

<b>MEETING:</b>	Overview and Scrutiny Committee
<b>DATE:</b>	Tuesday, 30 January 2018
<b>TIME:</b>	1.00 pm
<b>VENUE:</b>	Council Chamber, Barnsley Town Hall

## AGENDA

### Administrative and Governance Issues for the Committee

#### **1 Apologies for Absence - Parent Governor Representatives**

To receive apologies for absence in accordance with Regulation 7 (6) of the Parent Governor Representatives (England) Regulations 2001.

#### **2 Declarations of Pecuniary and Non-Pecuniary Interest**

To invite Members of the Committee to make any declarations of pecuniary and non-pecuniary interest in connection with the items on this agenda.

#### **3 Minutes of the Previous Meeting *(To Follow)***

To approve the minutes of the previous meeting of the Committee held on Tuesday 9<sup>th</sup> January 2018.

### Overview and Scrutiny Issues for the Committee

#### **4 Barnsley Safer Neighbourhood Services *(Pages 3 - 8)***

To consider a report of the Executive Director, Core Services and the Executive Director, Communities in respect of Barnsley Safer Neighbourhood Services

#### **5 Barnsley Neighbourhood Services Future Council Improvement Review *(Pages 9 - 16)***

To consider a report of the Executive Director, Core Services and the Executive Director, Place (Item 5a) in respect of the Future Council Improvement Review of Neighbourhood Services (Item 5b).

Enquiries to Anna Marshall, Scrutiny Officer

Email [scrutiny@barnsley.gov.uk](mailto:scrutiny@barnsley.gov.uk)

To: Chair and Members of Overview and Scrutiny Committee:-

Councillors W. Johnson (Chair), P. Birkinshaw, G. Carr, Charlesworth, Clarke, Clements, K. Dyson, Ennis, Franklin, Frost, Gollick, Daniel Griffin, Hampson, Hand-Davis, Hayward, Lofts, Makinson, Mitchell, Phillips, Pourali, Sheard, Sixsmith MBE, Tattersall, Unsworth, Williams and Wilson together with co-opted Members Ms P. Gould, Mr M. Hooton, Ms J. Whitaker and Mr J. Winter and Statutory Co-opted Member Ms K. Morritt (Parent Governor Representative)

Electronic Copies Circulated for Information

Diana Terris, Chief Executive  
Andrew Frostdick, Executive Director Core Services  
Rob Winter, Head of Internal Audit and Risk Management  
Michael Potter, Service Director, Business Improvement and Communications  
Ian Turner, Service Director, Council Governance  
Press

Witnesses

Item 4 (1.00 p.m.)

Wendy Lowder, Executive Director – Communities, BMBC  
Paul Brannan, Head of Service – Safer Communities, BMBC  
Mark Giles, Service Manager – Safer Communities, BMBC  
Councillor Jenny Platts Cabinet Spokesperson – Communities Directorate, BMBC  
Chief Inspector Jakki Hardy - South Yorkshire Police

Item 5 (1.50 p.m.)

Matt Gladstone, Executive Director – Place  
Paul Castle, Service Director – Environment & Transport, Place Directorate  
Howard Gaskin, Area Manager, Environment & Transport, Place Directorate  
Rachel Tyas, Head of Transformation, Environment & Transport, Place Directorate  
Cllr Roy Miller, Cabinet Spokesperson - Place

# Item 4

**Report of the Executive Director Core Service  
and the Executive Director of Communities,  
to the Overview and Scrutiny Committee (OSC)  
on 30<sup>th</sup> January 2018**

## **Safer Neighbourhood Services (SNS)**

### **1.0 Introduction and Summary**

- 1.1 This report provides an update to the OSC on the Safer Neighbourhood Services (SNS) Project (formerly known as The Public Services Hub) and the work undertaken as part of Phase 2 of this work.
- 1.2 During Phase 1, neighbourhood policing was reintroduced and aligned to the council's community safety resources into local teams; a more robust approach to intelligence led deployment and out of hours service was introduced. The focus of Phase 2 is to now ensure progress and embedding of the core operational functions and work towards broader integration and collaboration with other service providers both in localities and within the case management hub.

