



Leicester
City Council

Portfolio Overview July 2017

Lead Directors: **Director of Neighbourhood and Environmental Services**
 Director of Finance
 Director of Delivery, Communications and Political Governance

1. **Purpose of Report**

This report provides an overview of the key areas and services related to the Neighbourhood Services and Community Involvement Scrutiny Commission.

2. **Summary**

The Neighbourhood Services and Community Involvement Scrutiny Commission's remit relates to a varying degree to six Assistant City Mayor portfolios and the Deputy City Mayor's portfolio:-

Cllr Rory Palmer – Deputy City Mayor
Cllr Adam Clarke – Assistant City Mayor – Energy and Sustainability
Cllr Kirk Master – Assistant City Mayor - Neighbourhood Services
Cllr Sue Waddington – Assistant City Mayor - Jobs and Skills
Cllr Piara Singh Clair – Assistant City Mayor – Culture, Leisure and Sport
Cllr Manjula Sood – Assistant City Mayor – Communities and Equalities
Cllr Abdul Osman – Assistant City Mayor – Strategic Partnerships and Change.

The above Executive Leads are supported by a wide range of services which fall within the responsibility of the following Divisional Directors:-

John Leach – Director of Neighbourhood and Environmental Services
Alison Greenhill – Director of Finance
Miranda Cannon – Director of Delivery, Communications and Political Governance

This report seeks to set out the scope of the Neighbourhood Services and Community Involvement Scrutiny Commission's portfolio and the relevant structures and services which support this. The divisional structures for Neighbourhood and Environmental Services, Finance, and Delivery, Communications and Political Governance are appended to this report as Appendices A to C respectively.

3. Recommendations

- 3.1 The report is presented to the Neighbourhood Services and Community Involvement Scrutiny Commission in order to help inform its work for the coming municipal year.
- 3.2 The Commission is asked to note the report.

4. Report

- 4.1 The Neighbourhood Services and Community Involvement Scrutiny Commission covers a wide range of services involving many different aspects of city life. The key areas of service are detailed in the section below.

Neighbourhood and Environmental Services Division

a) Neighbourhood Services

Assistant City Mayor: Cllr Kirk Master

Head of Neighbourhood Services: Lee Warner

Tel: 454 3542

The service consists of a network of up to 32 facilities, including 4 Multi Service centres, 12 standalone libraries (16 library service points in total), 16 community buildings and 2 children's Book buses. The core library offer includes free book borrowing, free computer, and internet and Wi-Fi access, access to information, children and adults learning activities, and a programme of special events such as the Summer Reading Scheme for children. Neighbourhood Services support community groups and activities, Adult Skills and Learning, food banks, room hire, children's parties, conferences events and functions. Neighbourhood Services actively promotes and develops volunteering in our centres. The service also provides support to Ward Community funding and Ward Community meetings.

Neighbourhood Services has high levels of customer contact: 2.5 million usages, with 78,000 active library users, 230,000 hours public PC use and 990,000 book issues.

Key priorities include:-

- To take forward the Transforming Neighbourhood Services programme to increase efficiency, bring council services together, improve customer access and make best use of buildings and staff resources.
- To ensure that families in Leicester are encouraged to read.
- To help residents to become included in the digital society, by offering supported and self-service access to a wide range of information.
- To develop and support community groups to engage in positive work that will enable communities to become more resilient.
- To engage with and empower communities to help shape the future of public services in neighbourhoods.

(b) Waste Management

Assistant City Mayor: Cllr Adam Clarke

Head of Waste Management/Waste Services Manager: Geoff Soden

Tel: 454 6734

The Waste Management team manages a 25 year Private Finance Initiative (PFI) contract with Biffa Leicester, for the collection, treatment and disposal of all Leicester's household waste.

The main services provided to all residents is a weekly collection of both recycling (collected using orange bags or communal bins, in which residents can recycle a wide range of items including paper, cans, cardboard, plastic containers, foil etc) and general (or residual) waste for which a black wheeled bin is provided. Other services available for residents include a bulky waste collection service, clinical and sharps collection service, two Household Waste Recycling Centres and over 60 recycling bring sites throughout Leicester.

