

Report of the ENE Locality Manager, Environment & Neighbourhoods Directorate

Report to the Inner East Area Committee

Date: Thursday 21st June, 2012

Subject: Delegation of Environmental Services – 2012/13 Service Level Agreement

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| Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Burmantofts & Richmond Hill, Gipton & Harehills, Killingbeck & Seacroft | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Is the decision eligible for Call-In? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number: | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

Summary of main issues

1. Following the successful introduction of the first ever Service Level Agreement (SLA) for a delegated service with Area Committees, a refreshed SLA has been drawn up for the delivery of environmental services in Inner East during the 2012/13 municipal year.
2. This report provides details of the agreement, including new elements of service to be delivered through the locality team in 2012/13, and seeks approval of the document which will steer the work of the East North East Locality Team over the year ahead.

Recommendations

The Area Committee is asked to approve the attached Service Level Agreement for the delivery of delegated environmental services during the 2012/13 municipal year.

Purpose of this report

- 1 The purpose of this report is to present to the Area Committee, for approval, the Service Level Agreement (SLA) for 2012/13, through which the work of the Environmental Locality team will be directed and be accountable for over the year ahead.

Background information

- 2 At its meeting of 30th March 2011, the Executive Board approved revisions to the Area Committee Function Schedules to include a new delegated responsibility for Street Cleansing & Environmental Enforcement Services.
- 3 The delegation makes clear the responsibility of Area Committees to negotiate, develop and approve a Service Level Agreement (SLA) with the service that achieves as a minimum, the service standards set by Executive Board. The SLA should determine the principles of deployment of the available resources by:
 - the identification of priorities for service delivery annually (both geographical and in terms of types of services delivered)
 - the agreement of the most appropriate approaches to be taken to achieve local environmental cleanliness and quality.
- 4 Services included in the delegation are:
 - Street cleansing (mechanical and manual);
 - Leaf clearing;
 - Litter bin emptying;
 - Gully cleaning
 - Graffiti removal
 - Needle removal
 - Ginnel clearance
 - Dog warden services;
 - Littering & flytipping regulation;
 - Domestic & commercial waste (storage & transportation issues);
 - Highways enforcement (abandoned & nuisance vehicles, A-boards on pavements, mud on roads and placards on street furniture);
 - Graffiti enforcement; and
 - Overgrown vegetation controls.
- 5 To enable this to happen, a restructuring of the previous Streetscene service was undertaken and completed by September 2011. Importantly this separated out the local street cleansing functions from the city's refuse and recycling functions and

created for the first time local supervisory/support roles for a key front line service. At the same time, Environmental Action Teams that had previously just focused on enforcement and regulatory practices were brought together with the street cleansing function to create new Locality Teams.

- 6 The delegation of the specified environmental services to Area Committee mean that the majority of service resources, mainly staffing, are devolved to a locality level to a Locality Manager. These resources are organised into three wedge based teams for East North-East, South South-East and West North-West, aligned to Locality Teams. The Service Level Agreement sets out the how those resources will be used to meet the requirements of each Area Committees in order to achieve the outcome of clean streets.
- 7 However, it should be noted for 2011/12 a number of the services listed in section 4 remained centrally managed whilst work was undertaken to move them into the locality teams; for example the dog wardens, gully cleansing crews, graffiti removal team.

Main issues

- 8 The first SLA for 2011/ 12 went live in September 2011 - reports to the December and March Area Committees cycles outlined progress over the period of the first SLA. The Locality Team has developed its capacity and learnt lessons from its first half year of delivering services through a SLA with the Area Committee.
- 9 New for the 2012/13 SLA are more specific, locality commitments around such issues as:
 - Priority ginnels for programmed cleansing/maintenance,
 - Cleaning of arterial routes
 - Gully cleansing,
 - Use of locality managed dog warden resource,
 - De-leafing,
 - Litter bin replacements/new sites,
 - Targeting of zero tolerance enforcement (geographical and issue based),
 - Dedicated enforcement/education patrols resources to be prioritised and directed at a ward level,
 - Cleaning around recycling (e.g. bottle banks) facilities.
- 10 Members have also raised the issue of performance management and reporting in the service. The SLA outlines the commitment to performance reporting and management which will be significantly strengthened over this SLA cycle.
- 11 The SLA sets out for each Area Committee how resources will be used in their area to meet local needs and achieve the outcome of clean streets. The SLA for the 2012/13 municipal year is attached at Appendix A.
- 12 The Locality Managers are accountable for the use of that resource and performance of the service to the Area Committees through the approved SLAs. The Area Committees are accountable to the Executive Board. A breakdown of the ENE Locality Team budget for 2012/13 is shown at Appendix B.