### **2.0 Introduction/Background**

- 2.1 Following on from the outcomes of the Community Safety Review, Housing Options and Welfare Review and the re-introduction of neighbourhood policing across The South Yorkshire Police Force in 2016, the implementation of a Safer Neighbourhood Services model was agreed to develop a whole system approach to community safety. The new model would transform service delivery through stronger collaboration with South Yorkshire Police and support the Safer Barnsley Plan Priorities. The vision for the new approach is to **“work together to prevent community problems from escalating and addressing complex needs by tackling underlying problems”**. Key objectives include developing a risk defined intervention approach from the first point of contact, preventing the escalation of demand and vulnerability, protecting the vulnerable, preventing crime and antisocial behaviour and engaging effectively with our communities.
- 2.2 Throughout 2016, Barnsley Metropolitan Borough Council and South Yorkshire Police worked on a joint engagement strategy across each organisation to develop the concept and design of a new multi-agency service, called The Safer Neighbourhood Service. The service would support people and our communities by tackling anti-social behaviour and crime, offering support to victims of crime and addressing other community safety matters such as private sector housing standards and environmental issues.

#### **Locality Teams**

- 2.3 The Safer Neighbourhood Service has four locality teams who are tackling the issues that affect our communities the most. The teams have been in place since April 2017 in the bases below, but are visible and responsible for all communities within Barnsley:
- Royston Police Station
  - Goldthorpe Police Station
  - Kendray Police Station (Rae House)
  - Barnsley Town Centre (Commerce House)
- 2.4 Each locality team contains one Police Sergeant, four Police Constables and up to 16 Police Community Support Officers. In the structure, Community Safety Subgroups

remain, as do Police and Communities Together (PACT) and Multi-Agency Action Groups (MAAG), with the latter being reinvigorated. Added to this in the three none town centre localities, the Council have a Community Safety Team Leader, up to two Community Safety Officers, a Private Sector Housing & Enforcement Officer, a Victim and Witness Support Officer and a Case Management Officer.

- 2.5 As well as offering reassurance to our communities through street patrolling, our locality teams are responsible for preventing antisocial behaviour, reducing the level of violent crime such as alcohol-related violence, preventing people from engaging in criminal activity and defusing community tensions. Private sector housing standards and environmental issues of concern to local communities are also dealt with. The primary focus is to prevent the escalation of problems on behalf of the community or victim and aim to address the underlying causes of the problems for the victim and perpetrator. For example, alcohol or substances misuse, poor mental health, domestic abuse or tensions between neighbours. Working with partners and agencies, the teams work to link them into universal services, Early Help or relevant agencies that can holistically address the root causes.
- 2.6 In instances where issues cannot be addressed and the needs of the individual, family or community cannot be met, they are referred into The Safer Neighbourhood Services specialist service referred to as the Case Management Hub.

### **Specialist Team (The Case Management Hub)**

- 2.7 Our specialist team (The Case Management Hub) intervenes where problems posed by an individual, family or location to others has escalated and is presenting a concerning level of risk. This can relate to behaviour and impact on individuals and victims, communities and (emergency) services. The team offers a multi-agency case management function with coordinated and tailored interventions to ensure the individual, family or community needs are effectively addressed.
- 2.8 Typically, interventions offered by The Safer Neighbourhood Service are non-negotiable as the service is driven by a response to the concerns raised by others (victims and communities) and involves strategies to reduce the impact of negative behaviour. This includes enforcement approaches as well as containment and disruption.
- 2.9 The Safer Neighbourhood Service is not responsible for safeguarding cases as these are managed by Children's and Adults' Social Care. However, like all agencies, the service is responsible for referring cases, following the children's and adults' safeguarding board procedures. The service recognises that in many cases we need to work with our partners and agencies to support complex cases. By working together with our partners, our communities, individuals and families, we are able to offer the right support, led and managed by the right agency.

### **3.0 Progress Since SNS Launch (April 2017)**

- 3.1 During early implementation, a testing and review period was undertaken to validate the effectiveness of the processes that were implemented. This included case tracking, auditing and due diligence of service users and communities to ensure their needs were met.
- 3.2 The findings identified that a period of consolidation was required to demonstrate both the impact achieved and gaps identified. However, based upon external evaluation and

some internal considerations, the following was felt to be important in ensuring future progress:

- A more robust performance framework to be in place to ensure that objectives are being delivered and accounted for.
- Adjustments required to ensure that intelligence is being used by both organisations to effectively inform priorities.
- Development of a clear offer around engagement, participation and influence for residents.
- Better communication with other service providers and partners to understand the approach and potential for stronger collaboration and further integration.
- Improvements to the case management mechanisms within the locality teams and specifically refreshing the MAAG forum.
- The adoption of an external maturity model assessment to measure progress of the working model against a nationally recognised benchmark.
- Joint learning and development opportunities for staff across the SNS.