As part of the contract Biffa Leicester operate a mechanical treatment plant at Bursom, known as the 'Ball Mill', and an anaerobic digestion facility at Wanlip. All of the waste collected from residents black general waste bins is processed by the 'Ball Mill'. This processing diverts three streams of waste away from landfill:-

1. Metals are extracted and sent for recycling
2. Light materials such as plastics, paper and cardboard are extracted and are used to produce heat and energy.
3. Organic waste is extracted and sent to the anaerobic digestion facility where it is used to produce methane and a soil conditioner. The methane is then used to generate electricity which is sold to the National Grid.

The team is also responsible for the education and promotion of the services to encourage residents to recycle their waste and to engage in positive environmental behaviours. The team also works with all other Council services to provide advice and services to help each department reduce and recycle their waste.

Key priorities include:-

- To support and remain committed to a comprehensive domestic waste collection service responding to residents' needs and expectations.
- To consider how the optional green waste kerbside service can be expanded and improved.
- Promote and develop the recycling services available through Leicester City Council including encouraging residents to make use of Leicester's two Household Waste Recycling Centres at Freeman's Common and Gypsum Close.

(c) Cleansing Services

Assistant City Mayor: Cllr Adam Clarke

Head of Parks & Open Spaces: Stewart Doughty

Tel: 0116 454 3789

Parks & Open Spaces Operations Manager: Michael Walker

Tel: 0116 454 4995

The Cleansing Services section currently provides a street cleansing service across the whole of the city, cleaning over 621 miles of streets on a weekly basis, removing 3,900 tonnes of litter annually and over 8,700 fly tipping incidents. The service is organised into local hand-sweeping teams and supported by mechanical highway sweepers which maintain scheduled routes within the city centre and across the City. Each of these district teams is managed by a Local Area Manager who acts as the primary point of contact for local communities and ward councillors. Similar arrangements exist within the city centre and operate on a full seven day a week basis.

The service also works closely with our festivals and events team with key priorities in ensuring cleansing standards are maintained before, during and after each public event. Examples of this include:-

- LCFC celebrations (approximately 240,000 people in attendance).
- King Richard III Reinternment (approximately 100,000 people in attendance).

The service also has a number of specialist functions:-

- Graffiti Team: is responsible for removing graffiti from all types of surfaces across the City, including private land with the agreement of the owner.
- Housing Caretakers are cleansing staff who work under the instruction of Housing Management to deal with waste & cleansing issues in and around all housing estates in particular communal properties.
- Litter bin maintenance team who are responsible for installing and maintaining 1,900 litter bins across the city
- Utility Team: who deal with instances of fly tipping, alleyway clearances, spillages and clearance of waste/litter from unauthorised traveller sites etc.
- 24 hour call out service: is available to deal with emergency clean-up operations for road traffic accidents, diesel spillage, SHARPS removal etc.
- Public conveniences: responsible for cleaning in the city with a mobile public convenience Cleansing Team cleaning all unattended public conveniences across the City on a 7 days per week basis.

Key Priorities include:-

- To continue to provide quality services and to ensure the highest possible standards of street cleanliness within the resources available.
- Improve toilet facilities in the City.
- To support new initiatives such as developing ideas around Street Champions.

(d) Regulatory Services and Community Safety

Assistant City Mayor: Cllr Kirk Master

Assistant City Mayor: Cllr Sue Waddington (specifically certain Regulatory Services except Taxi Licensing)

Assistant City Mayor: Cllr Piara Singh Clair (Building Control and Taxi Licensing)

Assistant City Mayor: Cllr Abdul Osman (Specifically Community Safety including domestic and sexual violence)

Head of Regulatory Service: Roman Leszczyszyn Tel: (0116) 454 3191

Pest Control/Dog Wardens (Cllr Kirk Master)

Pest Control Officers work to eradicate and exclude a variety of common pests in homes and businesses throughout Leicester. These include rats, mice, bed bugs, cockroaches, fleas and wasps. The treatment of rats at domestic premises is free but all other pest treatments are chargeable except for mice treatments in Pest Action Zones. These are areas within more deprived wards which have high rates of mice infestation and where residents are on low incomes and so cannot easily afford to pay pest control charges. The Dog Warden Service deals with stray and dangerous dogs and dog nuisance such as barking and fouling on premises.

