighbourhood Services'. 6) Building Cleaning Contract 	<ul style="list-style-type: none"> 3) Promoting a positive safety culture will help us provide a risk free environment in which our staff will work. This will reduce the number of work related accidents and incidents. 4) All staff need to be aware of the wider implications their position has within the service. They also need clear guidelines along which to operate and against which their success is measured. 5) Whilst this will not have any immediate impact on the service, due to the maintenance of a client/contractor split, there may be some disruption and concerns raised during the process. 6) We are not currently in a contract for building cleaning and the financial return on our service is lower than expectations. It is likely that a re-tendering of this service is undertaken during the life of this plan. 	
<p>Directorate drivers</p> <ul style="list-style-type: none"> 1) Move to new depot in late 2006 2) Promotion of a positive safety culture 3) Addressing communication issues. 4) Changing culture of management to encompass 'Transformational Leadership'. 5) Criminal Records Bureau checks 	<ul style="list-style-type: none"> 1) This will allow a better working environment for staff though there is already pressure on the move. 2) Promoting a positive safety culture will help us provide a risk free environment in which our staff will work. We will continue the work already being done on health surveillance and actively promote the use of 'employee MOT's' using the Occupational Health provider and other specialist services as required. This will contribute to reducing the number of work related accidents and incidents. 3) Good communication will be the backbone of our service change & delivery. We will engage staff at 	

	<p>all levels and use their knowledge, and ambitions, to drive the service forward.</p> <p>4) Rather than managers who instruct others to follow, we will have leaders who lead by example.</p> <p>5) Many of our caretaking staff have been identified as having unsupervised access to children in schools and sports centres. We will have to make CRB checking a core part of the recruitment process as well as identifying current staff that will need to go through the process.</p>	
<p>Service drivers</p> <ol style="list-style-type: none"> 1) Maintain high customer satisfaction levels 2) Promote the image of cleaning services 3) Ensure Health & Safety is at the forefront of our service. 4) To promote training and development for all staff and operatives. 5) 'Cradle to Grave' approach to recruitment and staff welfare. 	<ol style="list-style-type: none"> 1) Need to ensure consistency of our service and that it meets the needs of our customers. 2) By raising the profile of our services we will help deliver more customer focused services. We will likely have to go through a 're-branding' exercise during 2007/08. 3) See directorate driver 2 4) Training is crucial to the delivery, and support, of cleaning services. This will start with a comprehensive induction process, incorporating BICS (British Institute of Cleaning Science) certification and will also be promoted throughout the wider cleaning workforce. In addition, we will explore training for key staff to NVQ levels 1 & 2. 5) In order to maximise the full employment potential of each individual, as well as protecting the interests of the Council, we will ensure that all new starters are recruited using robust procedures, including probationary monitoring. All staff, whether new starters or existing staff, will be fully supported through their employment with us 	

	<p>through adequate training, advice and counselling where appropriate. Neighbourhood Services will strive to achieve an attendance culture rather than concentrating on absence management. This will include both pro-active and reactive measures as outlined in the absence/attendance management strategy.</p>	
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Section 3: Critical Success Factors (CSF's)

CSF's for 2005/06	Why a CSF?
A successful start to the school cleaning partnership in April 2006.	In order to promote our service in a positive light, and to ensure the long term viability of the service, a successful start to the partnership is crucial.
Maintaining high levels of customer satisfaction.	We currently have high levels of satisfaction and it is vital that these are maintained. We cannot afford to let satisfaction slip particularly in a year of change.
Improving communications internally and externally	There is a 'we don't get told anything' attitude amongst many staff. This leads to suspicion, mistrust and low morale. It is vital that all our staff are fully engaged in their roles and understand what their role is, the role of the council and how both of these fit into the wider picture. We need to continue the work already done in improving our relationships with our clients, both in schools and facilities.
Reduction in the number of accidents.	Accidents put our staff and the council at risk. They are also expensive – from covering absent staff to paying compensation. A further reduction on the figures for 2005/06 will benefit all staff and unburden some budget pressure.

Section 4: Links

Links to corporate objectives	
Objective	Contribution
Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces.	By ensuring that school spaces are kept clean and offer a welcoming environment.
Improve the actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces.	By ensuring that public buildings, and council buildings to which the public has access, are clean and welcoming.
Neighbourhood Services Absence/Attendance Management Strategy.	By promoting an attendance culture rather than concentrating on managing absences.

