

Report of Locality Manager (West and North West Leeds)

Report to North West Leeds (Outer) Area Committee

Date: 17th June 2013

Subject: West and North West Locality Team Service Level Agreement and Performance Summary

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|---|---|--|
| Are specific electoral Wards affected? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| If relevant, name(s) of Ward(s): Adel and Wharfedale Guiseley and Rawdon Horsforth Otley and Yeadon | | |
| 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? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| If relevant, Access to Information Procedure Rule number: Appendix number: | | |

Summary of main issues

1. This report provides an update on performance against the Service Level Agreement (SLA) between North West Leeds (Outer) Area Committee and the West-North West Environmental Locality Team. This report covers the period from June 2012 to May 2013.

Recommendations

2. That North West Outer Area Committee:
 - note and comment on the performance of the West-North West Locality Team over the past year; and
 - approve the attached Service Level Agreement for the delivery of delegated environmental services in 2013/14.

1 Purpose of this report

- 1.1 This report provides an update on performance against the SLA between Outer North West Area Committee and the West-North West Environmental Locality Team. This report covers the period from June 2012 to May 2013.

2 Background information

- 2.1 Executive Board approved revisions to the Area Committee Function Schedules to include a new delegated responsibility for Street Cleansing & Environmental Enforcement Services in March 2011. The delegation makes clear the responsibility of Area Committees to negotiate, develop and approve a 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), and,
 - the agreement of the most appropriate approaches to be taken to achieve local environmental cleanliness and quality.
- 2.2 The delegation of environmental services to Area Committee means that service resources, mainly staffing, are now devolved. Resources are organised into three wedge based teams for East North-East, South South-East and West North-West, aligned to new Locality Teams. The SLA sets out the detail of the resources which will be allocated to the Area Committees.
- 2.3 The annual SLA for the Outer North West Area Committee was agreed in June, 2012.

3 Main issues

- 3.1 Section 6.0 of the SLA sets out the principles and priorities against which the Locality Team's success will be measured. The following section describes performance against these principles and priorities over the last year; whilst the section following describes the SLA for 2013/14 and changes and additions from last year's agreement.

3.2 Summary of Performance against the 2012/13 SLA

The following section summarises headline performance against the principles and priorities described in section 6.0 of the Service Level Agreement.

Service Principles and Priorities – SLA Section 6

- 3.2.4 The Locality Team has started to review and revise mechanical and manual cleaning schedules in consultation with Elected Members and frontline cleansing staff. These changes include scheduling to be on the day following bin collections where possible and, the movement of schedules to be coterminous with community events, e.g. Market days or peak weekend activity. Some changes have already been made to manual cleaning routes in several areas following Elected Member feedback. The Locality Team continues to improve the responsiveness of our staff and their ability to record and report issues which they cannot deal with directly. All frontline cleansing

staff have been provided with camera phones and are reporting issues that they cannot deal with and evidence to enable prosecutions.

- 3.2.4 Local priorities and area based actions have been identified and are reviewed and delivered on an on-going basis in each ward. Examples of this include enhanced and intensive enforcement patrols and action, increased cleansing frequencies and partnership work with ALMOs and others. Dog-fouling and thrown litter remain key priorities across all four wards.
- 3.2.4 The Team continue to work with Waste Management to develop solutions in areas where refuse collection can be challenging.
- 3.2.4 The Locality Team play a key role in the multi-agency tasking meetings which has resulted in partner priorities being identified and a forward work programme for the partnership. The Locality Team is engaged with Neighbourhood Improvement Projects and Boards and has supported these across the year.
- 3.2.4 The Team has supported community activities in several areas including work with the Town and Parish Councils and residents groups around service delivery activities across outer north west.
- 3.2.4 Reciprocal working arrangements are in place with Parks and Countryside Service. The Locality Manager is also leading discussions with the ALMO's about the integration of Council and ALMO environmental services activity.
- 3.2.4 Work with businesses has developed across the year with several being held to account for their impact on the local environment. Work in Otley, Guiseley, Yeadon and Horsforth Town Centres have delivered improvements without additional cleansing resources.
- 3.2.4 The Team has supported In Bloom at judging times and community clean-ups across the year. Leaf-fall clearance was successfully delivered. A winter programme to clean arterial routes across the area took place in December and January in partnership with Continental Landscapes Ltd, which ensured key problematic stretches of road were cleansed.

Service Activity – SLA Section 7

- 3.2.4 Between 1st June 2012 and 27th May 2013 there were 1,938 requests for service emanating from the Area Committee area. Of these, 540 were for Adel and Wharfedale ward, 415 for Guiseley and Rawdon ward, 484 for Horsforth ward and 493 for Otley and Yeadon ward. The largest volumes of service requests across all four wards were for gully cleansing, graffiti (either removal or enforcement), followed by over-grown vegetation, fly-tipping and dog fouling / control issues.
- 3.2.4 In the same period the Locality Team served 49 legal notices across the area - mainly for drainage and over-grown vegetation.
- 3.2.4 Patrol work has also been undertaken on Saturdays utilising additional Area Committee funding. Covert CCTV funded by Area Committees will also be in place shortly and used across the wedge area.
- 3.2.4 A restructure of the regulatory and cleansing supervision part of the Team has taken place and been delivered. This restructure has allowed 12 more flexible, outcome

focussed enforcement roles to be established. We have also enhanced the capacity of cleansing supervision by recruiting a resource and caseworker supervisor to support the two shift supervisors. The gully cleansing service has successfully been integrated into Locality Teams resulting in a more responsive service to local needs. However, further work is required to deliver the necessary improvements to this service area.