Private Sector Housing Team (Cllr Kirk Master)

This team aims to ensure that private rented properties in the City are suitable for occupation. The team investigate complaints and inspect private rented properties for disrepair and freedom from unacceptable hazards and ensure standards in houses in multiple occupation and hostels are being met. Assessment of living accommodation for immigration purposes is also carried out as support to sponsors.

The team also investigate issues around filthy and verminous premises and faulty drainage, dangerous trees on private land and high hedges obstructing light. They also work with Pest Control to investigate various public health pests.

The Building Regulation Team (Cllr Piara Singh Clair)

This team seeks to ensure that buildings in the City comply with statutory standards for quality, safety and sustainability by considering applications requiring building regulation approval.

Building Safety and Protection Team (Cllr Piara Singh Clair)

This team seeks to protect the public from dangerous structures and demolitions and ensures that vacant and derelict properties are secured from unauthorised access.

Licensing Team (Cllr Sue Waddington (except taxi licensing Cllr Piara Singh Clair))

The Licensing Team work in several key areas including taxis, alcohol and entertainment, gambling, sexual entertainment and on street activity such as street trading, distribution of flyers and charitable collections. A vehicle testing station carries out safety checks on all

taxis and provides MOT's for the public. The overall role of the service is to make pre-licensing checks on suitability and ensure licensing requirements are complied with.

Noise Control Team (Cllr Kirk Master)

The Noise Control Team provide a call out service up until 2 am on four nights each week to deal with disturbance from noise, as well providing advice on licensing and planning applications.

Pollution Control Team (Cllr Kirk Master)

The Pollution Control Team are responsible for monitoring and coordinating action on controlling emissions from industrial processes, petroleum licensing and dealing with contaminated land.

Food Safety Team (Cllr Sue Waddington)

The Food Team are responsible for monitoring food hygiene standards in Leicester food businesses and the safety and nature of food products. There are around 3,000 food establishments in the City.

Public Safety Team (Cllr Sue Waddington)

The Public Safety Team work to protect those working, living or visiting Leicester from incidents that could cause death, injury or economic damage. The Team monitors safety arrangements in sports stadia and public events, working places and explosives/fireworks storage. The team is also responsible for monitoring individuals conducting invasive treatments such as tattooing and compliance with smoke free requirements.

Business Regulation Advice Support and Training Team (Cllr Sue Waddington)

The Business Regulation Support Team helps new and existing local businesses to comply with regulatory requirements relating to the making and supply of goods and services. The team provides and facilitates access to information, advice and staff training. Advice and training are delivered on a chargeable basis.

Trading Standards Team (Cllr Sue Waddington)

The Trading Standards Team work to ensure that local citizens and businesses are not harmed by fraudulent and reckless trading practices. The remit of the team spans the full range of goods and services from food to cars to home maintenance. The team supports an intelligence and financial recovery function.

Head of Community Safety/Community Safety Partnership Manager: Daxa Pancholi
Tel: 0116 4540203

Community Safety Team and Domestic Violence & Sexual Abuse (Cllr Abdul Osman)

Community Safety Officers work with a range of partners (both internal and external to the Council) such as the police, probation service and health to identify local problems and

solutions in relation to community safety. The Team also co-ordinate and lead on work with partners on key Police Operations.

Linked into the team/Neighbourhood and Environmental Services Division is a police inspector, Siobhan Barber who in her role as Strategic Partnership Manager works for the police and Council on shared community safety matters.

The Community Safety team is responsible for ensuring the delivery of programmes such as:-

- the establishment a City-wide street drinking Public Space Protection Order.
- ensuring Council staff are aware and ready to work with the new Anti-Social Behaviour (ASB) legislation.
- promoting and forwarding an alley gating initiative to deal with crime and ASB.
- working with other Council services on issues such as street lighting, CCTV and other target hardening work.