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> • Maintain satisfaction with service • Improve satisfaction with cleaning standards 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Improve the quality inspection process • Increase the frequency of service inspections • Work with customers to determine their needs from the service
	C1. % of customers satisfied with service	96%	98%	100%	100%	
	C2. % of customers satisfied with cleaning standards	89%	95%	95%	95%	

Process based improvement

Outcomes	Measures					Actions
<ul style="list-style-type: none"> ▪ Ensure recruitment, selection & probation process is robust ▪ Provide a robust induction and training programme ▪ Ensure accuracy of timesheets against pay and rationalize the process. ▪ Ensure sickness absence is managed, monitored and appropriate action taken. 	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	<ul style="list-style-type: none"> • Provide manger and supervisors with necessary information, support and leadership • Ensure we have a robust induction and training plan • Pro actively manage sickness absence.
	P1. % of successful candidates completing satisfactory probation period.	N/A	90%	90%	90%	
	P2. % of new employees undergoing induction and training to BICS standard	N/A	90%	95%	100%	
	P3. % of Return to work interviews undertaken	60%	100%	100%	100%	

Finance based improvement

Outcomes	Measures					Actions						
<ul style="list-style-type: none"> Develop SLA with Facilities Management Agree Scope of SLA and how it can be delivered in buildings Identify areas where service can't delivery efficiencies outlined in the SLA. Ideally, using SLA, bring building cleaning to break even or identify strategy if it can't meet this Continue working with schools within the SLA and adopt a similar approach to that in building cleaning. 	<table border="1"> <thead> <tr> <th>Measure</th> <th>Current</th> <th>2007/08 Target</th> <th>2008/09 Target</th> <th>2009/10 Target</th> </tr> </thead> </table>	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	F1. SLA agreed		Achieve	Maintain	Maintain	<ul style="list-style-type: none"> Work with FM to develop and SLA Identify efficiency savings in the SLA Continue working with schools to ensure efficiencies in the SLA can be met.
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target							
	F2. Efficiency savings identified and worked to		Achieve	Maintain	Maintain							
	F3. identify where efficiencies can't be met and devise high level strategy.		Identify/Agree									

Staff based improvement

Outcomes	Measures					Actions						
<ul style="list-style-type: none"> Staff and operatives equipped with basic skills to NVQ level 1 or 2 Improve staff communication. Increase job satisfaction. 	<table border="1"> <thead> <tr> <th>Measure</th> <th>Current</th> <th>2007/08 Target</th> <th>2008/09 Target</th> <th>2009/10 Target</th> </tr> </thead> </table>	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target	S1. % of staff with basic skills to NVQ level 1 or 2	0%	20%	50%	95%	<ul style="list-style-type: none"> Design and implement training plans Help develop effective vehicle for communication within cleaning services and ensure supervisors and operatives take joint ownership of contribution and delivery Undertake staff satisfaction surveys
	Measure	Current	2007/08 Target	2008/09 Target	2009/10 Target							
	S2. % of staff involved in effective communication	22%	60%	85%	95%							
	S3. % of staff satisfied with job	N/A	65%	80%	95%							

Section 6: Corporate Issues

Actions/Evidence	Deadline
Equalities action/s	
<ol style="list-style-type: none"> 1. We have already identified recruitment potential through Future Prospects, taking on staff with learning difficulties. Given the nature of some of the buildings we work in, our service is not broadly suitable for people with severe mobility problems. 2. Due to the number of foreign Nationals being employed in our service, and the need to be able to communicate with them all, we are developing a language pack. 	May 2007.
Safer City action/s	
There are no links to Safer City on this plan.	
Operational Risk – red risk action/s	
It is likely that during the life of this plan, the building/facilities cleaning contract will be re-tendered. We need to ensure that our service is robust, cost effective and dynamic in order to prepare for the tender process.	June 2007
Gershon – Efficiency improvement	
We currently use sub contractors to undertake repairs and testing of electrical equipment. As the largest amount of this cost is down to labour, we will look to employ a service engineer do undertake the work in-house. This was planned for 2006/07 but was held back due to restructure.	
<u>Competitiveness statement</u>	
Commercial Services achieved EFQM status in 2005 and in 2006 achieved the Charter Mark for its services. In addition, cleaning services subscribes to the annual APSE benchmarking process along with nearly 300 other authorities undertaking similar work.	

Section 7: Resources

The following resources are used:

- An operations manager supported by five area supervisors ,a part time administrator and a full time training officer.
- 528 front line staff (256 FTE's)

Recruitment is difficult as is staff retention. Most of our vacancies are for part time staff working early mornings or evenings and we cannot offer the number of hours that some candidates are seeking. This is despite the additional benefits which working for a Local Authority has to offer.

