

**Report of the Director of Environment & Neighbourhoods**

**Report to North West (Inner) Area Committee**

**Date: 28<sup>th</sup> June 2012**

**Subject: Delegation of Environmental Services - Service Level Agreement 2012/13**

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<b>If relevant, name(s) of Ward(s):</b> Headingley, Hyde Park & Woodhouse, Kirkstall, Weetwood		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input 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 main issues**

1. A Service Level Agreement has been drawn up for the delivery of environmental services in Inner North West Leeds over the 2012/13 municipal year.
2. This report provides final details of the agreement and seeks approval of the document which will steer the work of the West and North West (WNW) Environmental Locality Team over the next year.

**Recommendations**

The Area Committee is asked to approve the attached Service Level Agreement for the delivery of delegated environmental services.

## **1 Purpose of this report**

- 1.1 The purpose of this report is to present to the Area Committee, for approval, a final version of the Service Level Agreement (SLA) through which the work of the Environmental Locality team will be steered over the year.

## **2 Background information**

- 2.1 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.

- 2.2 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.

- 2.3 Services included in the delegation are:

- Street cleansing (mechanical and manual),
- Leaf clearing,
- Litter bin emptying,
- Gully cleaning,
- Graffiti removal,
- Needle removal,
- Ginnel clearance,
- Dog warden services,
- Littering & fly tipping 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.

- 2.4 The delegation of the specified environmental services to Area Committee's means that service resources, mainly staffing, are devolved. These resources are organised into three wedge based teams for East North-East, South South-East and West North-West, aligned to Locality Teams. The Service Level Agreement sets out the detail of the resources which will be allocated to the Area Committees.

### **3 Main issues**

- 3.1 The first SLA for 2011/ 12 went live in September 2011 - reports to the December and April Area Committees outlined progress over the period of the first SLA. The Locality Team has developed its capacity and learnt lessons from its first half year of delivering services through a SLA with the Area Committee. The SLA for 2012/13 also includes more specific commitments around such issues as:
- Priority ginnels for programmed cleansing/maintenance,
  - Cleaning of arterial routes,
  - De-leafing,
  - Litter bin replacements/new sites,
  - Targeting of zero tolerance enforcement (geographical and issue based),
  - Dedicated enforcement/education patrols resources to be prioritised and directed at a ward level,
  - Cleaning around recycling (e.g. bottle banks) facilities.
- 3.2 Members have also raised the issue of performance management and reporting in the service. The SLA outlines the commitment to performance reporting and management which will be significantly strengthened over this SLA cycle.
- 3.3 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.
- 3.4 To enable this to happen, a restructuring of the previous Streetscene service was undertaken. 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.
- 3.5 These resources are organised into three locality based teams for West and North North West, South East and East North East. They are geographically aligned to and work closely with the new Area Support Teams (formerly Area Management).
- 3.6 The SLA sets out for each Area Committee how resources will be used in their area to meet local needs and achieve the outcome of clean streets. The SLA for the 2012/ 13 municipal year is attached at Appendix A.
- 3.7 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 the Executive Board. A breakdown of the WNW Locality Budget is shown at Appendix B.
- 3.8 The current structure for the Locality Team for the WNW area is shown at Appendix B.

### **4 Progress under 11/12 SLA and increased service commitments for 2012/13 SLA**

#### **a. Successes:**

- § Established a good relationship with Members with increased confidence and trust that the service will deliver as promised and respond to issues as they arise

