



Service Plan Template for 2008/09 (covering April 2008 – March 2011)

Service Plan for: Street Environment Service
(within the Neighbourhood Pride Service)

Directorate: Neighbourhood Services

Service Plan Holder: Jackie Armitage

Workplans: Street Environment & Enforcement

Director: Terry Collins

Signed off

Date:

EMAP : Neighbourhood Services – Cllr Andrew Waller

Signed off

Date:

Section 1: The service

Service description

This plan covers the work areas of the following teams with the Neighbourhood Pride Service

- Street Environment Service
- Environmental Enforcement

Street Environment Service

This service monitors, assesses and makes improvements to the street environment by dealing with any issue that detracts from the local environment and has a negative effect on residents' satisfaction with their neighbourhood. The service has proactive, reactive and enforcement roles. We:

- Respond to complaints and requests for assistance to make a tangible difference to the standards found in the environment across the city.
- Work closely with Environment & Enforcement to tackle environmental crime, using education and advice 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.
- Work closely with resident associations and Estate Management to assist in delivering tangible improvements on the city's council estates and contribute to the RESPECT agenda.
- Assist in the delivery of effective Neighbourhood Action Plans for all ward committee areas, in responding to all references relating to the environment.

Environmental Enforcement

This team work closely with the Street Environment Service to address environmental crime in a proactive and sustained manner by

- Proactively monitoring, educating and using enforcement where necessary against environmental crime, including litter, rubbish presentation, fly-posting, duty of care of waste and fly-tipping amongst others, in order to assist in the reduction of this form of anti-social behaviour.
- Using a graduated approach to enforcement in line with the Service Enforcement Policy and Enforcement Concordat.

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

Service objectives

- SO1 - To provide a cleaner, greener and safer environment.
- SO2 – To improve and maintain the physical look of the city.
- SO3 – To encourage involvement of the public, and partners from the public and private Sector in both of the above.
- SO4 – To maintain a highly motivated workforce, through training and involvement.
- SO5 – To contribute towards an improved CPA rating for the authority
- SO6 - To encourage involvement of minority groups in the life of the city
- SO7 – Maintain 'York Pride' at the core of all we do.
- SO8 – To work closely with other directorates to bring about environmental improvement.

Section 2: The Drivers

| Driver | How might this affect our service |
|--|--|
| <p>Our flagship statutory indicators support key areas of the council's strategy.</p> <ul style="list-style-type: none"> • BVPI 199: areas with unacceptable levels of litter, detritus, graffiti and fly-posting • BV89: % of people satisfied with local cleanliness | <p>These influence how resources are allocated to tackling enviro-crime and reflects on the performance of the council in this area of work.</p> |
| <p>Neighbourhood policing.</p> | <p>Further development of Neighbourhood Policing Teams requires greater interface with SEOs and more joined up working to tackle ASB and enviro-crime. Work needed to scope the service to ensure multi-disciplinary action.</p> |
| <p>Outcome of the Strong and Prosperous Communities White Paper and CYC's response.</p> | <p>Potential changes in how we deliver the York Pride budgets in the wards, taking into account deprivation indices.</p> |
| <p>York Pride.</p> | <p>The 'York Pride' philosophy continues to be at the heart of everything we do.</p> |
| <p>Increasing budgetary pressure on the authority as a whole.</p> | <p>Continual media coverage is leading to concern amongst the workforce, which could lead to low morale and a drop in productivity.</p> |
| <p>Job Evaluation</p> | <p>Could lead to dissatisfaction and low morale leading to low output of work.</p> |
| <p>Easy@york : Review the impact of YCCC on administration</p> | <p>Need to assess the impact the new systems are having on service delivery in terms of efficiency and intelligence in order to bring about service improvements.</p> |
| <p>Directorate budget targets</p> | <p>Savings in the financial year may affect the operation side of Environmental Enforcement</p> |
| <p>Delivery of Service Plans within Safer York Partnership, Refuse Services and Neighbourhood Management</p> | <p>Key actions impact on the work of the Street Environment and Enforcement Service areas including multi-agency strategies to tackle ASB and graffiti, potential increase in fly tipping and incorrect refuse presentation, and the priorities defined within NAPs.</p> |
| <p>Increase consultation with our Customers</p> | <p>This will allow us to better target our resources to where they are needed</p> |
| <p>Improve our Health and Safety culture</p> | <p>This will help with staff morale, quality standards and reduce accident related absence particularly in relation to days lost due to stress-related illness.</p> |
| <p>Deliver the findings of the Street Environment Review conducted in 2007</p> | <p>This will enable the scope of the service to be clearly defined and bring about service improvement and efficiencies in how we deliver the service aims</p> |
| <p>HR: Ensure sickness absence monitoring programme is carried out</p> | <p>This will contribute to the need to reduce sickness absence levels</p> |
| <p>Consolidate administrative services within NPS in light of the new YCCC systems</p> | <p>Admin roles need to compliment each other in terms of data logging to bring about efficiencies within the service areas.</p> |

Section 3: Critical Success Factors (CSFs)

| CSFs for 2008/09 | Why a CSF? |
|---|---|
| Achieve BVPI199 Targets | Shows solidarity within the new Service on delivering key performance indicators and ensures CPA achievements in terms of enviro-crime |
| Improve Sickness absence levels | Stress related illness a key cause of absence within Street Environment that requires a strategic approach to rectify |
| Improve Health and Safety Culture | Systems to control risks from lone working are not being followed adequately and one of the highest risk areas of work. Adherence to procedures will improve team morale and professionalism as well as addressing basic safety compliance by ensuring a safe system of work. |
| Deliver the findings of the Street Environment Review | Critical to improving morale, work processes and efficiencies within the service area |

Section 4: Links to corporate priorities

| Improvement Statement (IS) | Contribution |
|--|---|
| Improve actual and perceived condition and appearance of the city's streets, housing estates and publicly accessible spaces. | The teams work on various campaigns throughout the year to bring about environmental improvements including the Neighbourhood Pride campaigns, community clean ups, York Pride spending and the routine monitoring of standards. Appropriate enforcement, education and awareness raising on enviro-crime also contributes to improved public perception. Regular monitoring of hot spots for enviro-crime provides a visible presence and tangible difference. Close working with Estate managers on walkabouts and resident association meetings also brings about improvements and influences local perception. SEOs also work with private land owners with public access to improve environmental standards. |
| Reduce the actual and perceived impact of nuisance behaviour on people in York | Working in partnership with NYP and SYP contributing to ASB and Criminal damage strategies in relation to envri-crime. Particular impact on fly tipping and graffiti. Development of a graffiti workshop and toolkit. SEO attendance at Ward Meetings where multi-disciplinary teams discuss and address nuisance at a ward level. |
| Reduce the environmental impact of council activities. | Review of equipment and vehicles used in our service to ensure they are the most environmentally friendly as possible. |

Section 5: Balanced Scorecard of outcomes and measures

Customer based improvements

| Customer Measures | | | | |
|--|------------------------|---------------------|---------------------|---------------------|
| Measure | Current | 2008/09 Target | 2009/10 Target | 2010/11 Target |
| BV89: % of people satisfied with local cleanliness | 71% (2006/7) | 72% | 75% | 80% |
| Cleanliness of the Street Where You Live (taken from York Talkabout survey 28) | 67% (June 07) | Ongoing Improvement | Ongoing Improvement | Ongoing Improvement |
| Condition of Street Furniture (taken from York Talkabout survey 28) | 56% (June 07) | Ongoing improvement | Ongoing improvement | Ongoing improvement |
| Customer Actions | | | | |
| Improvement action | Deadline | | | |
| Introduce method of capturing customer perception of the work of EEOs and SEOs | July 2008 | | | |
| Introduce a quarterly review of enforcement and compliance through monitoring for DMT and members | April 2008 and ongoing | | | |
| Introduce a reward scheme for business inspections | April 2008 and ongoing | | | |
| Monitor customer response times | April 2008 and ongoing | | | |
| Carry out actions in relation to the SES Review to bring about service improvements and clearly scope the remit of the service | Ongoing | | | |
| Review the Council website pages in relation to the service | April 2008 and ongoing | | | |

Process based improvements

| Process Measures | | | | |
|--|---|-----------------------|-----------------------|-----------------------|
| Measure | Current | 2008/09 Target | 2009/10 Target | 2010/11 Target |
| Deployment of CCTV (once per month) (new) | N/a | 100% | 100% | 100% |
| Number of refuse sacks presented early in hot spot areas of the city (monthly average per area) (new) | N/a | <30 | <20 | <20 |
| % of York Pride Schemes delivered within the year (new) | N/a | 80% | 90% | 100% |
| BVPI 199 a : The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level. | 19.2% (06/07) 10-15% (07/08 forecast) | To be set in March 08 | To be set in March 08 | To be set in March 08 |
| BVPI 199 b : The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible. | 6% (06/07) 3% (07/08 forecast) | 3% | 3% | Not set |
| BVPI 199 c : The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly posting is visible. | 0% (06/07) 0% (07/08 forecast) | 1% | 1% | Not set |
| BVPI 199 d : The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping' | 3 (good) (06/07) | 2 (effective) | 2 (effective) | Not set |

Process Actions

| Improvement action | Deadline |
|--|----------------|
| Review back office monitoring and discuss CRM development to remove need for back office log for in-scope work thereby creating efficiencies in admin. | September 2008 |
| Improve back office log system used for out of scope work – updating, catagorisation – create a tool for intelligence and prioritization of resources, enabling identification of training needs and process improvement | September 2008 |
| Introduce monthly CRM reports for intelligence on fly tipping | September 2008 |
| Develop Infringement report templates | July 2008 |
| Process Map all work areas, including delivery of York Pride schemes to identify efficiencies and bring about consistencies in service delivery | July 2008 |
| Deliver the findings of the SES Review Action Plan to bring about improvements in processes and identify where efficiencies can be achieved | Ongoing |
| Map hotspots for envirocrime and deliver weekly monitoring | Ongoing |

Resource management improvements

Resource Measures

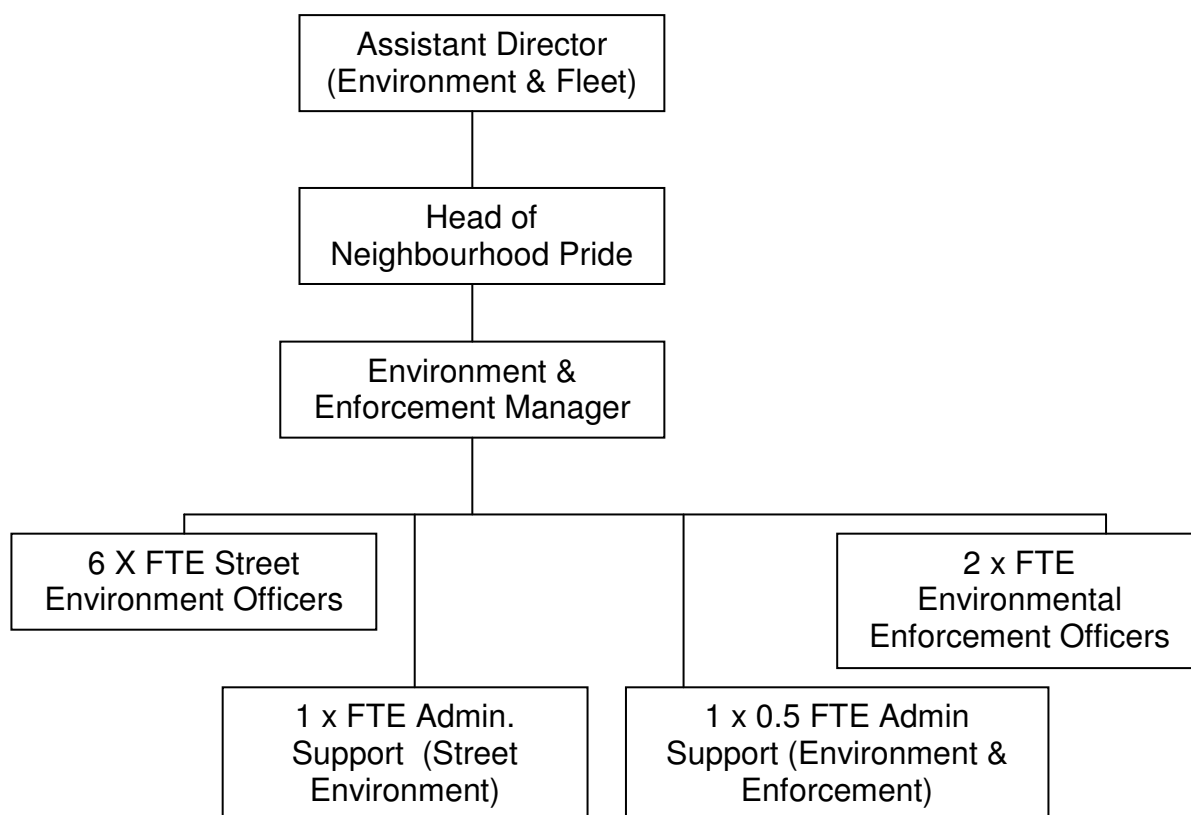
| Measure | Current | 2008/09 Target | 2009/10 Target | 2010/11 Target |
|---|-----------------------|-------------------|-------------------|-------------------|
| Days lost due to sickness absence (per fte) | 35.5 (07/08 forecast) | 14 (NS) | None set | None set |
| Stress related sickness (per fte) | 30.3 (07/08 forecast) | 1.8 (CYC) | None set | None set |
| % York Pride spending committed by ward (new) | N/a | 90% | 95% | 98% |
| Number of accidents. | 3 (07/08 forecast) | 1 | 1 | 1 |
| Number of RIDDOR accidents. | 0 (07/08 forecast) | 0 | 0 | 0 |

Resource Actions

| Improvement action | Deadline |
|--|-----------------------|
| Strict monitoring of sickness absence | Ongoing |
| Regular 1:1s with SEOs on York Pride spend | Ongoing |
| Completion of PDRs within 12 months | May 2008 |
| Introduce Supervisor/SEO meetings to discuss joint objectives, improve communication and team building | July 2008 and ongoing |

Section 6: Resources

Please provide details of your resources:



Following the Street Environment Review conducted Autumn 2007, the Environment & Enforcement Manager is currently acting as Street Environment Manager until 31/03/08

Budget (£000s)

| | <u>2007/08</u> | <u>2008/09</u> | |
|-----------------------|----------------|----------------|---|
| Employees | £277 | £XXXX | There has been a XX% increase/decrease in our budget since last year. This is due to..... |
| Premises | £82 | £XXXX | |
| Transport | £15 | £XXXX | |
| Supplies and Services | £98 | £XXXX | |
| Miscellaneous | | | |
| – Recharges | £246 | £XXXX | |
| – Other | £0 | £XXXX | |
| Capital Financing | £0 | £XXXX | |
| Gross cost | £718 | £XXXX | |
| Less Income | £0 | £XXXX | |
| Net cost | £718 | £XXXX | |