- 3.2.4 The reliability of mechanical cleaning services has improved across the last three reported periods (since August 2012). Whilst snow and ice impacted on the last period's performance, when this is removed, we have improved on the proportions of routes delivered as scheduled. The delivery of manual cleansing as per the schedule has not improved however and further work is required to improve our cover and holiday arrangements to better maintain services when staff are absent.
- 3.2.4 A programme for maintaining and cleaning the priority locations and ginnels identified by Elected Members is now in place. This includes partnership commitments from West North West Homes and Parks and Countryside.
- 3.2.4 **49** additional litter bins have been installed across the area of which 31 have been directly funded by the service and 18 have been funded by either the area committee or other sources. These are being emptied using existing resources through an increase in productivity.

Service Outcomes – SLA Section 8

- 3.2.4 The overall measure of cleanliness across the city has improved from 85.9% of sites which were acceptably clean in 2011/12 to 92.0% of sites in 2012/13.
- 3.2.4 West and North West Locality Team had a budget of £2,773,210 in 2012/13. At year end the service was £67,654 overspent (2.4%). This overspend included a £50,000 identified saving from integration with Parks and Countryside which did not have any identified actions to deliver. The remainder of the over spend was mainly attributable to cover for TU reps on full-time convenor duties.
- 3.2.4 The net managed budget for 2013/14 is **£2,808,110** and is detailed at Appendix C.
- 3.2.4 Sickness levels within the service are a continued focus. During 2012/13 West-North West Locality Team staff were on average absent for 16 days per FTE. Whilst we do not have a comparative figure for the team during 2011/12 overall sickness across the whole of citywide cleansing and enforcement has improved from 12.73 days per FTE in 2011/12 to 11.76 days per FTE in 2012/13. The above figures for WNW reflect that fact that there have been had a number of staff on long term sickness whose attendance is being managed in accordance with the Councils managing attendance policy.

3.3 SLA for 2013/14

- 3.3.4 The SLA for 2013/14 can be found at Appendix A - changes and additions for the year ahead include:

- a) A commitment to agree and regularly inspect priority "sites of concern" in each ward (e.g. ginnels, bottle banks, gullies, laybys, pockets of land).

- b) A programme to be developed to tackle priority sites and problematic arterial routes in each ward that are prone to litter accumulating between the end of the cutting season and beginning of the next (and therefore do not get litter picked by the grounds maintenance contractor in this period).
- c) A menu of additional chargeable services for Members to consider commissioning extra local, targeted provision.

3.3.2 In addition to the service delivery commitments made in the SLA, it is proposed that we also introduce a commitment to support, advise and bring forward local solutions with colleagues in Waste Management Services; using the Area Committee to involve Members and provide greater local accountability and understanding. This will be focused on:

- a) where local issues impact on the delivery of a safe, efficient and reliable waste collection service – for example access problems causing “missed” collections,
- b) Developing domestic waste solutions for areas which will not receive increased recycling services through Alternate Week Collections (AWC), and,
- c) Providing performance information relating to recycling rates across the Area Committee to help identify where there are opportunities to further support and improve recycling by residents and reduce the amount of waste sent to landfill.

3.3.3 Aside from these additional commitments, the basis of the SLA and how the service delivers its core functions remains as it was for 2012/13. However, there will be a number of service improvement/developments that will be progressed during the year that the Area Committee will influence and be involved in. These include:

- a) The creation of one environmental service for the city, based around the successful Locality Teams. This will involve work to agree which elements of environmental cleanliness work currently undertaken in the ALMOs will transfer to Locality Teams. It will provide opportunity to review existing streets cleansing practices and make operational improvements, and,
- b) A review of environmental services that are still delivered citywide with a view to transferring responsibilities and resource to Locality Teams where that makes sense. This will include the Household Bulky Item collection service.

3.3.4 The staffing structure for the West-North West locality team can be found at Appendix B.

3.3.5 The budget available to the Locality Manager to deliver SLA’s to the four West-North West area committees can be found at Appendix C.

3.3.6 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 – a schedule of costs can be found at Appendix D.

3.4 Equality and Diversity / Cohesion and Integration

3.4.4 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.

3.5 Council Policies and City Priorities

3.5.4 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.

3.6 Resources and Value for Money

3.6.4 The SLA is transparent about the level of resources available to deliver services within the WNW Locality area over the period. The level of resources within WNW Locality remains broadly as per the levels during 2012/13 municipal year. Further discussions will take place about resource allocation and deployment at Area Committee, Locality Team and citywide levels.

3.7 Legal Implications, Access to Information and Call In

3.7.4 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.

3.7.4 There are no further legal implications.

3.7.4 The report contains no information that is deemed exempt or confidential.

3.7.4 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.

3.8 Risk Management

3.8.4 The Area Committee is being asked to approve the attached Service Level Agreement, which will formalise the partnership arrangements between the West-North West Environmental Locality Team and the Committee. Should the Service Level Agreement not be approved then the Locality Team will still be required to deliver environmental services within the area, however this will be without the significant input of the Area Committee.

4 Conclusions

4.1 A significant amount of progress has been made over the period of the first and second SLA. The new SLA for the year ahead has incorporated this learning and the feedback from Elected Members to give us the basis for further improvements over the year ahead.

- 4.2 The SLA will be reviewed annually to inform the production and approval of subsequent agreements for future years, in line with corporate budget cycle and review process.

5 Recommendations

- 5.1 The Area Committee is asked to:
- a) Note the contents of the report;
 - b) Approve the attached Service Level Agreement (Appendix A).

6 Background documents

- 6.1 Leeds City Council Constitution.
- 6.2 Report: Delegation of Environmental Services – Service Level Agreement, to Area Committee June 2012.
- 6.3 Report: WNW Locality Team Service Level Agreement Performance Update, to Area Committee: December 2012.