The Domestic Violence Co-ordinator is responsible for establishing and managing an inter-professional City-wide strategy for domestic violence and sexual abuse; commissioning specialist services and facilitating the co-ordination and joint working between key professionals in the City.

Sexual Violence is a relatively new area of work for the team, it brings together areas of work and activity from across the Council; and in partnership identifies those support services that need to be put in place to help raise awareness of the issues and services which will help victims of sexual violence to address this issue.

Leicester Anti-Social Behaviour Unit (LASBU) (Cllr Abdul Osman)

LASBU are responsible for managing persistent high risk Anti-Social Behaviour cases in the City and supporting other teams dealing with ASB. The team works closely with Adult Social Care, Housing, Legal Services, the Police and other partners. The team leads on tenancy action where Council property is used for criminal purposes such as drug cultivation and manufacture.

Standards and Development

Assistant City Mayor: Cllr Kirk Master

Head of Standards and Development: Bob Mullins Tel: 0116 4544921

City Warden Service (Cllr Kirk Master)

The City Wardens help to keep the city clean using education and enforcement to secure improvements in the local environment. They tackle issues such as accumulations of rubbish on private land, littering, fly posting, graffiti, dog fouling, bins left on the street, small scale fly tipping, non-licensed skips, scaffolds and hoardings as well as patrolling their ward and providing a reassuringly friendly face to the public and point of contact to council services.

Enviro-Crime Team (Cllr Kirk Master)

This team seeks to reduce environmental crime by principally tackling persistent fly tippers and those involved in trade waste.

CCTV (Cllr Kirk Master)

This team looks after the City's CCTV service which provides community safety reassurance.

Priorities

Key Priorities in Regulatory, Community Safety and Standards and Development Services include:-

- To ensure an effective and joined up corporate approach to complex high risk Anti-Social Behaviour (ASB) cases in the City.
- To ensure statutorily compliant and effective public protection arrangements in food safety and standards, and particularly in imported foods.
- Plan and commission specialist domestic and sexual abuse services.
- Supporting projects and initiatives to reduce crime and Anti-Social Behaviour.
- To identify and improve substandard rented accommodation particularly used by vulnerable people, including exploring the development of a new local standard, working with tenants and landlords to develop a robust and relevant measure of quality for homes in Leicester.
- To continue to introduce enforcement campaigns to address issues like dog fouling, littering and spitting.
- To tackle/protect local consumers from fraudulent business.
- To support public health initiatives by tackling illicit tobacco supply.
- To ensure spectator safety at Leicester's sports grounds and festivals.
- Extend the City's No Cold Call Zones where residents request and support this.
- To supporting start-up businesses to comply with relevant regulations.
- Enhance the taxi driver knowledge test.
- Increase access to more applications via channel shift.
- Support measures to help tackle Child Sexual Exploitation where relevant to the licensing service.
- Explore new measures to tackle street drinking.

Finance Division

Director: Alison Greenhill
Tel: 454 4001

(a) Web Team

City Mayor: Peter Soulsby

City Lead: Carl Skidmore
Tel: 454 1166

Websites

The web team is responsible for the development and support of the Council's primary externally facing website leicester.gov.uk. The website received 1,224,642 visits in 2015¹ which equates to nearly ten visits per household.

In order to reduce costs and enable us to use the services of local companies, the primary website is now hosted in an Open Source environment. We are migrating other sites including the 'Story of Leicester', disabled children's service, coroners, family information service and safeguarding children's board onto this platform.

Online Customer Relationship Management

In support of the channel shift agenda, the authority procured and implemented a new customer relationship management (CRM) system. The Council's new CRM system went live on 2nd March 2016. The system is much more advanced than the previous system and has a number of areas of functionality. In particular the first two key features to be delivered were the Achieve Service which is the internal module of the CRM system used by Customer Services staff to log customer contact requests and which currently has 102 forms covering 19 of the council's service area, with waste management being the most popular service in terms of enquiries. The second key feature is the MyAccount platform. This is the self-service platform of the CRM product for customers to interact with the Council which went live in October 2016. The portal is accessible at leicester.gov.uk/myaccount or through the link on the corporate homepage of the Council website. Customers can engage with 15 of the council's service areas using the 48 forms that are available. Customers are invited to provide feedback on the form that they have submitted. Feedback is measured in "stars" (1 – 5 stars). The average rating given by customers on My Account is 4 out of 5 stars (3.79). Customers often compliment My Account on its convenience and ease of use.

The very limited functionality of the previous Belfast CRM system mean that there is very little data to inform comparisons between the old and new system in terms of contact and transaction volumes. Going forward we will be better able to track and report on trends over time in the type and nature of customer contact which will support an assessment of the impact we are having in terms of channel shift.

It is noteworthy that an independent assessment of our Web services by SOCITM concluded that Leicester has a low digital exclusion rating. This suggests that customers are more able to access online services and are less likely to be excluded. This is supported by our public access PCs in libraries and the public Wi-Fi service in the city centre, at libraries and leisure centres.

Key Priorities for the Web Team include:-

- Re-tendering Web hosting to reduce costs and improve resilience.
- Improve core Website usability and accessibility.

¹ Data from the SOCIM Better Connected Service 2016

- New improved framework for website commissions to streamline procurement process and improve site standards.
- Improve the development and of e-forms as we pursue the digital channel shift agenda to improve the usability of forms and transaction rates.
- Monitor and manage the security of Web services against a backdrop of increasing malicious cyber-security activity.

(b) Revenues and Customer Support

Assistant Mayor: Councillor Waddington

Head of Service: Caroline Jackson

Tel: 454 2501

The Revenues and Customer Support Service is responsible for the billing and collection of Council Tax for approximately 134,000 households in the City and for the billing and collection of Business Rates. It is also responsible for the assessment and payment of Housing Benefit and Council Tax Reduction, the detection and prevention of benefit fraud and the management of the corporate fraud team.

The service is located in York House, Granby Street and maintains a telephone enquiry line for Customer contact including waste management, parking, electoral registration, Council Tax, business rates and Housing Benefits and Council Tax Reduction to name but a few. Face to face enquiries are dealt with by the Customer Service Centre at the contact centre within York House. From April 2015 the service manages the Advice contract for the City.

Key Priorities include:-

- Maximise the collection of Council Tax and Business Rates to protect Council finances.
- Support people to claim Housing Benefit and Council Tax Reduction.
- Maximise the take up of Housing Benefit, Council Tax Reduction and various Council Tax and business rates discounts and exemptions.
- Support struggling households pay council bills and shortfalls in rent through the effective management of discretionary funds.
- Minimise the opportunity for fraud and detect occurrences.
- Operate a localised Council Tax Reduction scheme and review it in line with funding constraints.
- Oversee the Welfare Law Advice contract for the City ensuring need of the city is appropriately targeted and met with the restraints of the funding portfolio.
- Operate and manage Community Support and the Crisis Fund (previously held by the Department for Works and Pensions) with a prescribed level of funding and review it in line with funding constraints.
- Support corporate objectives to address Child and Family Poverty.
- Work with the Department for Work and Pensions and individuals as Universal Credit is introduced, gradually replacing Housing Benefit.

(c) Customer Services

Customer Services includes the Granby Street Customer Service Centre (CSC) and the Council's telephone call centre, which also manages online and email contact. As far as possible Customer Services aim to resolve enquiries at the first point of contact i.e. without the customer needing to make further contact with the Council. The service handles approximately 70,000 calls per month, 9,000 face to face enquiries and 3500 e mails/eforms.

Key Priorities include:-

- Working with the Transforming Neighbourhood Services review to design a customer service offering in multi service centres.
- Implementing the Digital Access Strategy across the Council.
- Achieving efficiencies through service improvement.

Delivery, Communications and Political Governance Division

(a) Communications and Marketing

Deputy City Mayor: Cllr Rory Palmer

Director: Miranda Cannon
Tel: 454 0102

Team Manager: Rebecca Oakley
Tel: 454 4161

The Communications and Marketing Team provides strategic advice, guidance and support to all areas of the Council. It supports major Council initiatives through the development and delivery of corporate communication and marketing strategies. It is also responsible for developing and overseeing internal communications, including InterFace and the Face all-staff email. The team also has responsibility for providing advice and support to public consultation and engagement exercises including oversight and management of the Council's on-line consultation platform. The design, print, photography and media sales and media buying functions also sit within this team, as does the Community Languages Service which provides translation and interpretation services.

