

Services Level Agreement Delegation of Environmental Services

1 Parties

- 1.1 This Service Level Agreement is made between the **Outer North 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 26th September 2011, until five working days after the first Area Committee meeting in the municipal year 2012, 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

- Leaf clearing
 - Flytipping removal
 - **Regulatory environmental services -**
 - Flytipping enforcement
 - Graffiti enforcement
 - Dog controls (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)
- 4.2 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. (the SLA takes into account that mechanical cleansing vehicle drivers are also involved in other non-driving activities during their working day such as vehicle cleansing and tipping - work to improve productivity is being undertaken and will be reported to the area committee over the period of the 2011/ 12 SLA).
 - (b) Regulatory Environmental Services - operate on a Monday to Friday, normal working hours basis. Weekend and evening working is possible by prior arrangement, but usually at additional expense.
 - (c) Meeting legal/statutory obligations and corporate policies; for example health and safety policies.
- 4.3 The staffing structure of the West North West Locality Team is provided in appendix A. 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.
- 4.4 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 from other budgets.

5 Roles & responsibilities

- 5.1 The specific responsibilities of parties involved in the delivery, management and oversight of the SLA are set out in appendix A.

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: 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: To work collectively with the other Environmental Champions and the Executive Board Member to share best practice. 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) Environment Sub-group: To receive monthly 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 2012/13. 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

- 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 a 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.
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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 Outer North West area:

(a) **Outcome focused:**

The WNW Locality Team will focus on delivering the best outcome for residents across the Outer North West 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 8 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. Currently the standard is judged by an officer using their professional judgement and the NI195 indicators. Through the locality approach it is envisaged that the monitoring and reviewing of performance will be more commonly led, e.g. via local residents and stakeholders.

(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.

(c) **Common sense approach:**

The service will have a common sense approach which supports getting the job done. There will be 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 neighbourhoods of: The Holtdales, Henshaw, the King Edwards and Georges, Weston Estate, Queensway and Poets.

(e) **Supporting community action:**

We will work better with community based organisations that add value to what we do and contribute towards making our streets and neighbourhoods cleaner.

(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.

(g) Working with WNW Homes and other partners to deliver more effectively:

We will work in partnership with WNW Homes and other partners 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. The Locality Team will also work with partners to ensure resources are used flexibly and efficiently at times of snowfall and extreme weather.

7 Service activity

7.1 The Environmental Locality Team, via this SLA, undertakes to provide the following service provision to the Outer North West wards of Adel & Wharfedale, Guiseley & Rawdon, Horsforth, and Otley & Yeadon 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 new 8 day cycle.

Following a capacity review undertaken as a result of feedback from Area Committee workshops, each route/block has been revised to take into account local issues/grotspots, ward member comments, new streets etc.

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 all ward Members to review the new routes/blocks and agree where changes to which streets are done on which cycle/or on both can be made.

Maps for each block showing the exact routes for mechanical sweeping within the Outer North West area are provided in appendix C. Also provided as appendix D is a table showing the schedules for each block.

As part of the capacity review for mechanical sweeping, the new work cycles are based on an 8-day “week”. This has enabled an extra day of “spare” capacity to be programmed in, which will allow 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 agreed through tasking meetings. The Locality Team will also identify areas which cannot be mechanically cleaned/ swept and seek to implement other appropriate forms of cleaning and sweeping.

(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 routes and frequencies covered by the Outer North West SLA are provided in appendix E.

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.

(c) Litter Bins

Ward maps of all the litter bins in the Outer North West area are provided as appendix F. During the first period of the new SLA work will be done through ward member meetings and progress reported to the Environmental sub group to verify the locations of the bins, agree where locations can be changed to better meet local needs, replace bins unfit for purpose and where possible new bins provided where they will be most effective.

Generally the frequency for emptying the litter bins is 3 times per week on shop fronts and high streets. In event areas such as around parks, this is done weekly, but is increased when an event takes place. In residential areas bins are emptied weekly.

Litter bins will be emptied and the immediate vicinity checked for cleanliness by one of the two 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/exceptional busy period, the service will empty the bin within 24hours of it being reported.

(d) Flytipping

The service will operate with one sideloader vehicle and four operatives (2 crews) 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). Where flytipping has occurred on land belonging to another Council Department or the ALMO it is the responsibility of the landowner to clear. However, the Locality Team will work with the owning Department to provide support for clearing the land to ensure clean up is carried out swiftly, considering the best use of resources. 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) Leaf Clearing

The Locality Team will prioritise seasonal leaf fall by diverting resources from other areas of the wedge if required.

7.3 Environmental Regulation

The enforcement services to be delegated all operate on a Monday – Friday basis, although weekends and evening 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 28% of the time available within the team. On this basis the Area Committee is currently able to direct approximately 72% to be used best to fit with local priorities. Where resources allow, the team will seek to work in an advisory capacity, to tackle issues before they turn into problems.

The requests for service made in 2010 in Outer North West are detailed at Appendix G together with a summary of the services provided by this part of the team.

The work of this element of the service forms part of the next phase of the review of Environmental Services. The Area Committee's Environmental sub group will need to consider the following, in order to help inform the review and how the existing capacity to respond to local priorities can be best used;

- The Area Committee's top enforcement issues
- The preferred balance of approaches locally, i.e. between enforcement, clean-up and educational/promotional activity; and
- Geographical hotspots

At a ward level, local tasking arrangements will be used by the service to lead discussion and ensure the securing of partner resources in problem solving and addressing the 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. Through the Environment Sub Groups the Locality Team will provide reports on hot spot and problem areas, and will seek to agree variations to the service delivery as required.

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 (eg leaf mould, dirt accumulations etc).
- (iii) graffiti
- (iv) flyposting.

8.2 Area Committee baseline: Baseline surveys have been carried (April/May 2011) for the Outer North West Area Committee area. The results are as follows, showing the percent of sites surveyed deemed 'acceptable' in comparison to the citywide average:

Issue	Outer North West	Citywide
Litter	97.1	86.7
Detritus	72.9	66.8
Graffiti	99.3	95.7
Flyposting	99.7	99.4

8.3 All baseline results in Outer North West are higher than the citywide average. On this basis the service improvement target will be to maintain or improve this standard at next years survey.

9 Community Engagement

9.1 The WNW Locality Team will engage with the community via existing mechanisms set out in the Area Committee's own Community Engagement Strategy/Plans and work with the Area Leadership team to avoid duplication and make the best use of any time spent consulting. The Locality Team will also seek to develop new and participative ways of engaging with the community.

- 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 Town & Parish Councils In Bloom, Friends of and other such groups.

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 As concurrent delegated authority exists with the Director of Environment & Neighbourhoods and Chief Environmental Services Officer, these positions 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 Environment Sub-group
Monthly service activity reports will be submitted by the Environmental Locality Manager to the Environment 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 2011 quarter and completed in the January to March 2012 quarter. The review process will attempt to coincide with the Council's annual budget setting cycle. 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 2012/13 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 2012/13 municipal year will be formally approved by the Area Committee at its first meeting of that municipal year (June/July 2012).
- 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 When 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.
- 12.8 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 Environment 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.

Signed:.....
Date:

Signed:.....
Date: