

Report of the ENE Locality Manager, Environment and Neighbourhoods

North East (Outer) Area Committee

Date: 18th 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): Alwoodley, Harewood, Wetherby	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and 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.

Recommendations

The Area Committee is asked to:

- a. agree the main service principles for 2013/14 as set out in section 20
- 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 Outer 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 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 Executive Board approved further delegations to be covered by this Function Schedule at its meeting of 10th 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 were:
 - Street cleansing (mechanical and manual);
 - Leaf clearing;
 - Litter bin emptying;
 - Dog warden services (then managed at a city level, now at locality 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 Outer NE East Area Committee was approved in October 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 July 2012 meeting. This included the new delegated services of dog wardens, graffiti removal, gully and ginnel cleansing.
- 14 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 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).
- 15 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 along side the streets supervisors to release capacity for more front line supervision and support.

Progress made in the 2012/13 SLA

- 16 The first half-year update was provided to the Area Committee at the November meeting and progress monitored and discussed at the Environmental Sub Groups meetings.
- 17 The second half update will be provided at the June 2013 meeting.
- 18 A senior manager from the Locality Team has been available for all Ward Members meetings where required to focus in on local street cleansing and enforcement issues.
- 19 Examples of progress/further service improvements in the Outer North East 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 irrespective of which ward they are currently working on. Referrals from Parish Councils have been dealt with promptly.
 - b. Litter bins – the Locality Team purchased and installed a further 21 litter bins across the Outer North East area (4 were paid for by a Parish Council). The majority of these were added to existing collection routes and absorbed by improved efficiency/capacity within existing staff resource.
 - c. Ginnels - the Locality Team has cleaned ginnels that have been highlighted by Members as causing greatest concern in their wards.

2013/14 Service Level Agreement

Service Principles the SLA is Based Upon

- 20 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 Outer 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.
- (b) **Responsive to local needs:**
The service will be more responsive to local needs. There will be greater 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.

(c) **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.

(d) **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 neighbourhood of Moor Allerton (inc Lingfields and Fir Trees). We will provide a lead at tasking meetings on environmental issues and make sure coordinated action is being taken against the local priority.

(e) **Supporting community action:**

We will work better with Parish and Town Councils and other community based organisations that: add value to what we do, provide eyes and ears in villages/communities, contribute towards making our streets and neighbourhood cleaner and have a role to play in making our service more accountable.

(f) **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 develop a better relationship with schools to work together to prevent litter on school routes, and, have a clearer policy around the cleaning of shop frontages that works in partnership with local businesses to make local shopping centres/main streets clean and pleasant places to visit; for example Wetherby and Collingham main streets.

(g) **Working with ENE and Aire Valley Homes to deliver more effectively:**

We will work in partnership with ENE and Aire Valley Homes to make more effective and efficient use of our combined resource; focusing initially on joint approaches to cleaning open land/spaces and developing a maintenance programme for ginnels.

(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.

Specific commitments to be made in the SLA

- 21 Discussions will take place through ward member meetings and at the Environmental Sub Group to ensure that the SLA that is presented to the Area Committee includes how the service will:
- engage and work with Wetherby Town and Parish Councils (inc Alwoodley PC)
 - reactively and proactively deal with litter problems on arterial/main roads
 - improve litter picking arrangements across Outer NE to better respond to the needs in Alwoodley (particularly the priority Lingfields estate), outer villages and litter hotspots such as lay-bys.

Scope for Enhanced Local Provision

- 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 litter bins
 - Additional de-leafing capacity in autumn
- 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 26th 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 10th 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 20
 - 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. 30th March 2011

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

Report: Environmental Services Delegation – Update and Progress, to Area Committee June 2011

Report: Delegation of Environmental Services – Service Level Agreement, to Area Committee October 2011

Report: Environmental Services - Performance Update on the Service Level Agreement, to Area Committee December 2011

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

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

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

APPENDIX A

SECTION 3D: AREA COMMITTEE FUNCTION SCHEDULES

Well-Being Schedule

Function	
To promote and improve the economic, social and environmental well-being of the Committee's area.	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	
Community Centres	<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"> oversee controllable revenue budgets, operational arrangements and the use of the centres; agree and implement a schedule of charges and discounts for directly managed centres; make asset management and investment proposals to ensure the portfolio is sustainable and meets local needs.
CCTV	To maintain an overview of the service in the Committee's area and receive regular information about it.
Neighbourhood Management Co-ordination	<p>In relation to the Committee's area:</p> <ul style="list-style-type: none"> to agree priority neighbourhoods (through the approval of the Area Delivery Plan); and to agree and monitor Neighbourhood Improvement Plans for the Committee's area.
<p>Street cleansing & Environmental Enforcement Services:</p> <ul style="list-style-type: none"> Litter bin emptying litter picking and associated works Street sweeping and associated works Leaf clearing Ancillary street cleansing functions including Graffiti removal, Gully 	<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"> the identification of priorities for service delivery annually (both geographical and in terms of types of services delivered) The agreement of the most appropriate

<p>and Ginnel cleansing.</p> <ul style="list-style-type: none">• Dog Controls (fouling, straying, dogs on leads, dog exclusions)• Fly tipping enforcement• Enforcement of domestic & commercial waste issues• Litter-related enforcement work• Enforcement on abandoned & nuisance vehicles• Overgrown vegetation• Highways enforcement (placards on streets, A boards, cleanliness)• Graffiti enforcement work• Proactive local environmental promotions.	<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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