

Report of Locality Manager (West and North West Leeds)

Report to North West (Inner) Area Committee

Date: 27th June 2013

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

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Headingley Hyde Park & Woodhouse Kirkstall Weetwood		
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 (Inner) 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 Inner 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 (SLA) 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 Inner 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 Inner North West Area Committee (INW) 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

- 3.2.1 The following section summarises headline performance against the service principles and priorities described in section 6 of the SLA and service activity as described in section 7 of the SLA.

Service Principles and Priorities - SLA Section 6

- 3.2.2 The service has been working to improve delivery outcomes across INW Leeds - in the last 12 months we have worked with numerous residents groups across each of the 4 wards to trial different approaches to cleansing and enforcement.
- 3.2.3 We have now met with all elected members in the area and identified priorities for each of the 4 wards which underpin the SLA - key areas of focus include more enforcement work on overgrown vegetation across the area, litter patrols and enforcement activity in the key student areas, bins on streets enforcement and developing an approach to managing bin-yards – priorities will be reviewed on an on-going basis via the areas committees sub-group.
- 3.2.4 The service will also be supporting the Waste Management Service on developing and delivering a menu of options for Waste Management within the student areas – a project management resource for this work has now been identified. The focus of the work will be

to provide a more appropriate range of waste management options for the INW area given it's unique issues and challenges.

3.2.5 The service is using area committee well-being commissioning funds to provide enhanced and targeted services across INW to support service delivery including:

- A dedicated Environmental Services Co-ordination officer, and,
- Additional services at change-over/ freshers.

Student Changeover and Fresher's 2013:

3.2.6 The service will continue to lead the operational effort for changeover and fresher's programmes. Designed to minimise the environmental impacts of thousands of students leaving the area at the end of the academic year and arriving into the area in October. General feed-back has been very positive. For changeover extra services from the locality team and waste management will be used to ensure a seven day a week operation, throughout the four week change over period. The extra services will include additional cleansing crews with vehicles, an additional bin-wagon and crews and additional enforcement patrols. The extra services will be flexible, proactive and will work as one team providing a seamless fast service.

3.2.7 During fresher's, a programme of enforcement patrols will again take place over a four week period in September/ October. This will include weekend and late night patrols. Focussing on general awareness messages around environmental issues and personal safety. The service will also continue to use social media to communicate key messages on handling waste via twitter and facebook under the City's Leave Leeds Tidy and bin it/ win it campaign.

3.2.8 The service is now leading a year-long approach to managing the environmental impact of such high numbers of students in the area. Rather than a bi-annual focus on change-over and fresher's, as has been the case in previous years. This approach will be supported by a number of partners, the council's communication team and area management teams.

Working With Key Partners:

3.2.9 The service will continue to develop a strong working relationship with the University of Leeds and seek to work with the university collaboratively to solve problems and innovate. The Locality Team have worked with the University of Leeds Union to develop and deliver pilot a 'street-champion programme' which has enabled key individuals to be identified at street level as champions for local environmental priorities and issues and promote good practice in relation to environmental issues such as bins on streets, litter and waste in gardens – a full evaluation of this years work is currently underway and will be reported to a future INW sub-group.

Service Activity - SLA Section 7

3.2.10 Between 1st June 2012 and 27th May 2013 there were **2,855** requests for service emanating from the Area Committee area. Of these, 780 were for Headingley, 857 for Hyde Park & Woodhouse ward, 715 for Kirkstall ward and 503 for Weetwood ward. The largest volumes of service requests across all four wards were for graffiti (either removal or enforcement), followed by fly-tipping, waste in gardens, over-grown vegetation, and bins on streets.

3.2.11 In the same period the Locality Team served **110** legal notices across the area - mainly for domestic/ commercial waste, waste in gardens over-grown vegetation and bins on streets. **19** FPN's were also issued in the same period.

- 3.2.12 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.
- 3.2.13 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.

Education and Enforcement:

- 3.2.14 Enforcement work and dog-control work continues to be provided Monday to Friday from 7am to 7pm – evening/ early morning and weekend work is provided by prior arrangement. The majority of enforcement work in INW involves responding to requests to service via the contact centre or increasingly from residents and ward members directly.
- 3.2.15 Key local enforcement priorities have now been identified by ward members. Resources are now being allocated to supporting enhanced enforcement work on these priorities which include:
- Bins on streets across Hyde Park, Headingley and parts of Kirkstall
 - Waste in gardens,
 - Dog-fouling and control,
 - Graffiti removal from commercial premises,
 - Commercial waste patrols,
 - Bin-yard cleansing and control,
 - New signage for bin dates on lamp-posts,
 - Pro-active monitoring of graffiti,
 - Commercial waste inspections in conjunction with Community Safety on Burley Road,
 - Regular patrols in the Hartleys/ Burchetts relating to domestic waste issues,
 - Delivery of a mini street improvement project on Station Parade, Kirkstall, and,
 - A large-scale bins on streets project on the Beechwoods initially engagement with enforcement follow up.

