

## Draft Services Level Agreement Delegation of Environmental Services

### 1 Parties

- 1.1 This Service Level Agreement is made between the **Outer West Area Committee** and the **West North West Environmental Locality Team**.

### 2 Period of the agreement

- 2.1 This Service Level Agreement will take effect from 20<sup>th</sup> June 2012, until five working days after the first Area Committee meeting in the municipal year 2013, or an earlier date as agreed by both parties.

### 3 Purpose of the agreement

- 3.1 To set out the outcomes expected of the environmental Locality Team within the Area Committee's area and how success will be measured.
- 3.2 To set out the standards of delivery expected for those services that fall within the scope of the environmental delegation to Area Committees.
- 3.3 To promote greater accountability in the provision of environmental services. To enable elected Members to be more involved in decisions concerning the prioritisation and level of service delivered within the scope of the delegation.
- 3.4 To provide more flexibility in how the services are delivered so as to include specific service requirements to tackle local issues and plan/respond to local events and seasonal issues.

### 4 Scope of services covered by the agreement

- 4.1 In delegating a range of environmental services to the Area Committee, Leeds City Council's Executive Board has taken account of the ability of services to be effectively delivered, and directed at a local level. The following are those services that are covered by 'the delegation':

- **Street cleansing -**
  - Manual litter picking
  - Litter bin emptying
  - Mechanical path & road sweeping

- Flytipping removal
- Gully cleaning
- Graffiti removal
- Needle removal
- Ginnel clearance
- Cleaning of arterial routes
- Cleaning around recycling (e.g. bottle banks) facilities
- Leaf clearing

- **Regulatory environmental services -**

- Flytipping enforcement
- Graffiti enforcement
- Dog control (e.g. strays, fouling)
- Highways enforcement (e.g. illegal advertising/trading from the highway)
- Domestic & commercial waste storage & transportation control
- Overhanging vegetation control
- Litter control (FPNs, flier controls etc)

4.3 The core services will continue to be delivered on an agreed citywide operational basis of:

(a) Street Cleansing - deliver a 7 days a week service across the city. Staff work 10 hours shifts per day based on a 4 by 3 shift pattern over a fortnight. Operations commence between 6am and 8am.

(b) Regulatory Environmental Services - operate on a Monday to Friday, 7am to 7pm. Some weekend and late evening/early morning work is possible by prior arrangement, but usually at additional expense.

(c) Meeting legal/statutory obligations and corporate policies; for example health and safety policies

4.4 The staffing structure of the West North West Locality Team is provided in appendix C. The budget currently available to the Locality Manager to deliver service commitments made in the SLAs for the four Area Committees in WNW area is provided in appendix B.

4.5 Local variations to the above basis for the delivery of the service can be negotiated as part of the SLA as an agreed additional, bespoke service, paid for from Wellbeing budget for example.

## **5 Roles & responsibilities**

5.1 The specific responsibilities of parties involved in the delivery, management and oversight of the SLA are set out in the following paragraphs.

### **Elected Members**

(a) Area Committee: responsibility delegated from Executive Board to develop and agree the SLA each year and to monitor the delivery of the

service against the agreed specifications and outcomes. To negotiate changes to the SLA to address unforeseen issues/events and address service failure/inefficiencies.

(b) Area Committee Chair (Councillor Jarosz): To liaise with the Locality Manager to ensure that decisions on service delivery are being made in accordance with the SLA and that timely and accurate reports/information are provided for Area Committee and relevant sub/ward meetings in order for the Area Committee to meet its responsibilities. To work in partnership with other Chairs across the relevant 'wedge' and the city as a whole as required (for example at the Area Chairs' meeting).

(c) Environment Champion (Councillor xxxxxx): To work collectively with the other Environmental Champions and the Executive Board Member to help change attitudes and behaviours across the city that will improve the environment at a local level. To increase the understanding of the barriers and issues faced at locality level to improving local environmental quality and promote the delivery of solutions through partnership working.

