

**Report of the Director of Environment and Neighbourhoods**

**North East (Inner) Area Committee**

**Date: 11<sup>th</sup> March 2013**

**Subject: Environmental Services – Consultation on the 2013/14 Service Level Agreement**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Chapel Allerton, Moortown, Roundhay	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality/diversity and cohesion/ integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" 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 the Main Issues**

This report consults on which existing and new priorities the Area Committee would like to see addressed in a refreshed Service Level Agreement (SLA) for 2013/14. The new SLA will be presented for approval at the June meeting cycle following further discussions at local ward member and Environmental Sub Group meetings.

**Recommendations**

The Area Committee is asked to:

- a. agree the main service principles for 2013/14 as set out in section 21
- b. identify the continuing existing priorities and any new service issues it would like to see a focus on, within existing levels of resource;
- c. identify issues that it would like to see enhanced services delivered through the buying in additional local resources;
- d. agree the development of the new SLA for 2013/14 to be brought to the June meeting for approval based on refreshed Elected Member and Area Committee local priorities;
- e. note the intention for the new SLA to be complemented by improved locality focused performance reports from the Waste Management Service, with a particular focus on supporting local improvements to recycling rates and reduction in land-fill.
- f. note the work ongoing with other complementary services such as Environmental Health and Highways to use the SLA mechanism to improve local influence and accountability on issues affecting the environmental condition and cleanliness of neighbourhoods.

## **Purpose of this report**

- 1 The purpose of this report is for the Area Committee to consider the following and where necessary refer discussion on detail to local ward member meetings and Environmental Sub Group to be fed into the SLA report scheduled for the June meeting:
  - a) agree the local operational principles and service improvements Members wish to see included in the 2013/14 Service Level Agreement (SLA) to be agreed between the ENE Locality Team and the Inner NE Area Committee at the June meeting;
  - b) what, if any, enhanced services the Area Committee would like to buy-in for 2013/14 and see added to the SLA;
  - c) consider proposals to develop performance information relating to Waste Management Services provided in the area to complement the Environmental Services SLA; with a view sought on what information would be useful to Members in helping to support local increases in recycling rates and reductions in land-fill.
  - d) note the work ongoing with other complementary services such as Environmental Health and Highways to use the SLA mechanism to improve local influence and reporting.

## **Background information**

- 2 At its meeting of 30<sup>th</sup> 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 Executive Board approved further delegations to be covered by this Function Schedule at its meeting of 10<sup>th</sup> February 2012: these being “ancillary street cleansing functions including graffiti removal, gully and ginnel cleansing”. The relevant Function Schedule is provided as Appendix A of this report.
- 4 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.
- 5 Services included in the original delegation are:
  - Street cleansing (mechanical and manual);
  - Leaf clearing;
  - Litter bin emptying;
  - Dog warden services (still managed at a city level);
  - 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.

- 6 The delegation of the specified environmental services to Area Committees means that service resources, mainly staffing, which were previously managed centrally, are now devolved and managed by Locality Managers.
- 7 To enable this to happen, a restructuring of the previous “Streetscene” service was undertaken in 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.
- 8 These resources are organised into three locality based teams for East North East, South East and West North West. They are geographically aligned to and work closely with the new Area Support Teams (formerly Area Management).
- 9 The Service Level Agreements set out for each Area Committee how resources will be used in their area to meet local needs and achieve the outcome of clean streets.
- 10 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 Executive Board.
- 11 Following extensive work with Elected members and consultation through the Area Committee, the 2011/12 SLA for Inner North East Area Committee was approved on 5<sup>th</sup> September 2011.
- 12 The new Locality Team went live as a service in early September 2011.
- 13 The first full-year SLA was then approved for 2012/13 at the June 2012 meeting. This included the new delegated services of dog wardens, graffiti removal, gully and ginnel cleansing.
- 14 The SLA for 2012/13 also introduced new rolling intervention programme in Environmental Improvement Zones (EIZs) for agreed sets of streets in the Inner NE area.
- 15 In early 2013 a restructuring of the enforcement part of the Locality Teams took place to deal largely with historical anomalies/varieties of grades/job descriptions inherited from the transfer in 2011 and to bring the role up to the level required to deliver an effective and efficient enforcement service. This included the transfer of the management of Dog Wardens to Locality Teams (1.5 fte per locality).
- 16 This restructuring also took the opportunity to review the streets operations and as a result introduced a new Resource/Caseworker post for each Locality Team. As well as making sure staffing and vehicle resources are being deployed as effectively as possible so that local issues are being quickly responded to, this post will work alongside the streets supervisors to release capacity for more front line supervision and support.