13 The current structure for the ENE Locality Team is provided at Appendix C.

Progress under 2011/12 SLA and increased service commitments for 2012/13 SLA

14 2011/12 SLA - Successes:

- Established a good relationship with Members with increased confidence and trust that the service will deliver as promised and respond to issues as they arise,
- Amendments to mechanical and manual sweeping routes made as a result of local member intelligence and requests,
- New litter bins ordered/installed across the Area Committee,
- Ability to begin responding to long standing issues where there has previously been little or no service; such as cleaning of some ginnels, guided bus lanes, clearing of gullies on request etc.
- Capacity days built into the new mechanical sweeping schedules from September 2011 have reduced the impact of lost days to annual leave/sickness and increased the ability to respond to adhoc requests/ de-leafing etc
- Excellent working relationship with ENE Homes – for example agreement reached and implemented for ENE Homes to assist in the collection of full white bags containing litter collected by our street attendants or from the emptying of full litter bins. Thus releasing capacity for our crew to add more new litter bins to the schedule elsewhere.

15 2011/12 SLA - Lessons learnt:

- Quicker response to requests for new (and repairs to) litter bins needed,
- Still some occasions where litter bins are overflowing,
- More work required to better respond to problematic ginnels – with joint solutions required with highways in particular (for example installing drop down bollards to allow mechanical access).
- Greater recovery capacity needed in manual sweeping schedules to enable team to make up for days lost due to annual leave, sickness etc.
- Insufficient capacity in the team or partner services to complement enforcement activity with localised educational/preventive approaches

16 Environmental Improvement Zones for 2012/ 13

The locality team will focus attention on agreed zones within the Area Committee's agree priority neighbourhoods as part of the 2012/13 SLA (see appendix D for map of the zones approved by Area Committee).

The purpose of concentrating efforts in these zones is to overcome long standing environmental problems experienced in these streets by working with residents, landlords and local businesses on changing behaviour and increasing community pride and ownership of problem and solutions. Where necessary this will be supported by a zero tolerant approach to enforcement.

Progress made through the additional work undertaken in these zones will be reported and monitored through the relevant ward member meetings and the Area Committee's Environmental Sub Group.

17 Ward based actions

The locality team will respond to requests made through ward members and agreed actions will be tracked the regular ward member meetings facilitated by Area Management. A senior member of the locality team will attend all ward member meetings as required by members.

This will include requests from ward members to amend/vary mechanical and manual sweeping routes and/or schedules.

If there are implications for other wards of shifting resources/changing schedules, the matter would normally be referred to the environmental sub group to agree the best way forward.

18 New commitments for the 2012/13 SLA

The locality team has developed its capacity and learnt lessons from its first half year of delivering services through a SLA with the Area Committee. The improved capacity through smarter working together with new elements of service now managed through the locality team allows the SLA for 2012/13 to make further commitments in such issues as:

- Priority ginnels for programmed cleansing/maintenance – to be identified at ward level
- Gully clearing – an annual ward based programme plus quicker response to local referrals/problems
- Cleaning around local council recycling (e.g. bottle banks) facilities – most problematic ones to be agreed at ward level
- Cleaning of guided bus lanes (e.g. York Road)
- Cleaning of arterial routes (in conjunction with the new grounds maintenance contract with Continental Landscapes) – to be agreed at ward level where there are sites for concern that may require traffic management, such as the York Road stretches of road.
- Litter bin replacements/new sites

- Targeting of zero tolerance, intelligence led enforcement activity (mainly through the new EIZs but also as part of problem solving in wards)
- Working together with local communities in targeted zones (EIZs) to change behaviour, increase neighbourhood pride, problem solve causes of litter/detritus and turn around neighbourhoods experiencing long term environmental issues.

The team will work at ward level with elected members to identify their local priorities from the above list and agree specific sites that cause the greatest local concern with regards to cleanliness.

19 Executive Board expectations

In addition, a report presented to the Executive Board by the Assistant Chief Executive (Customer Access and Performance) on 10th February 2012 included the following summary of feedback from Elected Members across the city on issues they would like to see addressed in the new SLA for 2012/13:

- An account of what the service is doing to become more efficient and effective and how it will evidence productivity gains to Area Committees,
- Strengthening the education and enforcement strategy of the service,
- Improving the reporting of progress to area committees that minimises jargon, uses plain English, describes outcomes and includes resident satisfaction measures,
- Providing for a robust community engagement strategy that draws on intelligence gathering from and feedback to the community,
- Strengthening and providing consistency in the involvement of Police Community Safety Officers in enforcement action,
- Deepening the engagement of Parish and Town Councils in the delegation,
- Providing clarity on the resources and approach applied to bin-yards and how a range of local resources will be aligned to tackle the problem,
- Providing clarity on the resources and approach applied to ginnel and gully cleansing and graffiti and how a range of local resources will be aligned to tackle the problem,
- Improving the levels of coordination for white bag collection,
- Providing clarity on the role of the Community Payback Team in environmental improvement programmes,
- Addressing the lack of litter bins e.g. near bus stops,
- Addressing the approach to orphan land and private estates.