(d) Outer West Environmental Sub-group: To receive regular (minimum quarterly) reports on the delegated services and closely monitor the performance and outcomes of the SLA. To consider in-year variations to the SLA, where necessary making recommendations to the Area Committee for the Locality Manager to implement. To undertake an annual review of the SLA and the development of a new SLA for 2013/14. To monitor and make recommendations on equality, diversity, community cohesion and community safety matters in relation to the delegation of environmental services.

### **Environmental Locality Manager (Jason Singh)**

- To deliver services under the delegation in line with the preferences and guidance set out by Members within this SLA;
- To maintain records of service activity as necessary to monitor performance against the SLA outcomes;
- To report on progress embedding the service principles set out in the Agreement in how the service is being delivered;
- To report on service activity against the requirements of this SLA, in line with the review and performance monitoring framework;
- To establish and maintain productive relationship with Members to achieve the best outcomes from the available resources;
- To lead the SLA's annual review process, including the development of a new agreement for the following municipal year;
- To work in partnership with other organisations/agencies delivering environmental services, e.g. ALMOs, Parks & Countryside, to ensure a holistic approach to environmental cleansing and regulation regardless of land ownership; and
- To work with the Area Leader to ensure the SLA is contributing towards wider priorities set out in the Area Committee's Delivery/Business Plan and adding value to other activities/priorities where possible.

## 6 Service principles and priorities

- 6.1 Under the terms of the agreement the Locality Manager will ensure that the following principles will be applied and priorities addressed in how the Locality Team plans and delivers its services across the West North West area:

***(a) Outcome focused:***

The WNW Locality Team will focus on delivering the best outcome for residents across the Outer West area - so that the streets and neighbourhoods in which they live are of an acceptably clean standard.

The Locality Team will trial different approaches to scheduled cleaning, including better coordination of mechanical and manual cleaning resources and the use of different equipment, to improve the quality of cleaning.

***(b) Responsive to local needs:***

The service will continue to improve its responsiveness to local need. There will be further capacity built to react to identified 'grot-spots', to plan for known local events that may affect the cleanliness of neighbourhoods and to move resources to areas where problems occur.

We will respond to all requests for new litter bins or relocating existing ones to more effective locations. If the requests can not be met we will explain why.

***(c) Common sense approach:***

The service will have a common sense approach which supports getting the job done with more flexible routes/coverage, no driving/walking past problems.

***(d) Working as a team in our priority neighbourhoods:***

The service will work as part of a multi-agency approach and contribute towards tackling problems identified in agreed priority neighbourhoods. We will target our enforcement resources and activities to deal with areas and issues of priority in each ward.

We will jointly chair Crime and Grime meetings in Outer West area, take a lead on environmental crime and antisocial behaviour issues and make sure coordinated action is being taken to deal with environmental problems.

***(e) Supporting community action:***

We will work better with community based organisations (such as In Bloom groups) that add value to what we do, e.g. providing eyes and ears in communities, contributing towards making our streets and neighbourhoods cleaner.

We will support the delivery of Neighbourhood Improvement Plans in identified priority areas.

***(f) Education and Enforcement:***

We will develop and implement local strategies which effectively combine education and enforcement approaches to tackling long standing problems such as:

- develop better relationships with schools to work together to prevent litter on school routes.
- develop clearer policies around the cleaning of shop frontages that work in partnership with local businesses to make local shopping centres/main streets clean and pleasant places to visit, to include full use of planning and Licensing conditions where applicable, and enforcement to ensure compliance by businesses under their “duty of care”, for example town centres, shopping parades and commercial areas across Outer West Leeds.
- continue to work with partners to broaden the range of people who can report or enforce against environmental problems, for example PCSOs, ALMO staff, Parks and Countryside staff and Registered Social Landlords.
- address issues associated with dog fouling and dog control through ensuring all Environmental Service enforcement staff are trained and able to undertake dog control enforcement work.
- dedicated enforcement/education patrol resources to be identified for each ward to be prioritised and directed at the local level.
- work with landlords, tenants and partners to address the issues associated with bin-yards in back-to-back areas.

***(g) Working with West North West Homes Leeds (WNWHL), Registered Social Landlords (RSLs), Parks and Countryside and other partners to deliver more effectively:***

We will work in partnership with WNWHL, RSLs, Parks and Countryside Service and other partners to make more effective and efficient use of our combined resource

We will work to overcome problems caused by lack of clarity of ownership or responsibility for land and take a lead on taking action to resolve these problems.