(b) Digital Media

Deputy City Mayor: Cllr Rory Palmer

Director: Miranda Cannon
Tel: 454 0102

Team Manager: David Doherty
Tel: 454 4155

The Digital Media Team is responsible for the development, governance and promotion of the Council's external websites and social media platforms.

The key priorities across communications, marketing and digital media are:-

- To support efforts to achieve savings or increase our revenues
- Support local democracy and community engagement
- Support the City Mayor and Executive in their political leadership role
- Promote Leicester and our role in the city
- Drive more usage of our website and online services
- Make our council business easier to understand
- Help protect the reputation of our organisation
- Encourage behaviour change amongst residents and service users
- Ensure our staff feel well informed and included

(c) Equalities Team

Assistant City Mayor: Cllr Manjula Sood

Director: Miranda Cannon

Tel: 454 0102

Team Manager: Vacant – recruitment underway

Tel: 454 4147

The Equalities Team supports the Council in meeting its statutory equality duties and in delivering its equalities strategy. The team supports divisions and services to look at equality implications and impacts, and how negative impacts may be mitigated against. Specifically the team provide a lot of support in relation to the equality impacts of budget proposals and spending reviews. In addition, working closely with HR they support the employee equality groups within the Council and consider equalities issues related to the Council's workforce as well as administering the Government access to work scheme for disabled staff. The team seek to actively promote national and international days and events with an equalities focus in order to support continued awareness raising across the full range of protected characteristics.

(d) Corporate Voluntary and Community Sector Engagement

Assistant City Mayors: Cllr Manjula Sood and Cllr Abdul Osman

Director: Miranda Cannon

Tel: 454 0102

VCS Engagement Manager: George Ballentyne

Tel: 454 4146

Within the Division there is a Voluntary and Community Sector Engagement Manager post. This role has responsibility for supporting good strategic and day-to-day working relationships between Leicester City Council and the voluntary and community sector and key communities in the City. This role oversees some corporate VCS contracts including the corporate contracts with Voluntary Action Leicestershire which end later in 2017, and

runs the VCS Community Engagement fund. Currently a spending review is underway in relation to future support arrangements for the voluntary and community sector.

5. Financial, Legal and Other Implications

5.1. Financial Implications

There are no financial implications arising directly from this report.

Colin Sharpe, Head of Finance, ext. 37 4081.

5.2 Legal Implications

There are no legal implications concerning the recommendations in this report. Project officers are working with Legal Services when legal advice is sought on projects that deliver the priorities that are described.

Kamal Adatia, City Barrister & Head of Standards, ext. 37 1401.

5.3 Equality implications

This portfolio of services serves all protected characteristics across the City as a whole. The services within this portfolio contribute directly to a number of equality outcomes as set out in the Equality and Human Rights Commission's equality measurement framework:-

- improved standard of living by tackling/addressing issues that affect people's environmental, built environment and socio-economic circumstances;
- promotion of participation, influence and voice through provision for community activities that individuals can engage in;
- promotion of identity, expression and self-respect through provision of community activities and resources for individual use which support these outcomes;
- promotion of individual, family and social life through provision of activities which support these outcomes; and
- improved physical security by tackling/addressing issues that negatively affect individual safety.

If these services were not provided by the Council/local government/government, there would be adverse impacts preventing the achievement of the above equality outcomes, as well as other related equality outcomes: life, health, productive and valued activities (work), and education and learning. The portfolio is truly far reaching in its impact on supporting and promoting community and personal resiliency.

Irene Kszyk, Corporate Equalities Lead, ext. 374147

6. Background Papers – Local Government Act 1972

6.1 No specific papers.

7. Consultations

7.1 Contributions provided by the Directors/ Heads of Service named in this report.

8. Report Authors

John Leach, Director of Neighbourhood and Environmental Services

Alison Greenhill, Director of Finance

Miranda Cannon, Director of Delivery, Communications and Political Governance