However it is also important to acknowledge progress achieved which in part can be accredited to the Safer Neighbourhood Services model. This includes reductions in recorded antisocial behaviour in high demand locations; significant reduction in demand generated by vulnerable individuals and those presenting greatest risk; and significant high profile interventions to address abiding local problems in our communities.

#### **4.0 Current Position (Phase 2)**

4.1 The service is now in the process of implementing Phase 2. This includes the following key areas of activity to try and develop and enhance the service provided and ensure vulnerability and demand are being addressed at the right level by the right resources and in line with the needs of our communities:

- Ensuring that all workforce improvement requirements are considered to guarantee the right leadership, culture, skills and structures are in place to enhance the collaborative working model developed.
- Clearly articulate the activity, issues, individuals and community problems being addressed by the SNS in order to develop a broader understanding of the service with partners, other providers and the public.
- Consider how other key services might better collaborate and/or integrate with the Safer Neighbourhood Services and demonstrate how strengthened partnerships may be beneficial for addressing demand and need across the system.
- Specifically within the central hub, to explore opportunities to work more closely with partners providing mental health services, domestic abuse and sexual violence services, offender management services, supported housing for clients with complex needs, substance misuse services and local authority licensing.
- Specifically within the locality teams (non-town centre), to explore opportunities to work more closely with partners providing housing management services, environmental enforcement, housing support, troubled families, family support, targeted youth support and locality physical and mental health based services. Also the potential opportunity to align to the locality teams driving forward the participation and locality devolution agenda through the Area Councils and Ward Alliances.
- Specifically within the town centre, to explore opportunities to work more closely with the markets team, street ambassadors, licensing, civil (parking) enforcement and environmental enforcement.

- Review and develop a more robust engagement plan to ensure active community involvement and access into the planning and prioritisation of services and provide feedback and accountability to the community.

## **5.0 Next Steps/Future Challenges**

5.1 The Phase 2 plan summarised above identifies the key steps being taken by the SNS to be implemented or developed incrementally over the next twelve to eighteen months. However, the service faces other key challenges not least the pressures of existing demand on the core service functions of South Yorkshire Police and Barnsley Council which could potentially dilute the impact of the new working model. In context, whilst the SNS presents a joint service model to address community safety based on vulnerability and demand, the resources attached to the service continue to have demand pressures arising from issues which constitute core business and would still require action. To mitigate this risk, both the Police and Council are working towards a much fuller intelligence picture which will more clearly demonstrate the overlap between what on face value may appear to be core activity of a “single service” but in reality has a broader impact across the system. An example of this may include environmental blighting which is core business to the Council but can often signify decline of a residential area and would also be more likely to have disproportionate problems with crime and antisocial behaviour.

5.2 In addition, managing expectations is a key challenge for both the Council and Police, as whilst the approach reintroduces neighbourhood policing and integrated case management, resources are nowhere near the level enjoyed in the past. In reality this requires smarter working and more demand focussed assessment, prioritisation and allocation of service responses. This has already led to problems in servicing: such as local Crime and Safety Groups due to shift clashes; the reduction of area based Team Leaders (formerly Tasking Officers) from six to three who historically had an extremely proactive interface with Elected Members; and the rechanneling of access to service for the Council away from direct contact with individual officers and into an assessment hub. These service changes, whilst essential in terms of ensuring the working model is intelligence led and based upon robust risk assessment, have not been universally popular as they essentially take away the personal contact previously offered. For this reason a significant challenge to be addressed by the SNS is one of relationship management with key stakeholders including Elected Members and other local representatives.

## **6.0 Invited Witnesses**

6.1 At today’s meeting, the following representatives have been invited to answer questions regarding this area of work:

- Wendy Lowder, Executive Director – Communities, BMBC
- Paul Brannan, Head of Service – Safer Communities, BMBC
- Mark Giles, Service Manager – Safer Communities, BMBC
- Councillor Jenny Platts Cabinet Spokesperson – Communities Directorate, BMBC
- Chief Inspector Jakki Hardy - South Yorkshire Police