## **Progress made in the 2012/13 SLA**

- 17 The first half-year update was provided to the Area Committee at the November meeting and progress monitored and discussed at the Environmental Sub Group meetings.
- 18 The second half update will be provided at the June 2013 meeting.
- 19 A senior manager from the Locality Team has been available for all Ward Members meetings where required to focus in on more local street cleansing issues in particular.
- 20 Examples of progress/further service improvements in the Inner NE area made in 2012/13 are:
- a. Gully cleaning – the Locality Team now directly manages the gully tanker and it's two shift crews for ENE. A ward based cyclical programme of cleaning has been established, with every gully visited in each ward in that cycle. The service has also dealt with the wettest year on record, responding as required and with very little reports of flooding caused by blocked gullies. The service has also responded to all requests for cleaning of blocked gullies and has taken part in coordinated clean up operations with other parts of the Locality team.
  - b. Litter bins – the Locality Team installed a further 15 new litter bins across the Inner NE area. These were added to existing collection routes and absorbed by improved efficiency/capacity within existing staff resource.
  - c. EIZs – the Locality Team has changed the way its enforcement staff work by introducing a rolling programme of intervention targeting a small set of streets agreed through Area Committee. The first zone of Mexboroughs and Saviles has been established (125 legal notices served to date) and the next zone of Hamiltons and Granges is to start in March. More details on the actions taken and progress made will be provided in the June report.
  - d. Bring sites – the Locality Team has cleaned bring sites that have been highlighted by Members as causing greatest concern, absorbing this additional work within existing resources.
  - e. Ginnels - the Locality Team has cleaned ginnels that have been highlighted by Members as causing greatest concern.
  - f. Deleafing – this year saw further improvements in the scheduled programme to build in Members requests/feedback following last year. Improved productivity was achieved by entering into an agreement with Continental Landscapes to provide deleafing crew, rather than through an agency. This ensured we had a crew already skilled and experienced in working with machinery, in the ENE locality and with minimum supervision. Feedback from Members has been extremely positive.

## **2013/14 Service Level Agreement**

- 21 This section sets out refreshed principles that will underpin the new SLA for 2013/14. The Area Committee is asked to consider these and agree any it would want to see the Locality Team focus on in making further improvements.

*a. Outcome focused:*

The ENE Locality Team will focus on delivering the best outcome for residents across the Inner North NE area - so that the streets and neighbourhoods in which they live are of an acceptably clean standard. It is this equality of standard that every resident will be entitled to, not necessarily the same quantity of service. For example, not everyone will get their street swept every x weeks, but everyone will be entitled to get their street swept as and when needed if it is the best solution to making sure it doesn't fall to an unacceptable standard of cleanliness.

- *Responsive to local needs:*

The service will be more responsive to local needs. There will be capacity built in to react to current hotspots, plan for known local events that may affect the cleanliness of neighbourhoods and go where the problem is at that time. 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.

- *Common sense approach:*

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

- *Working as a team in our priority neighbourhoods:*

The service will work as part of the "team neighbourhood" approach and contribute towards tackling problems identified in the agreed priority neighbourhoods of Chapeltown, Meanwood/Beck Hills, Brackenwoods and Stonegates. We will provide a lead at tasking meetings on environmental issues and make sure coordinated action is being taken against the local priority. We will target enforcement activity at the streets causing the greatest problems within these priority neighbourhoods.

- *Supporting community action:*

We will work closely with and support local community based organisations (such as In Bloom/Friends of groups) that: add value to what we do, provide eyes and ears, contribute towards making our streets and neighbourhood cleaner and have a role to play in making our service more accountable.

- *Education and Enforcement:*

We will develop and implement local strategies which effectively combine education and enforcement approaches to tackling long standing problems. For example; we will support work with schools to prevent litter on school routes and work with local businesses to make local shopping centres/main streets clean and pleasant places to visit. We will focus our support on Chapel Allerton Village Centre, Chapeltown Road, Street Lane, Oakwood and Meanwood shopping areas.

- *Working with ENE Homes and the Police to deliver more effectively:*

We will work in partnership with ENE Homes and the Police to make more effective and efficient use of our combined resource; focusing on joint approaches to cleaning open land/spaces, maintaining ginnels and enforcing against environmental crime/offences.