Budget

	<u>2006/07</u>	<u>2007/08</u>	
Employees	£2,317,450	£2,375,380	There has been a 0% increase/decrease in our budget since last year. Individual budgets have been increased by inflation to achieve the same expected level of surplus..
Premises	£ 18,530	£ 18,960	
Transport	£ 35,250	£ 36,060	
Supplies and Services	£ 131,870	£ 134,900	
Miscellaneous	£472,470	£ 483,350	
– Recharges	£186,650	£190,950	
– Other	£285,820	£292,400	
Capital Financing	£ 0	£ 0	
Gross cost	£2,975,570	£3,048,650	
Less Income	£3,034,120	£3,107,200	
Net cost	£ - 58,550	£ - 58,550	

Section 7: Monitoring and reporting arrangements

We will be meeting bi-monthly to review the plan and the work plans. After each review meeting the work plans will be updated and attached to the service plan. Review meetings will take place bi-monthly continuing on from the 2006 schedule.

Workplan template

Name of section _____

Action/project	Deadline	Lead Officer	Service objective Link	To BSC support Imp target	Corporate Objective link



Meeting of the Executive Member for Neighbourhood Services and Advisory Panel

21 March 2007

Report of the Director of Neighbourhood Services

Noise Complaints Update

Summary

1. Members are asked to note the actions taken by the environmental protection unit (EPU) to tackle noise nuisance and approve the proposals to deal with the service pressures generated by the implementation of the Licensing Act 2003 and the introduction of the nighttime Noise Patrol service.

Background

2. On 24 November 2005, the Licensing Act 2003 became law. EPU officers are often engaged in licensing work. In 2005/06 they commented on 477 licensing applications, investigated noise complaints from licensed premises and attending licensing hearings.
3. On 8 March 2006 the Executive Member approved a new approach to tackling noise nuisance, which included the setting up of a new weekend nighttime noise enforcement service (the "Noise Patrol"). The Noise Patrol operates on Friday and Saturday nights from 9pm to 3am.
4. At the same time, approval was given for an additional temporary senior environmental protection officer to be appointed until 31 March 2008. Their role is to co-ordinate the Noise Patrol, licensing work and other actions by EPU to tackle anti social behaviour.
5. On 27 June 2006 the executive approved the financial arrangements for this new Noise Patrol service to be funded via the second Local Performance Service Agreement (LPSA2), in order to enable the council to extend (or stretch) its performance in the area of tackling anti social behaviour.
6. The stretch targets and the means by which the council's performance will be measured are:
 - The percentage of residents reporting that 'noisy neighbours or loud parties represent a problem in the local area' to reduce by 4%, from 13% to 9%. This is to be measured by the annual ResOp Survey.

- The percentage of people feeling that York is a safe city in which to live to increase, by 21%, from 47% to 68%. This is to be measured by a TalkAbout Survey.
7. Both targets are to be achieved by 31 March 2008. They are measured by annual surveys, the results of which are not available at the time of writing. It is envisaged that a combination of education, greater awareness and increased enforcement will enable the targets to be met, although the second target reflects wider crime and anti social behaviour issues.

Workload

8. From 2004 onwards the number of noise complaints has increased each year. The total number of noise complaints for 2004/05 was 1196 and for 2005/06 was 1287. As of mid February 2007, EPU have received 1176 anti social noise complaints during normal office hours in 2006/07. An additional 165 noise complaints have been received via a telephone answering machine (out of office hours) and over 700 complaints have been made to the Noise Patrol (on Friday and Saturday nights). The total number of noise complaints received by EPU by mid February 2007 has increased to 2047 (a 59% increase at the time of writing).
9. The dramatic increase in noise complaints appears to be mainly as a result of the introduction of the weekend night time Noise Patrol. The investigation of most of these noise complaints begins on the night they are received. The investigation of calls received via the answering machine, when the Noise Patrol is not operational, begins on the next working day.
10. Whilst most types of noise complaints have remained fairly static or have shown only a small increase, complaints of noise from residential premises have more than doubled in the past two years, from 710 in 2004/05, to 802 in 2005/06, to 1592 so far in 2006/07 (a 124% increase in the past two years).
11. The other main area of increase was noise complaints from licensed premises, up from 64 in 2004/05, to 93 in 2005/06 and to 199 so far in 2006/07 (a 114% increase in the last year, at the time of writing). In 2004/05 time spent by EPU on licensing work had been minimal. During the introduction of the new licensing laws in 2005/06, 0.6 full time equivalent officers in EPU were engaged in licensing work, commenting on licensing applications and attending hearings. It is likely that this will be repeated for 2006/07, especially due to the increase in noise complaints from licensed premises.
12. During July and August 2006 there was a significant increase in the number of calls received by the Noise Patrol (40 calls were received on the busiest weekend, compared to 17 on a more typical weekend). At one point the number of calls became too many for the Noise Patrol officers to deal with during their hours of operation.