## **7.0 Possible Areas for Investigation**

7.1 Members may wish to ask questions around the following areas:

- How do you know if the measures put in place to address gaps and areas for improvement are effective?
- What changes have been made to case management mechanisms and what impact has this had on the service and the community?
- Are there similar models operating in other parts of the country and if so, what have we learnt from them?
- Which specific aspects of community safety do you think the new model will impact upon the most and why?
- Has the number of anti-social behaviour (ASB) incidents actually reduced overall due to actions by the service, or have the 'high demand locations' just changed?
- How is data and intelligence going to be used to ensure the service is fit for purpose, remains agile and is achieving the desired outcomes for the community?
- Which partnerships need to be strengthened in order to support the model and how will this be done?
- How do you plan to engage with the public and promote the service to ensure that communities are fully informed and involved in shaping the service?
- What has been done to improve the 'customer journey' and how do you know if it has had the desired impact?
- What are the main challenges in terms of resources, how does this impact upon the service and how are they mitigated?
- How do you propose to manage the expectations of stakeholders and ensure that relationships are not damaged?
- What actions could be taken by Members to support community safety in Barnsley?

## 8.0 Background Papers and Useful Links

- The Safer Neighbourhood Service Project Cab.14.6.2017/14:  
<https://barnsleymbcintranet.moderngov.co.uk/documents/s21311/The%20Safer%20Neighbourhood%20Services%20Project.pdf>

## 9.0 Glossary

ASB - Anti-Social Behaviour  
 BMBC - Barnsley Metropolitan Borough Council  
 MAAG - Multi-Agency Action Group  
 PACT - Police and Communities Together  
 SNS - Safer Neighbourhood Services

## 10.0 Officer Contact

Anna Marshall, Scrutiny Officer: [scrutiny@barnsley.gov.uk](mailto:scrutiny@barnsley.gov.uk)  
 22<sup>nd</sup> January 2018

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# Item 5a

Report of the Executive Director Core Service  
and the Executive Director Place,  
to the Overview and Scrutiny Committee (OSC)  
on 30 January 2018

## **Neighbourhood Services Future Council Improvement Review – Cover Report**

### **1.0 Purpose of the Report**

1.1 The purpose of the attached report (Item 5b) is to provide the Overview & Scrutiny Committee (OSC) with an updated position in relation to the Neighbourhood Services review and outline the changes that can be expected to be achieved in the new modernised delivery model.

### **2.0 Introduction/Background**

2.1 A key priority for the organisation is maintaining the physical environment of the borough. Barnsley Council Neighbourhood Services are responsible for grounds maintenance (including horticulture [e.g. gardening], arboriculture [trees and shrubs], maintenance of public rights of way and street cleansing [including litter picking and fly tipping]).

2.2 Although Neighbourhood Services has already gone through extensive change since 2010, modernisation is required to meet future demand and address key issues facing the service. As a result, a review of the service was conducted by the newly formed Transformation Team to examine service delivery and look at how functions are managed.

### **3.0 Current Position**

3.1 Following the initial review, evidence based conclusions have been drawn and key recommendations made to improve service delivery and outcomes for customers and communities.

3.2 Item 5b, 'Future Council Improvement Review – Neighbourhood Services for the Overview & Scrutiny Committee', details the focus of the review, the findings and the recommendations made.

### **4.0 Next Steps/Future Challenges**

4.1 Following further analysis and evaluation, it is anticipated that the recommendations will be implemented by April 2019 without diminution of service to the public.

### **5.0 Invited Witnesses**

5.1 At today's meeting, the following representatives have been invited to answer questions regarding this area of work:

- Matt Gladstone, Executive Director – Place
- Paul Castle, Service Director – Environment & Transport, Place Directorate
- Howard Gaskin, Area Manager, Environment & Transport, Place Directorate
- Rachel Tyas, Head of Transformation, Environment & Transport, Place Directorate
- Cllr Roy Miller, Cabinet Spokesperson - Place

## **6.0 Possible Areas for Investigation**

6.1 Members may wish to ask questions around the following areas:

- What consultation has taken place with stakeholders during the review, what evidence is available of their input and how will they be involved in the future?
- How will efficiencies be achieved through this review, for example investment in new technology?
- What actions will be taken to ensure an agile workforce that can be more responsive and effective?
- How do you plan to address rigid working practices and ensure better joined up working with other services?
- How do you plan to change the culture of poor communication between operational management and front-line staff?
- To what extent are partners engaged in this work and contributing to tackling the challenges faced?
- What barriers exist to prevent community involvement in maintaining the borough and how can these be removed?
- What are the key risks and challenges for the forthcoming year and how will these be managed?
- What is being done to work with other local authorities to ensure best practice is developed and shared?
- What mechanisms are in place to ensure the gathering of timely and accurate data, and how will intelligence be used to drive the service forward?
- In your opinion, which of the recommendations will have the largest impact upon work in our public spaces?
- What actions could be taken by Members to support the recommendations from the review?