- § Establishing good working relations with partner (mainly the police and universities) and local residents groups.
- § Successful delivery of a de-leafing programme across the area during the autumn/early winter months, with capacity to respond to Members' requests
- § Developing and delivering an intensive 'clean-up campaign' in the Headingley and Hyde Park area covering 3,400 properties - this has entailed: bin-labelling; pulling bins back into properties, hand-delivering a detailed information letter to each of the 3,400 households setting out a number of key messages about improving the environment as well as personal security during the on-set of dark nights; a door to door community engagement exercise where we have spoken to over 1,700 households about environmental issues and concerns and a focussed environmental enforcement campaign which has resulted in the serving of Section 46 Improvement Notices and fixed penalty fines (fpn's) for bins on streets offences.
- § Continuing work on extensive graffiti removal within the Hyde Park and Headingley Neighbourhood area.
- § Working with residents to identify and undertake regular additional cleaning in known 'hot-spot' areas.
- § Supporting Parks & countryside colleagues with litter picking and litter bin-emptying on Woodhouse Moor and other green-spaces in the area.
- § Supporting the development and implementation of shared waste management facilities in the Beamsleys neighbourhood.
- § Following concerns expressed by local councillors and residents about the schedules for manual litter-picking - routes have now been reviewed in inner north west to better coincide with refuses collection days. Mechanical street and pavement cleansing has also been undertaken as scheduled.
- § A number of locations have also been identified through resident engagement for **additional manual cleansing** and litter-picking - these include: Cardigan Triangle, Chapel Lane and Back Chapel Lane, the Beamsley's, Hyde Park Corner, The Granby's, The Brudnells, Back Regents Avenue and Terrace and Duncomber Street.
- § Officers have been engaging with local residents and councillors on suitable locations for additional litter bins in the area - an order has been placed.

b. Lessons learnt:

- Need for an integrated environmental service in the inner north west area covering refuse, cleansing, enforcement and communication - this approach is currently being developed by the locality team.
- Work is required to develop a more bespoke waste management system in the area which is less reliant on multiple wheelie-bins at each property - this work is currently being developed starting with a costed option appraisal.

- Need to do more proactive graffiti removal across the area - routes have now been developed to tackle the St Michaels Lane, Victoria Road, Cardigan Road and Back Blenheim Terrace hot-spots.
- Quicker response to requests for new (and repairs to) litter bins needed.
- We have not been able to respond adequately to litter on arterial routes where additional health and safety precautions/procedures are necessary.
- Improvements required in gulley cleansing schedule and communication on 'hot-spots' with members.
- Still some occasions where litter bins are overflowing.
- More work required in developing local dog enforcement/ cleansing strategies.
- More control and influence of enforcement services is required at a ward level.

4.2 Ward Plans for 2012/ 13 - The locality team will develop and agree simple and effective Ward Plans for each of the four ward areas in INW Leeds over quarter 2 and 3 of the 12/13 SLA. These plans will be reviewed quarterly and ensure that the locality team is able to prioritise and respond to local needs at a neighbourhood level.

4.3 The Locality Team has developed its capacity and learnt lessons from its first half year of delivering services through a SLA with the Area Committee. The SLA for 2012/13 will enable more specific commitments in INW Leeds around such issues as:

- Priority ginnels for programmed cleansing/maintenance,
- Cleaning around recycling (e.g. bottle banks) facilities,
- Cleaning of guided bus lanes,
- Cleaning of arterial routes (in conjunction with the new grounds maintenance contract with Continental Landscapes),
- De-leafing,
- Litter bin replacements/new sites,
- Targeting of zero tolerance enforcement (geographical and issue based through ward plans).

#### 4.4 **Inner North West Elected Member expectations**

Elected Members have/ will be consulted about their particular priorities and expectations for further improvements in the 2012/13 SLA. The following is a summary of their views to date:

- Would like to see further work done on arterial routes.
- Would like to see more accountability of the refuse and waste service
- Would like to see a better balance of proactive work in all four electoral wards.
- Would like to see more evidence of the service operating pro-actively, rather than re-actively.