20 The locality team will address the above through the 2012/13 SLA and will update the Area Committee on its progress throughout the year.

Corporate Considerations

21 Consultation and Engagement

- In addition to scheduled environmental sub-group meetings, discussions and agreements on priorities and emerging issues will continue at the monthly ward level meetings with Members. The Area Committee will also continue to receive six monthly updates on performance and be consulted, as it was in March 2012, on future SLAs/service developments. The locality team will also continue to engage with and support Community Leadership Teams or Neighbourhood Board meetings as appropriate/relevant.

22 Equality and Diversity / Cohesion and Integration

§ A key principle of locality working and the Service Level Agreement is a focus on delivering the best outcome for residents across the area, so that the streets and neighbourhoods in which they live are of an acceptably clean standard. This principle underpins equality and community cohesion, seeking to bring neighbourhoods with poor environmental quality up to an acceptable standard, whilst improving all areas of Leeds.

23 Council Policies and City Priorities

§ The delegation of environmental services to Area Committees, via an approved Service Level Agreement, contributes significantly towards the Stronger Leeds section of the new Safer & Stronger Communities Plan 2011-15. By delivering services at an Area Committee level, the priority to *'ensure that local neighbourhoods are clean'* will be much more achievable.

24 Resources and Value for Money

§ The SLA is transparent about the level of resources available to deliver services within the ENE Locality area over the period. The level of revenue resources within ENE Locality remains as per the levels during the 2011/12 municipal year. It should be noted however that there is a financial expectation that £50k of savings will be achieved in 2012/13 through closer working with Parks and Countryside Services, together with a vacancy factor saving to contribute towards corporate targets. The amount of capital funds available to repair/replace litter bins is reduced for 2012/13 to £17k (from £22k in 2011/12).

§ A number of additional services such as the bush crew, needle removal, car parks and graffiti removal were added to the delegation during 2011/12. Whilst these services were delegated with a full service budget the management and supervision of these additional services is being met from existing resources and responsibility is currently shared across the three teams. Further discussions will take place across the year about resource allocation and deployment at Area Committee, locality team and citywide levels.

25 Legal Implications, Access to Information and Call In

- § Following revision to the Council's Constitution, the Area Committee has the legal powers to approve the attached Service Level Agreement and therefore formally undertake the delegation of services set out within it.
- § There are no further legal implications.
- § The report contains no information that is deemed exempt or confidential.
- § The Area Committee's decision to approve, or not, the attached Service Level Agreement is eligible for call-in, within the standard five working day period from the date the decision is published.

26 Risk Management

- § The Area Committee is being asked to approve the attached Service Level Agreement, which will formalise the partnership arrangements between the ENE Environmental Locality Team and the Committee. The Service Level Agreement ensures the significant input of the Area Committee and influence over the locality teams budget deployment at a local level.

Conclusions

- 27 A significant amount of collaborative work has been undertaken and real progress made during the first SLA which took effect from September 2011. This second SLA will be the first to cover a full year, during which time performance monitoring will be undertaken by the Area Committee's Environmental Sub group and highlight reports provided to the Area Committee at half year and full year. The 2012/13 SLA will also be underpinned by continued engagement and responsiveness at ward member level and tracking of progress/actions at ward meetings.
- 28 The 2012/13 SLA seeks to build on the foundations laid under the first SLA and seeks to continually improve and better align delegated services to local need through the revised SLA principles. The SLA demonstrates that the delegated service continues to progress, through the addition of new responsibilities and improved capacity to deliver more through more effective working. The locality team will strive to continue this progression in 2012/13 through to 2013/14.

Recommendations

- 29 The Inner East Area Committee is asked to:
 - a) Note the contents of the report;
 - b) Approve the attached Service Level Agreement for 2012/13.

Background documents

- Leeds City Council Constitution.

- Report: Delegation of Environmental Services - Service Level Agreement, to Area Committee - September 2011.
- Report: ENE Locality Team Service Level Agreement Performance Update, to Area Committee - December 2011.
- Report: Environmental Services - Consultation on the 2012/13 Service Level Agreement to Area Committee – March 2012