***(h) Planning for seasonal and annual events:***

We will ensure that there is sufficient capacity and flexibility in the service to programme in work to deal with leaf fall in autumn and help clean up after significant community events planned during the year. During 2012 this will include preparations and aftermath of the Olympic torch journey through Leeds, other Olympic events that may be held in the community and local events in celebration of the Queen’s Diamond Jubilee (e.g. street parties).

A forward programme of seasonal and other events will be developed and agreed through Outer West Environmental Sub-Board.

## **7 Service activity**

- 7.1 The WNW Locality Team, via this SLA, undertakes to provide the following services to the Outer West wards determined by the Committee and statutory

obligations placed upon the Council. Activity type is split between programmed and reactive service provision, with activity detailed separately below for each service.

## 7.2 Street Cleansing Functions

### **(a) Mechanical Path & Road Sweeping**

Sweeping is largely undertaken by pre-determined routes (blocks) which are scheduled to be completed on a cycle set on a weekly, fortnightly, 3 weekly, 6 weekly or 12 weekly basis.

Each block represents approximately 20km of road/paths (i.e. 10km x 2 sides of the road) and is now split into 2 halves – and sweeping alternates between the two halves each time the block is scheduled to be cleaned. Those streets/roads that have been identified as requiring a sweep/clean at every visit are indicated on the route maps. The service will work with Elected Members to continually review routes/blocks and seek agreement for changes to street cleansing approaches or frequencies where appropriate.

Work cycles are based on an 8-day “week”. This enables an extra day of “spare” capacity to be programmed in, which allows the service to recover days lost for planned and unplanned leave. Any remaining capacity will be used to respond to local problems, support community clean ups, tackle seasonal issues and take part in joint-operations with partners.

### **(b) Manual Litter Picking**

Manual litter picking is undertaken on pre-set routes which are scheduled to be completed over a 7 day period, with each route completed by a team of two streetscene attendants who alternate duty through the 4 by 3 shift pattern. Daily coverage per attendant is expected to be approximately 11km.

The service will work with Elected Members to continually review the routes and seek agreement for changes to street cleansing approaches or frequencies where appropriate. Where possible, variations to the routes will be negotiated at ward member meetings. This will be limited to instances where the total daily distance covered is not increased significantly.

### **(c) Litter Bins**

Litter bins will be emptied and the immediate vicinity checked for cleanliness by one of the crews on duty in the WNW Locality Team. The SLA is for all bins to be emptied without any overflowing and the frequencies of visits to bins will be adjusted to ensure this commitment is met.

However, where a litter bin is full, for example because of a local event or exceptional busy period, the service will empty the bin within 24 hours of it being reported.

A survey of bins across the area will be undertaken to identify bins that require refurbishment or replacement. The replacement/refurbishment of existing damaged bins will be prioritised within the existing capital budget (see appendix B). The apportionment of litter bin repairs and replacements across

wards will be shared with Elected Members prior to any repairs or replacements taking place.

Any remaining budget will be apportioned to wards on the basis of the existing number of bins in each ward. This could then be used for additional bins, subject to capacity on emptying rounds. Existing bins in reasonable condition that are underused will be relocated free of charge by the service.

The provision, suitability of location and condition of litterbins will be subject to a review during the term of the SLA which will inform a litter bin strategy for investment for future years.

**(d) Flytipping**

The service will operate sideloader and bulk vehicles seven days per week utilising four operatives on a 4 x 3 shift pattern.

Flytipping removal is largely undertaken as a reactive service, responsive to customer complaints and 'in-house' requests (e.g. from Members, enforcement staff and partners), although the crews do have regular 'hot spots' to check on a pro-active basis.

We aim to remove all reported fly tips within 36 hours of receiving the request, unless it requires specialist equipment or treatment (e.g. asbestos/chemicals). The service will work with the Regulatory team to investigate, deter and prevent future instances of fly tipping, and to resolve long standing fly tipping 'hot spots'.