Partnership working

13. The setting up of the Noise Patrol, the new licensing laws and new anti social behaviour legislation has provided the opportunity for EPU to work more closely in partnership with and to share information more openly and effectively with other agencies.
14. Although the Noise Patrol service was primarily set up to deal with noise nuisances, it is also able to deal with complaints of light pollution and other nuisances, check adherence to licensing conditions and confirm that permitted hours of opening are being observed in terms of planning and licensing.
15. Any problems with licensed premises are discussed at regular meetings with trading standards and licensing officers from the council, the police and fire service and a joint approach to these premises is agreed. Officers from EPU also comment on all licence applications and review hearings and will attend all hearings where noise may be an issue.
16. All evidence collected by the Noise Patrol that relates to other agencies is forwarded to them on the next working day for action and / or information. All complaints about council properties are copied to the housing department to update them and enable them, if appropriate, to take action under the tenancy agreement. Details of all enforcement actions are sent to the police and forwarded to the ranger service to enable them to collect evidence in support of enforcement by EPU.
17. Officers from EPU work closely with the police and Safer York Partnership. Officers attend the anti social behaviour task group to discuss policy and the anti social behaviour referral panel to agree what measures can be taken to deal with anti social behaviour. Officers also attend the monthly police partnership tasking and co-ordination briefings (intelligence briefings) to discuss problem offenders, offences and locations.
18. Police trainees are now undertaking work experience with EPU to enable them to see how partnership working can benefit both organisations, to increase the understanding of each other's roles and to build up good working relationships. EPU are now also briefing community rangers on their work, so they can collect evidence to enable EPU to enforce noise abatement notices. Discussions have also been held about trainee police officers accompanying the Noise Patrol in the future.
19. The police accompany EPU on all seizures of noise equipment, when warrants are obtained to enter properties and when there is a perceived risk to officers. Police support has been essential in some incidents. In one case, the Noise Patrol wanted to serve a notice on a noisy party. Once there the police noticed evidence of drug taking and all guests were then searched. At another noisy party, several people were arrested after violence broke out. Police have also provided evidence of a breach of a noise abatement notice, which was used for a seizure and prosecution.

20. EPU continue to work closely with housing estate managers and the tenancy enforcement team to deal with anti social tenants in the most effective way. This includes joint visits and meetings to discuss problem tenants. Evidence collected by EPU can be used towards proving a breach of the tenancy agreement and has led to demoted tenancies and evictions. The number of council tenants evicted for anti social behaviour and noise has risen from nine in 2004/05 to 19 by mid February 2007.

Enforcement Actions

21. The amount of enforcement undertaken by the EPU has risen dramatically as a result of the introduction of the Noise Patrol. Over 500 visits have been made to assess noise nuisance by the Noise Patrol. Although Noise Patrol officers attempt to deal with noise complaints informally at first, these visits have resulted in the serving of 35 noise abatement notices. A further 37 noise abatement notices have been served as a result of evidence collected mainly during normal office hours. The 72 noise abatement notices served by mid February 2007 compares with a total of 16 noise abatement notices served in 2005/06 (a 350% increase).
22. Of the 72 noise abatement notices served 10 perpetrators continued to cause a noise nuisance. In each of these 10 cases EPU abated the continuing noise nuisance by seizing noise-generating equipment, with police assistance. Items seized so far include DJ decks, stereos, CDs and a television.
23. The 10 seizures have led to two formal cautions of the offenders, four prosecutions and four prosecutions are pending. Magistrates can fine individuals up to £5000 if they are found guilty of breaching a noise abatement notice. One of those prosecuted received a 12 months conditional discharge and £958 costs were awarded to the council. Another received a £250 fine, forfeiture of his equipment (DJ decks) and £509 costs were awarded to the council. The third prosecution led to £250 costs and a £250 fine, plus forfeiture of some of his equipment.
24. The fourth prosecution led to the recipient of the noise abatement notice being given a two-year conditional discharge and EPU's first criminal anti social behaviour order (CRASBO). (Evidence collected by the Noise Patrol also led to this person receiving a harassment order, which when breached led to his imprisonment. The offender has since breached the noise abatement notice and the conditions of the CRASBO and has been re-arrested).