- *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, with particular focus on the streets in Roundhay. We will help clean up after significant community events planned during the year, for example the Leeds (Chapelton) Carnival.

- 22 The 2013/14 SLA will be delivered through use of existing resources allocated to the Locality Manager to manage across the ENE area. This will deliver the agreed level of service as set out in the SLA to be presented to the June meeting.
- 23 However, there is opportunity for Area Committees to enhance the provision within their area through use of local budgets available to them. This is already being done in WNW and SSE localities. For example the Area Committee could “buy-in” additional services such as:
- Weekend/out of hours enforcement patrols (inc dog wardens)
  - Additional one-off litter picks/mechanical sweeps over and above those scheduled
  - Additional scheduled litter picks (i.e. taking on more staff)
  - Additional enforcement staff
  - Additional de-leaving capacity in autumn
  - Other work previously undertaken through the local Probation Community Payback SLA
- 24 If this is something the Area Committee would like adding to their 2013/14 SLA then the Locality Manager will investigate and provide a menu of costs with the SLA at the June meeting. Discussions will take place at ward member meetings and through the Environmental Sub Group prior to any proposals reaching Area Committee.

### **Proposed Supplementary Reporting to Area Committee**

- 25 Significant progress has been made in joint working with the Parks and Countryside service. The transfer of the management of the grounds maintenance contract to P&C provides further opportunity to ensure that the “litter picking” element of the contract is effective and works to complement the Locality Team’s programmes.
- 26 Work is also being done with other complementary services within the Environmental and Neighbourhoods Directorate that have a significant impact on the environmental condition of neighbourhoods. Primarily the Waste Management and Environmental Health Services.
- 27 Although this may not immediately result in such services being added to the formal delegation, it is hoped to bring forward proposals alongside the SLA to provide performance reports to Area Committees that helps Members understand where opportunities to encourage and support improvements are greatest (e.g. recycling/landfill rates from the Waste Management Service) and propose elements of services there could be greater local linkages with (e.g. environmental health services).
- 28 To assist these discussions, the Area Committee is asked to consider which elements of these services have an impact on the environmental condition of neighbourhoods and

influence related civic responsibilities of residents. As a first step, what performance information would Members like to receive that would allow them to better understand where the problems are and help develop local solutions to improve things such as recycling rates? It is suggested that these discussions take place at the next ward member and Environmental Sub Group meetings.

- 29 In addition to this, there have been discussions with Highways colleagues about how services they provide that have a significant impact on the environmental condition of neighbourhoods could be better linked to the SLA reporting and accountability mechanism. Proposals will be brought back to Area Committee later in the year.

### **Implications for Council Policy and Governance**

- 30 The Council's Constitution was amended, approved at Executive Board in March 2011 and ratified at the Annual Council meeting held on 26<sup>th</sup> May 2011, to include the environmental services delegation within the Area Committee Function Schedule.
- 31 Amendments were also made at that time to the Area Committee Procedure Rules to make allowance for the decision making powers being devolved to Committees, which will run concurrent to the same authority given to the Director of Environment & Neighbourhoods.
- 32 At its 10<sup>th</sup> February 2012 meeting, the Executive Board approved the following further additions to the delegation: "Ancillary street cleansing functions including graffiti removal, gully and ginnel cleansing".
- 33 The delegation of environmental services to Area Committees significantly contributes towards the Stronger Leeds section of the 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.

### **Legal and Resource Implications**

- 34 The SLA for 2013/14 will be delivered mainly through the resources delegated to the Locality Manager to manage across the East, North-East area. A summary of the approved 2013/14 Locality Team budget will be provided as an appendix to the SLA.
- 35 The SLA will also set out how partnership resources will complement and add value to the Locality Team resources in helping jointly deliver the outcome of cleaner streets and neighbourhoods. For example closer working with the Parks and Countryside service on sharing facilities, addressing problem ginnels/rights of ways and litter bins around park perimeters, and, work with ENE Homes on coordinated enforcement activity and sharing responsibility for collection of white bags.