**(e) Ginnel cleaning**

Ward Members have identified priority ginnels for maintenance and cleansing. A programme for maintaining a small number of ginnels as resources allow will be developed on the following basis:

**Priority 1 ginnels** – to be proactively cleaned on a cycle (frequency to be determined locally depending on available resources).

**Priority 2 ginnels** – to be proactively visited on a cycle to determine whether action is necessary (frequency determined by the issue in the ginnel, e.g. overgrown hedge, and/or the resources available). The action could be cleaning, but this would also be where we would deal with overgrown hedges, targeted enforcement work etc.

**Priority 3 ginnels** – only cleaned when reported, i.e. reactive service.

### 7.3 Environmental Regulation

The enforcement services to be delegated all operate on a Monday – Friday basis, 7am to 7pm, although weekends and late evening/early morning working is possible by prior arrangement, but usually at additional expense.

The majority of work undertaken by the Regulatory team involves responding to requests for service made by members of the public, via the Council's

contact centre, or ward Members. Responding to these issues takes up approximately 60% of the time available within the team. On this basis the Area Committee is currently able to direct approximately 40% to be used best to fit with local priorities.

Environmental Sub-Groups, along with ward based discussions, will be used to set priorities and direct regulatory resources to areas and issues of greatest need. Each ward will have dedicated patrol resources to be prioritised and directed by ward members at a local level. Each ward will receive one day of patrol resources every 11 weeks.

At a ward level, local Crime and Grime arrangements will be used by the service to lead discussion and ensure the securing of partner resources in problem solving and addressing priority “grime” issues through joint enforcement.

#### **7.4 Responding to urgent issues**

Urgent, unforeseen issues within the Area Committee area, wedge or elsewhere in the City may arise which require a service response outside of the capacity of the locality team. In such an event, resources may have to be temporarily diverted from scheduled work. If this occurs the Environmental Locality Manager will inform the Committee Chair and Environment Champion as soon as possible. The scale and impact of the diversion of resources will be fully detailed within subsequent performance reports to the Area Committee.

### **8 Service outcomes**

8.1 Local Authority performance on local environmental cleanliness has in the past been measured at a city-wide level using the National Indicator 195 (NI195). Whilst this indicator is no longer in use nationally, it is proposed to continue its use locally, but to amend the methodology to measure cleanliness at an Area Committee level. The indicator measures the number of sites surveyed to be satisfactory in terms of the presence of:

- (i) litter
- (ii) detritus (e.g. leaf mould, dirt accumulations etc).
- (iii) graffiti
- (iv) flyposting.

This measure will be used to assess progress across the wedge in terms of improvements to cleanliness.

8.2 We acknowledge that the service will be measured not only through surveys of cleanliness but also through the perception of the quality of environments. We will work to develop appropriate mechanisms to capture information from our customers and Elected Members to effectively gauge the satisfaction and perception of our services.

### **9 Community Engagement**



- 9.1 The WNW Locality Team will engage with the community via existing mechanisms set out in the Area Committee Business Plan and work with the Area Leadership team to avoid duplication and make the best use of any time spent consulting.
- 9.2 The Team will work with Elected Members to identify local opportunities for engagement specifically around local environmental priorities, particularly with residents involved in helping improve the condition of neighbourhoods through In Bloom, Friends of and other such groups.
- 9.3 We will work with the West North West Area Leadership Team to develop our approaches to engaging with residents in Outer West to engender a sense of responsibility for environmental quality in their areas and mobilise communities into action.

## **10 Accountability**

- 10.1 The Environmental Locality Manager will be accountable to the Area Committee for the delivery of services as laid out in the SLA.
- 10.2 The Area Committee will be accountable to Executive Board for the achievement of service outcomes and the local execution of Executive Board policies on environmental quality.
- 10.3 Current delegated authority exists with the Director of Environment & Neighbourhoods, the director will remain accountable to the Executive Board for the effective and efficient delivery of environmental services and related decisions.
- 10.4 Ultimately, however as an Executive Function, the Executive Board of Leeds City Council will remain accountable for delivery of environmental services to the residents of Leeds.