Service Pressures

25. Because of the higher than anticipated demand for the service it was necessary to supplement the Noise Patrol service with an additional temporary support officer during July and August 2006. The support officer employed during these months was an experienced environmental protection officer, who was able to assist the Noise Patrol officers by taking the calls and giving advice to the customers. In some cases this was sufficient to deal with the caller's concerns. The support officer was able to check the computer

database for the history of any complaints, carry out a safety checks and prioritise the complaints before passing the call to the Noise Patrol officers. This enabled the Noise Patrol to cope with a higher volume of calls and provide a quicker response as officers were able to remain in the field.

26. As the number of noise complaints continues to increase, it is expected that a temporary support officer will be required to cope with the additional demand during the summer of 2007.
27. Participation in the Noise Patrol, in addition to EPU officers' normal working hours, requires them to take the following Monday as time off in lieu. This can mean that EPU may be without 2 FTE (from a 'pool' of 5 FTE) to deal with other work on the following Monday.
28. The increased number of noise complaints, both at the weekend and also during the week. Additional monitoring equipment has been acquired to cope with this demand.
29. EPU conducts an annual customer satisfaction survey. In the 2006 survey, 95% of EPU customers were satisfied with the service and 100% of customers said they were satisfied with the Noise Patrol (46% were very satisfied and 54% were fairly satisfied). 38% of those surveyed wanted the hours and days of the Noise Patrol service extended. 15% wanted a 24/7 service.

Consultation

30. The police are pleased that they and EPU are working together to deal with anti social behaviour. They described the Noise Patrol as a very useful service and the staff as very helpful. They have passed the telephone number to local residents suffering from noise nuisance.
31. The tenancy enforcement team (TET) welcome the corroborative evidence collected and provided in court in support of their actions. They asked for a periodic report of action taken by the Noise Patrol. This is now provided on a weekly basis.
32. Estate managers and council tenants described the service as excellent and very popular. They would like the service extended to weekdays. They also want it publicised more.

Service Improvements

33. If EPU are to continue to deal effectively with the doubling of noise complaints, an increase in out of hours provision, the resulting follow up work, the increased enforcement and the additional licensing work, the appointment of an additional (temporary) environmental protection officer will be necessary in 2007/08. The additional officer will enable EPU to deal effectively with the above work and to extend the Noise Patrol service, should it become necessary.

34. Depending upon workload, a support officer will be required for the Noise Patrol, during busy weekends. If a call is received before 3am on a Saturday or Sunday it must be dealt with to completion. It is not unusual for officers to work until 4am in order to deal with noise complaints and this is likely to continue as licensing hours continue to be extended. The additional officer and the support officer will enable EPU and the Noise Patrol to deal with the increasing number of noise complaints and to cope with the busy summer period.
35. EPU will use the full range of legal powers available to effectively tackle noise nuisance and anti social behaviour. These include the traditional powers such as noise abatement notices and prosecutions and, in line with the Respect programme, anti social behaviour powers such as acceptable behaviour contracts (ABCs), ASBOs, CRASBOs and injunctions.
36. EPU also intends to publicise the service through new leaflets, organised events and talks to schools and colleges.

Options

37. (a) To approve the service improvements proposed above.
- (b) Not to approve the service improvements proposed above.

Analysis

38. Option (a) will enable EPU and the Noise Patrol to continue to deal effectively with the growing number of noise complaints.

Option (b) will mean the service will not be able to deal effectively with the growing number of noise complaints

Corporate Priorities

39. The Noise Patrol service and the work of EPU contribute directly to the Council's corporate priority to "Reduce the actual and perceived impact of violent, aggressive and nuisance behaviour on people in York". A specific action for 2007/08 detailed in the delivery and innovation plan for the objective is to "Introduce more enforcement measures to deal with noise nuisance".

Implications

- **Financial**

40. The cost of the proposed service improvements outlined in paragraphs 33-36 was anticipated and can be met from the existing LPSA2 grant allocation. There are therefore no financial implications associated with this report.

- **Human Resources (HR)**

41. There are no human resource implications associated with this report.
 - **Equalities**
42. There are no equal opportunities issues associated with this report.
 - **Legal**
43. There are no additional legal issues over and above those identified within the report.
 - **Crime and Disorder**
44. The service contributes directly to reducing crime and disorder.
 - **Information Technology (IT)**
45. There are no IT issues associated with this report.
 - **Property**
46. There are no property issues associated with this report.
 - **Other**
47. There are no other issues associated with this report.