Cleansing:

- 3.2.16 **Mechanical Path and Road Sweeping-** 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. In INW we continue to provide daily, weekly, 3 weekly and 12 weekly mechanical sweeping across the four wards - work cycles are based on an 8-day week - this enables an extra day of 'spare' capacity to be programmed in which allows the service to recover days lost due to leave, sickness or vehicle breakdown. All of the 'student' areas are swept weekly across the four wards.
- 3.2.17 **Manual Litter Picking** - continues to be undertaken on pre-set routes - there are currently 4 manual litter pickers covering neighbourhoods in INW. each day of the week including Headingley, Hyde Park, Kirkstall and West Park - a number of litter picking routes have been altered and diverted across the area due to member and resident feedback.

- 3.2.18 **Litter Bins** - are currently emptied and the immediate vicinity checked for cleanliness by one of the teams litter-bin crews. We continue to meet the SLA commitment that all bins will be emptied without any over-flowing and that frequencies of visits will be adjusted to ensure this commitment is met.
- 3.2.19 Over the last year **42** additional litter bins have been installed across the INW (22 of which have been paid for by Metro and fitted along the new bus corridor on the A65)
- 3.2.20 **Fly-tipping, Hotspot and Bulky Item Teams** - the service continues to deploy its dedicated INW fly-tipping crews across 7 days. The crews work largely on reactive basis following requests for service from the contact centre or increasingly from residents and member directly -they also monitor and clean regular hot-spot areas proactively across INW such as: Cardigan Triangle, The Beamsleys, Ash Road area, Hyde Park Corner, The Granby's, Brudnells and Mayvilles, Back Regenets Parks Avenue, bottom end of Woodsley Road/ Burley Road junction, Westfield Road and Duncomber Street .
- 3.2.21 These crews have been successfully used in a flexible way to meet SLA commitments across INW ,for example, the crews are now able to support to the leaf-clearance programme across INW as well as being equipped to cut back and remove over-grown vegetation which is an SLA priority. These crews are also used across the area to support additional clean-ups and ginnel clearance activity.
- 3.2.22 **Gullies** - we continue the service the circa 52,000 gullies across WNW Leeds using 2 dedicated crews over 7 days. The crews work on a ward programme basis in the following order: Pudsey, Armley, Farnley & Wortley, Bramley & Stanningley, Calverley & Farsely, Guiseley and Rawdon, Otley & Yeadon, Kirkstall, Horsforth, Adel & Wharfedale, Weetwood - they are currently working in Bramley and it is anticipated that each ward can take up to six weeks to complete - one of the 7 days is used for member/ referral reactive activity across WNW. The programmed work is supported by a city-wide wet-spot team which covers known flood/ wet-spot areas and all beanie-blocks. Over the last 6 moths we have worked with highways to develop protocols around reporting and mapping collapsed gullies across INW and have identified priorities for capital spend to repair key gullies. The above rota was disrupted to clean a number of Hyde Park and Headingley and Kirkstall gullies over July and August (given there were fewer student cars at this time).
- 3.2.23 **Graffiti Removal** - the team currently manages the city-wide graffiti team – we have 2 crews working 7 days a week across the city - we aim to remove all offensive graffiti within 24 hours of receiving reports. The team are also deployed to proactively remove graffiti in known hot-spot locations which includes Victoria Road, Cardigan Road, Hyde Park Road and Brudnell Road.
- 3.2.24 **Bush & Ginnel Team** - a number of referrals for each of the wards have been made for to the bush and ginnel team - these form part of the on-going ginnel cleansing work via ward member and sub-group meeting - the locality team now visits key ginnels for cleansing purposes across INW and work with Parks & Countryside, West North-West Homes and the Bush and Ginnel Team to cut-back overgrown vegetation in ginnels.
- 3.2.25 **Needle Team** - we continue to make referrals for needle removals across INW to the city-wide needle team.

Service Outcomes - SLA Section 8

- 3.2.26 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.

3.2.27 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.

3.2.28 The net managed budget for 2013/14 is **£2,808,110** and is detailed at Appendix C.

3.2.29 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 a number of staff on long term sickness whose attendance is being managed in accordance with the Council's managing attendance policy.

3.3 SLA for 2013/14

3.3.1 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. In INW 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 a menu of 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:
 - note and comment on the performance of the West-North West Locality Team over the past year.
 - approve the attached Service Level Agreement (SLA) for the delivery of delegated environmental services in 2013/14. (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.