- Would like to see better coordination and accountability of the Grounds Maintenance Contract.
- Would like to see better accountability of refuse and waste management issues.
- Would like to see better joint-working with Parks & Countryside and North West North West Homes.
- Would like to see better year round communication on service issues and not just around 'change-over' and 'freshers'

#### **4.5 Executive Board expectations:**

In addition, a report presented to the Executive Board by the Assistant Chief Executive (Customer Access and Performance) on 10th February 2012 included the following summary of feedback from Elected Members on issues they would like to see addressed in the new SLA for 2012/13:

- An account of what the service is doing to become more efficient and effective and how it will evidence productivity gains to Area Committees,
- Strengthening the education and enforcement strategy of the service,
- Improving the reporting of progress to area committees that minimises jargon, uses plain English, describes outcomes and includes resident satisfaction measures,
- Providing for a robust community engagement strategy that draws on intelligence gathering from and feedback to the community,
- Strengthening and providing consistency in the involvement of Police Community Safety Officers in enforcement action,
- Providing clarity on the resources and approach applied to bin-yards and how a range of local resources will be aligned to tackle the problem,
- Providing clarity on the resources and approach applied to ginnel and gulley cleansing and graffiti and how a range of local resources will be aligned to tackle the problem,
- Improving the levels of coordination for white bag collection,
- Providing clarity on the role of the Community Payback Team in environmental improvement programmes,
- Addressing the lack of litter bins e.g. near bus stops,
- Addressing the approach to orphan land and private estates.

4.6 The locality team will address the above through the 2012/13 SLA and will update the area committee on its progress throughout the year.

## **5 Corporate Considerations**

### **5.1 Consultation and Engagement**

5.1.1 In addition to a special environmental sub-group held in May, a number of Ward level meetings with Members are planned for the period July - September 2012 to agree detailed ward plans.

5.1.2 On-going consultation has also been undertaken with Area Committees and Environmental Sub-groups of the Area Committees, including the sub group representing the Inner North Area Committee on all aspects of the SLA delivery over the last six months.

## 5.2 Equality and Diversity / Cohesion and Integration

5.2.1 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.

## 5.3 Council Policies and City Priorities

5.3.1 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.

## 5.4 Resources and Value for Money

5.4.1 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 as per the levels during the 2011/12 municipal year. A number of additional services such as Gulley Cleaning, Needle Removal, and Graffiti Removal were added to the delegation during 2011/ 12 . Whilst these services were delegated with a full service budget the management and supervision of these additional services is being met from existing resources. Further discussions will take place across the year about resource allocation and deployment at Area Committee, Locality Team and citywide levels.

## 5.5 Legal Implications, Access to Information and Call In

5.5.1 Following revision to the Council's Constitution, as detailed at 4.3.2, 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.

5.5.2 There are no further legal implications.

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

5.5.4 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.

## 5.6 Risk Management

5.6.1 The Area Committee is being asked to approve the attached Service Level Agreement, which will formalise the partnership arrangements between the WNW Environmental Locality Team and the Committee. The Service Level Agreement ensures the significant input of the Area Committee and influence over the locality teams budget deployment at a local level.

## **6 Conclusions**

- 6.1 A significant amount of collaborative work has been undertaken and real progress made during the first SLA which took effect from September 2011. This second SLA will apply for a period 1 year, during which time performance monitoring will be reported to the Area Committee and Environmental Sub group.
- 6.2 The 2012/ 13 SLA seeks to build on the foundations laid under the first SLA and seeks to continually improve and better align delegated services to local need through the revised SLA principles. The 2012/ 13 SLA will also be supported by strong ward planning to improve the area committee's influence over the deployment of enforcement resources.

## **7 Recommendations**

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

## **8 Background documents**

- 8.1 Leeds City Council Constitution.
- 8.2 Report: Delegation of Environmental Services - Service Level Agreement, to Area Committee - September 2011.
- 8.3 Report: WNW Locality Team Service Level Agreement Performance Update, to Area Committee - December 2011.
- 8.4 Report: Environmental Services - Consultation on the 2012/13 Service Level Agreement to Area Committee 21<sup>st</sup> March 2012.