Risk Management

48. Failure to meet the LPSA2 targets by 31 March 2008 will put at risk the council's reward grant.
49. The funding of the Noise Patrol, a temporary senior environmental protection officer and the proposed temporary environmental protection officer will cease on 31 March 2008.

Recommendations

50. That the Advisory Panel advise the Executive Member to note the service pressures generated by the additional demands to tackle noise nuisance and the proposed service improvements:
 - appointing an additional temporary environmental protection officer until 31 March 2008.
 - providing additional out of hours cover as workload demands
 - adopting additional anti social behaviour powers
 - increasing education about noise nuisance

Reason: So that the Executive Member is advised of the steps being taken to deal with noise nuisance.

Contact Details

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Report Approved

Date 28th February 2007

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Background Papers:

Tackling Noise Nuisance, report to the Environment & Sustainability EMAP, 8 March 2006

York's Local Public Service Agreements, report to the executive, 27 June 2006
Noise Patrol Update, report to the Environment & Sustainability EMAP, 7 December 2006



Meeting of the Executive Member for Neighbourhood Services and Advisory Panel

21st March 2007

Report of the Director of Neighbourhood Services

York Safer Working Community Project.

Summary

1. To advise Members of the York Safer Working Community Project which took place in the week 22nd – 26th January 2007.

Background

2. The Executive Member and Advisory Panel for Environment and Sustainability on the 11th May 2005 endorsed a signup to a partnership between the Health and Safety Executive and City of York Health and Safety Enforcement Officers based on the principal of making best use of their respective strengths, and applying collective resources in the best way to tackle national, regional and local priorities for Health and Safety. Joint working will reflect the Health and Safety Commission's overall strategy and contribute to relevant local objectives such as those for healthy communities.
3. In progressing this partnership, the HSE and local authorities looked at projects which would make best use of the two enforcing authorities' resources. As a result the concept of a "Safer Working Community" event was introduced. Basically within this concept, a local authority signs up to hold a full week of awareness –raising events backed up by inspection and enforcement, focussing on topics most relevant to the businesses it regulates in that particular area. The authority also encourages the HSE, both to contribute resources and expertise and to ensure its own priorities and those priorities it regulates are included. The aim of such an event is to achieve sustainable improvements in Health and Safety within each chosen community. To this end partnerships are built between HSE and a range of stakeholders who share the same aims and objectives as the enforcing authorities.

The Project

4. The Safer Working Community Project was carried out jointly by Environmental Health Officers and Health and Safety Executive Officers. The project concentrated on the Hotel and Catering Industry where accidents and ill health due to slips, trips and falls, manual handling, contact dermatitis and

violence at work are very common. This sector of the working community provides employment for a large number of employees. Many of the businesses are small to medium enterprises where very often knowledge of Health and Safety Law and responsibility is very low. The risks involved in this industry i.e. slips, trips and falls, manual handling, contact dermatitis and violence at work are the key issues that the Health and Safety Commission wish enforcing authorities to address.

5. By holding a large number of events and covering a diverse number of health and safety topics, a large number of businesses could be targeted. Interestingly many businesses have asked the enforcement agencies to check whether the systems they have in existence are satisfactory and sufficient to comply with the law, which suggests we have been successful in bringing down barriers, and being seen not only as an enforcement authority, but also as one that can offer advice and assistance. Many businesses are making the all – important move towards taking responsibility for their own health and safety.
6. The aims of the week was to have a series of educational events on health and safety backed up by days of inspections.
7. Two weeks prior to the campaign targeted inspections were carried out by environmental health officers. These visits had a two fold purpose.
 - a) To publicise the event
 - b) To establish current compliance with Health and Safety Law

During this period 100 premises were visited by environmental health officers. In the main businesses visited welcomed this type of event. Many visited were found to be lacking in basic Health and Safety Requirements such as risk assessments and accident reporting procedures

8. Premises with poor compliance were encouraged to attend the training events in areas where their compliance was lacking.
9. 200 delegates from a range of businesses attended the opening day of the week in the Guildhall. In addition the rest of the week was well attended with an average of 60 people per day attending the free seminars. There was a particularly good response from the city's catering and food manufacturing industries sector.
10. 25 farmers attended an agriculture event at Nun Monkton which included a health and safety inspection of a farm, highlighting the main causes of injuries and the measures that should be taken to reduce risks on farms
11. During the week there were two days of targeted inspections. This involved 10 inspectors including 6 HSE inspectors, the 2 CYC inspectors, and an additional 2 inspectors from East Riding Council working on flexible warrants. A total of 220 premises were visited during period looking at the key issues

of risk assessments, slips trips and falls, manual handling, working at height, workplace transport and contact dermatitis.

12. Serious failings were found in several premises which resulted in six enforcement notices being served covering problems which ranged from maintenance of forklift trucks to working at height and guarding issues
13. The event was very well publicised in the media and was so successful that HSE have indicated they wish to use it as a model nationally. In the annex to this report is an article featured in the HSE internal newsletter.
14. Six weeks after the week of events, further inspections will be carried out to judge premises compliance/ improvement. If premises are found to still be non compliant after the campaign, enforcement action will be carried out in the form of statutory enforcement notices.
15. In order to ensure that this project is sustainable, it is planned to hold Health and Safety forums every 6months with delegates to keep them informed of developments in Health and Safety. This proposal was welcomed with enthusiasm by delegates attending the events.

Corporate Objectives

16. This project supports the Corporate Objective to “Improve the health and lifestyles of the people who live in York” as its key purpose is to reduce workplace accidents.

Implications

- **Financial:**

17. There are no financial implications associated with this report.

- **Human Resources (HR):**

18. There are no HR implications associated with this report.

- **Equalities**

19. There are no equalities implications associated with this report.

- **Legal:**

20. The Council has a statutory responsibility to ensure Health and Safety of employees working in York and this project combines education and enforcement to fulfil that responsibility.

- **Information Technology (IT)**

21. There are no IT implications associated with this report.

- **Other**

22. There are no other implications to consider.

Recommendations

23. That the Advisory Group advise the Executive Member notes the report.

Reason: To update the Executive Member on the practical implications of partnership working with HSE.

Contact Details

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*Andy Hudson
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Report Approved

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Date

28 February 2007

Wards Affected:

All

3

For further information please contact the author of the report

Background Papers:

Report to Executive Member for Environment and Sustainability dated 11th May 2005 " Health and Safety Executive and City of York Council working together"

Annex:

Article from the HSE Newsletter.



Peter Fielding

Local Authority Partnership Liaison Officer, Leeds

It all began back in 2005. We were looking for ideas on how to 'do' partnership working better, so we asked our inspectors for suggestions. This was one of them.

Basically, a local authority signs up to hold a full week of awareness-raising events, backed up by inspection and enforcement, focusing on topics most relevant to the businesses it regulates in that particular area. The authority also gets HSE on board, both to contribute resources and expertise and to ensure its own priorities (mainly Fit3) and those workplaces it regulates are included.

At the moment, Safer Working Communities is only being run in Yorkshire and the North East (the current one in York is the fourth we've held so far).

Our aim is to achieve sustainable improvements in health and safety within each chosen community. We do this by building partnerships – not just between HSE and the local authority, but with a whole range of stakeholders who share the same aims and objectives as us (other regulators, the emergency services, training organisations, industry bodies etc). And so far, I've been amazed at how many stakeholders we've identified, and how eager they are to work with us.

We start planning for an event like this by identifying stakeholders and themes and building up an idea of the type of events we want to run. Then we meet stakeholders to explain what Safer Working Communities is about and ask them what they want to achieve from it, and what they can contribute to the mix.

Next, we put together an event programme, which we discuss with stakeholders and fine-tune accordingly. To get things rolling, we hold a week of HSE/local authority joint themed inspections, with the emphasis on enforcement and advice (they're also a great opportunity to promote what we're doing and direct dutyholders to relevant events).

Finally, there's the event week itself. But getting people to attend isn't our main measure of success – instead, it's the number of stakeholders who get involved and the relationships built up that matter. The week itself is really only the beginning.

I'm now approaching the end of my two-year secondment here. One of the things I've learnt during that time is that the scope for joint working is immense. Together, we've done a lot over the last couple of years to break down barriers and build mutual trust and respect.

Working on the Safer Working Communities project has been challenging but very rewarding, and I look forward to holding an event of our own when I return to my 'day job' back in Wakefield.

'Partnership working'; 'engaging with stakeholders' – all very laudable, but what does it actually achieve?

If the Safer Working Communities initiative is anything to go by, the answer is 'a heck of a lot!'

Partnership, partnership, partnership



Steve Adamthwaite (left) and David Snowball get to grips with manual handling at the first event of the week at the Guildhall, York

Steve Adamthwaite

Principal Officer (Health and Safety), York City Council

We've been working in partnership with HSE for the last two years – two enforcing authorities sharing common goals (it's just that we inspect different types of premises).

Over that time, we've built up really good working relationships, through routine inspections and during national campaigns – so much so that sometimes we see ourselves almost as one authority.

It's good to be able to call on the considerable resources HSE can offer, especially when you consider that we only have two people here doing solely health and safety inspections. And HSC's Strategy provides a steer when we're

prioritising our work. We've been inundated over the last couple of weeks with people wanting to know more about Safer Working Communities. It's reassuring to know they're willing to give up their time and come along here to listen to what we've got to say. I just hope they go away satisfied and put what they've learnt into practice.

David Snowball

Regional Director, FOD Yorkshire and North East

Partnership, partnership, partnership (to misquote Tony Blair) – that's what this initiative is all about.

In the past, the HSE/local authority relationship wasn't always based on mutual trust. But Safer Working Communities shows that we can and will work together, and that's down in large part to the good work of our Partnership Team (David Cole, Peter Fielding (seconded from Wakefield Council) and Cain Mitchell). We're planning and doing things together now – it's no longer HSE taking the lead with local authorities as an add-on. And GNN (the Government News Network) has really got stuck into the publicity work with a vengeance.

HSE and LAs understand each other much better these days. The closer we can bring our agendas together, the more we'll achieve. Of course, there are structural barriers to overcome (HSE has national objectives and a single priority – health and safety – whereas LAs answer to more local pressures, and health and safety is just one of the areas they cover). But this initiative provides plenty of scope for local discretion and allows staff to do some really interesting and imaginative work.



Andrea Lowe (left) and Anita Stone pictured in December at the sign-up event for the York week at the city's very own 'Eye'

Anita Stone

Environmental Health Officer, York City Council

Small businesses find health and safety quite a challenge. They're afraid to ask for help for fear of enforcement. That's why, for this initiative, the emphasis is on advice.

Our focus for much of the week is the catering and leisure industry (tourism means York has endless food businesses – around 1900 at the last count), where slips and trips and manual handling account for most of the accidents. We want to show how much these accidents cost, and what can be done to prevent

them. It's not the sexiest of subjects, which makes it all the more pleasing to see that we had a full house for our first day's event (it shows that people really do think it's worth taking health and safety seriously).

I'm grateful to all the stakeholders who've come along to support Safer Working Communities with their offers of free advice and training, raffle prizes and the like. And I hope that, as a result, during future inspections we'll find that people are more aware of their health and safety duties and have taken steps to improve matters.

Barry White

Rentokil Business Development for the North

People tend not to think about pest control ... until they have a problem, that is. And it's often like that with health and safety generally. If we can get people to start thinking about workplace issues more, it'll be good for them and good for their business. Events like this are a great way to get some important messages across, break down barriers and make a real difference to working people's lives.



Richard Wade

Director, Corporate Safety Solutions Ltd

For many small businesses, things like health and safety and food hygiene can be a minefield. I've come here not just to sell our health and safety risk management consultancy's services, but to offer free help and advice to the people who need it most. Hopefully, if businesses follow the easy, cost-effective solutions on offer today, inspectors who come knocking on their doors won't find serious issues that could lead to fines, prosecution or possibly imprisonment.

Nicola Callaghan

Site Safety Manager, Nestlé York

Nestlé is a large organisation. Smaller companies don't have the same resources, so it's good to be able to come along here today and share some of the things we've done to reduce slips and trips and manual handling risks so that others can apply these solutions in their own workplace. If it helps the local community, then it's time well spent.



David Bryant

Workplace Health Connect

Workplace Health Connect is expanding into North Yorkshire this month, so today's event is a great way to publicise the service. WHC's aim is to raise awareness and get people to introduce simple control measures to reduce harm in the workplace – exactly what this current initiative is all about. Needless to say, I think today has been a great success – let's have more of the same.



One initiative trialled at an earlier event (Driffield, East Yorkshire) was the ladder amnesty. Local hire company Elcocks offered a discount on a new ladder for every defective one handed in. 'We took 75 defective ladders out of use, and the store sold out of new ones', explains Principal Inspector Gill Spurrier, pictured here with environmental health officer Paul Mears (left) and John Roberts from Elcocks. The scheme will be rolled out nationally later this year.



Doing his bit to prove that HSE isn't risk averse... Neil Hope-Collins, an inspector from the Leeds office, raised a few eyebrows and generated some good publicity at the launch of the next event (Calderdale, starting 26 February) with his party-piece – juggling fire while stilt-walking!

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