## **7.0 Officer Contact**

Anna Marshall, Scrutiny Officer: [scrutiny@barnsley.gov.uk](mailto:scrutiny@barnsley.gov.uk)

22<sup>nd</sup> January 2018

2017

Future Council Improvement Review -  
Neighbourhood Services  
for the Overview & Scrutiny Committee



Rachel Tyas & Jacqui Atkinson  
Executive Summary Report to OSC January  
2018

## Neighbourhood Services Future Council Improvement Review

### 1. Background

The Environment and Transport Business Unit (BU6) is currently undergoing a series of reviews as part of a transformation programme. This is looking to review and modernise Neighbourhood Services, Waste Collection, and Highways, Engineering and Transportation; in addition to looking at cross-cutting support areas such as Fleet Services and the Stores function. The Future Council Improvement Reviews are delivered and managed by the BU6 Transformation team working in conjunction with other core and front facing business units.

Barnsley continues to work towards the Future Council ambition “*Working together for a brighter future, a better Barnsley*”, to become a more customer focused, modern, efficient and commercial authority and a destination that people want to live and work in. The way we manage our environment within our Neighbourhood Services, through grounds maintenance work and street cleansing, has an immediate impact on the people who visit, work and live in our town.

The service has already gone through extensive change and has removed approximately £1M from the service since 2010, primarily achieved through staffing reductions mainly attributable to the restructure implemented in 2013/14, the details of which are outlined below:

Financial Year	Reduction	Value
2010/11	Restructure	£0.050M
2011/12	Reduced mechanical sweeping	£0.075M
	VFM in relation to vehicles	£0.040M
2012/13	Reduce grass cutting frequency	£0.013M
	Reduce shrub bed	£0.100M
2013/14	Service reduction in operational services	£0.630M
2016/17	Service reduction in operational services	£0.233M
	Increase in income targets	£0.100M
		<b>£1.241M</b>

As we continue to invest in and redevelop our town centre and support businesses and families to relocate to Barnsley, a key priority is maintaining the physical environment managed by Neighbourhood Services and its modernisation to meet future demand.

As a result, a Future Council improvement review of the service was requested. The review examined current service delivery and looked at how the functions are managed. This has identified opportunities for modernisation within the service enabling a flexible operating model to continue to meet the needs of our customers and communities.

### 2. Key Issues Facing The Service

Neighbourhood Services costs the Council £2.2M (net spend) each year and includes grounds maintenance, litter collection, public rights of way and arbour maintenance. The service currently employs over 100 members of staff to keep the borough clean and tidy, however it is recognised that the service currently faces a number of issues that need to be addressed and these include:

- It is acknowledged that a key priority is to keep the town centre, primary gateways to the town and principal towns tidy, especially given the Council’s investment in the Glass Works development. It is

therefore critical that the service provides the best service achievable during and after the construction period

- The rigidity of some working practices limits service delivery due to prescriptive work-scheduling and silo working within Neighbourhood Services. Therefore, not allowing deviation from the task, which can impact customer perception and overall outcomes
- The current working patterns are standardised over 5 working days; this needs modernising to reflect 7-day demands of the service and extend the working week like the new Environmental Demand Management Service (EDMS) teams. These 4 time-limited multi-disciplined teams of two are providing grounds maintenance support to programmed services on Primary Gateway routes, the Town centre and Principal Towns.
- The physical demand of the work is impacting on productivity of some of the operatives
- The volume of assets that the Service maintains has evolved over the decades. For example, there are over 16,000 grass plots, which has inevitably impacted the workloads. However only 618 are located within the town's primary gateways
- On-going budget pressures and the need to achieve more for less

### **3. The Review**

The primary focus is to progress and implement the service improvement opportunities identified in this review, without a diminution of service to the public. This will be achieved by applying 'lean' principles to maximise the efficient and effective use of resources and where and how they are deployed, whilst delivering the best possible outcomes for local people, businesses and communities. The service will also build on the learning from recent improvements to reduce fly-tipping, which is an example of our 'One Council' approach to service improvement; demonstrating that services can be improved without additional resources.