### **Recommendations**

- 36 The Area Committee is asked consider the following and where necessary refer discussion on detail to local ward member meetings and Environmental Sub Group to be fed into the SLA report scheduled for the June meeting:

- a. agree the main service principles for 2013/14 as set out in section 21
- b. identify the continuing existing priorities and any new service issues it would like to see a focus on, within existing levels of resource;
- c. identify issues that it would like to see enhanced services delivered through the buying in additional local resources;
- d. agree the development of the new SLA for 2013/14 to be brought to the June meeting for approval based on refreshed Elected Member and Area Committee local priorities;
- e. note the intention for the new SLA to be complemented by improved locality focused performance reports from the Waste Management Service, with a particular focus on supporting local improvements to recycling rates and reduction in land-fill.
- f. note the work ongoing with other complementary services such as Environmental Health and Highways to use the SLA mechanism to improve local influence and accountability on issues affecting the environmental condition and cleanliness of neighbourhoods.

### **Background Papers**

*Leeds City Council Constitution*

*Report: Delegation of Environmental Services. To Area Committees, Jan/Feb cycle 2011.*

*Report: Delegation Of Executive Functions In Relation To Street Scene Management To Area Committees. To Executive Board. 30<sup>th</sup> March 2011*

*Report: Delegation of Environmental Services. To Area Committees, March cycle 2011.*

**Report: Environmental Services Delegation – Update and Progress, to Area Committee 20<sup>th</sup> June 2011**

**Report: Delegation of Environmental Services – Service Level Agreement, to Area Committee 5<sup>th</sup> September 2011**

**Report: Environmental Services - Performance Update on the Service Level Agreement, to Area Committee 12<sup>th</sup> December 2011**

*Report: Towards More Integrated Locality Working 2: An early review of the Environmental Services delegation. To Executive Board, 10<sup>th</sup> February 2012*

*Report: Delegation of Environmental Services – Service Level Agreement, to Area Committee June 2012*

**Report: Environmental SLA – 6 month update, to Area Committee December 2012**



# APPENDIX A

## SECTION 3D: AREA COMMITTEE FUNCTION SCHEDULES

### Well-Being Schedule

Function	
<b>To promote and improve the economic, social and environmental well-being of the Committee's area.</b>	To take decisions about, and monitor activity relating to the use of the annual capital and revenue allocation to each Committee.

### Area Functions Schedule

Function	
<b>Community Centres</b>	<p>In relation to each community centre identified by the Director of Environment and Neighbourhoods as within the Committee's area, to:</p> <ul style="list-style-type: none"> <li>oversee controllable revenue budgets, operational arrangements and the use of the centres;</li> <li>agree and implement a schedule of charges and discounts for directly managed centres;</li> <li>make asset management and investment proposals to ensure the portfolio is sustainable and meets local needs.</li> </ul>
<b>CCTV</b>	To maintain an overview of the service in the Committee's area and receive regular information about it.
<b>Neighbourhood Management Co-ordination</b>	<p>In relation to the Committee's area:</p> <ul style="list-style-type: none"> <li>to agree priority neighbourhoods (through the approval of the Area Delivery Plan); and</li> <li>to agree and monitor Neighbourhood Improvement Plans for the Committee's area.</li> </ul>
<p><b>Street cleansing &amp; Environmental Enforcement Services:</b></p> <ul style="list-style-type: none"> <li>Litter bin emptying</li> <li>litter picking and associated works</li> <li>Street sweeping and associated works</li> <li>Leaf clearing</li> <li>Ancillary street cleansing functions including Graffiti removal, Gully</li> </ul>	<p>To develop and approve annual Service Level Agreements to achieve as a minimum, the service standards set by Executive Board. Via the Service Level Agreement, to determine the principles of deployment of the available resources by:</p> <ul style="list-style-type: none"> <li>the identification of priorities for service delivery annually (both geographical and in terms of types of services delivered)</li> <li>The agreement of the most appropriate</li> </ul>

<p>and Ginnel cleansing.</p> <ul style="list-style-type: none"><li>• Dog Controls (fouling, straying, dogs on leads, dog exclusions)</li><li>• Fly tipping enforcement</li><li>• Enforcement of domestic &amp; commercial waste issues</li><li>• Litter-related enforcement work</li><li>• Enforcement on abandoned &amp; nuisance vehicles</li><li>• Overgrown vegetation</li><li>• Highways enforcement (placards on streets, A boards, cleanliness)</li><li>• Graffiti enforcement work</li><li>• Proactive local environmental promotions.</li></ul>	<p>approaches to be taken to achieve local environmental cleanliness and quality.</p> <p>To be responsible for monitoring and reviewing the delegated activities in relation to the service outcomes specified in the SLA.</p> <p>To be responsible for negotiating amendments to the SLA with service providers to accommodate unforeseen events or patterns of service failure, during the course of the SLA.</p>
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