## **11 Reporting & performance monitoring**

- 11.1 Environmental Sub-group  
Regular (minimum quarterly) service activity reports will be submitted by the Environmental Locality Manager to the Outer West Environmental Sub-Group, or equivalent, for consideration. Through the sub-group, the report will be used to identify changes in issues and priorities, and therefore help guide service delivery over the following quarter(s).
- 11.2 Area Committee  
Twice yearly performance monitoring reports will be submitted by the Environmental Locality Manager to the Area Committee for consideration. The report will detail the performance against service outcomes and the execution of Executive Board policy locally.
- 11.3 Executive Board

An annual report will be submitted by the Area Committee to Executive Board, detailing the performance against service outcomes and the execution of Executive Board policy locally.

## **12 Review process**

- 12.1 The Agreement will be reviewed on an annual basis, to inform the production and approval of subsequent Agreements. The review will be undertaken in line with the corporate budget cycle and review process, to ensure that consideration is given to changes in budget allocation and corporate priorities.
- 12.2 The review process will be undertaken jointly with officers of the service and all, or nominated Members from the Area Committee.
- 12.3 The review process will commence in the October to December 2012 quarter and completed in the January to March 2013 quarter. Proposed updates to the service principles and priorities will be presented at the last Area Committee meeting of the municipal year (March/April) so that a full, revised SLA for 2013/14 can then be worked up to also incorporate any service activity changes required. Also provided will be the second service monitoring report outlining performance against the current year's agreement.
- 12.4 The new SLA for the 2013/14 municipal year will be formally approved by the Area Committee at its first meeting of that municipal year (June/July 2013).
- 12.5 Simple "in-year" changes to how an element of the service is organised and delivered in wards can be agreed outside of any formal review process of the Agreement between ward members and the Locality Manager. Providing the change can be met from within existing capacity in that ward. For example, the additional/amendments of litter bins locations, minor revisions to mechanical and manual sweeping routes/frequencies and agreeing localised enforcement priorities.
- 12.6 Where requested ward changes would have an impact on the service capacity across the Area Committee, the Environmental Sub-group would consider the matter and if necessary refer to the Area Committee for a decision.
- 12.7 Where requested changes to service delivery within an Area Committee would have an impact on capacity across the Locality, initial discussions would be held between Area Committee Chairs to agree the best way forward. If agreement can not be reached the current SLA arrangement would stand.
- 12.6 Both parties can request re-negotiation of the contents of the agreement in the event of changes to local need or preferences, service demand or citywide policy in respect of environmental cleanliness/services. Any requests will need to be formalised through either an Area Committee meeting or the Environmental Sub-group, whichever is deemed most appropriate. Should urgent changes to service delivery be required, then under the Council's

scheme of delegated authority, the Environmental Locality Manager will have the power to approve and implement such changes.

### **13 Resolving Disagreements**

- 13.1 The Area Committee Procedure Rules in the Council's constitution set out the ultimate procedure to follow in the event of a fundamental disagreement between the Area Committee, and the service.
- 13.2 In general, it is expected that all parties will try to resolve a dispute locally in the first instance. If necessary this would involve the Area Leader, particularly where it is felt the dispute/potential solution necessitated influence elsewhere in the Council.
- 13.3 Where a mutually acceptable resolution cannot be reached, the matter will be referred to the Director of Environment & Neighbourhoods and/or the Executive Member for Environmental Services. Both have the right to refer the matter to the Executive Board for consideration. In instances where the dispute has an impact on service delivery, the Director of Environment & Neighbourhoods shall have the right to implement a temporary solution, pending Executive Board consideration of the disputed issue.
- 13.4 Where disagreements arise over decisions made by the Area Committee or the Director of Environment & Neighbourhoods, then the Area Committee Procedure Rules of the Constitution will be followed.

### **14 Confidentiality & Legal Requirements**

- 14.1 Where information is supplied by either party that is deemed of a confidential nature, all individuals acting on behalf of the parties will treat the information as confidential and not disclose it to any groups or individuals outside of the Agreement.
- 14.2 The legal requirements placed upon the Council through various pieces of legislation such as the Environmental Protection Act 1990 and the Control of Pollution (Amendment) Act 1989. It is the duty of the Environmental Locality Manager to ensure that the Area Committee fully understands any impact that their priorities or service direction may have on the ability to meet these legal requirements.