The terms of reference for this Neighbourhood Services review, provided the following scope:

- Assess the performance of the service
- Compare performance against others to better understand performance and value for money (VFM)
- How is VFM assessed within the service and demonstrate this
- Assess the financial position of the service
- Analyse the service structures, management layers, roles and responsibilities
- Evaluate the working practices and productivity of the staff to help identify opportunities for efficiency and improvement
- Review the workforce planning and development of the service
- Examine the interface with the Area Councils' commissioning
- Review customer satisfaction, complaints data etc.
- Consider the commercial opportunities with the service
- Procurement to include analysis of spend and opportunities for savings/improvement.

The Transformation Team has been established and recruited to over the last 3 months and the additional capacity allowed for an independent review of the service to commence. The Team has specifically looked at:

- Overall performance against service standards
- Service performance in comparison with similar council services and against other authorities
- Financial performance and service arrangements
- Service delivery structures, in terms of Future Council principles and service requirements
- Customer satisfaction levels
- Reviewing supply chain relationships.

The approach taken has been to examine and evaluate all the business activities and processes along with any relevant documentation. This has been completed in conjunction with the individual team members, including site visits and hands on exploration with the crews themselves.

The recommendations and findings within this initial summary report are evidence-based and it is accepted that some difficult decisions will need to be considered to allow the service to move forward and evolve. It should be noted that there are significant opportunities for change to improve value for money by delivering the same level of service to the public but more efficiently by aligning further with Future Council Values.

#### **4. Key Findings of the Review**

Following an initial review of Neighbourhood Services and engagement with all employees, we have been able to determine the following broad conclusions:

- The current operating model for service delivery is not suitable in its current format. There is a need to adapt the service model to ensure that the right service is delivered at the right time and place, with a strong focus on improved outcomes, aligned to Future Council. This transformation change will result in improved business processes along with a flexible and modern workforce
- The initial observations indicate that the service could be delivering greater value for money, when looking at the cost vs output, but it is accepted that further work is required in the area
- The multiple service standards that are currently adopted do not lend themselves to efficient service delivery, allowing for wastage by not maximising the use of the resource available
- Across the range of services there are operatives that are currently not deployed in the most effective and efficient way
- Use of technology is minimal, resulting in lack of efficiency and effectiveness in some areas
- The service continues to maintain assets (16,000 grass plots and 1,900 bins) along with facilitating legacy agreements that have not been reviewed or aligned to the Future Council principles
- The current management arrangements for the maintenance of the parks within the borough need to be brought in-line with the 'One Council' ethos, as they are currently maintained by various teams within the Council

- The scope of work delivered by Area Councils has the potential to better complement the Neighbourhood Service offer
- Service Level Agreements (SLAs) and general performance monitoring requires improvement in areas as it is not fit for purpose. A stratified performance framework needs to be developed so that the service is clear of its strategic, tactical and operational indicators and both managers and employees can be held to account for service delivery
- Poor communication between the operational management team and front line services is evident and this leads to lack of trust, urban myths and resources reverting to the old ways of working

## **5. Recommendations**

The key recommendations for consideration are outlined below and will support improved service delivery and outcomes for customers, achieve greater efficiencies at scale and support the Future Council ambition to ensure the service is efficient, effective, high performing and sustainable.

- 1. Develop a target operating model and then develop a new structure reflecting the findings of the review, which ensures the right service is delivered at the right time and place ensuring a strong focus on improved outcomes whilst aligning to Future Council. This transformation change will result in improved business processes, with a smarter workforce, by:**
  - a) Harmonisation of service standards across all client and customer groups, which will ensure workforce deployment protocols are reflective of and aligned to demand;**
  - b) Rationalisation of the 16,000 grass plots and 1,900 bin units held within Neighbourhood Services, in conjunction with Asset Management and Communities**
  - c) Support joint working across the Council's public spaces to remove the potential cross over and resource duplication within Neighbourhood Services, Area Council and Parks**
  - d) Challenge, remove or formalise the existing legacy agreements that are operating within service**
  - e) Introduce enabling technologies and automation within the service to improve efficiency for both frontline services and the back office support function**
  - f) Use social media, active campaigns and education programmes to proactively manage demand for services**
  - g) Develop new workforce structure using Council's Design Principles**
  - h) Address the cultural and leadership issues within the service to ensure alignment with the Future Council vision, values and one council principle**

## **6. Governance**

To oversee the delivery of the Future Council Improvement Reviews and provide appropriate governance arrangements a steering group has been established. Support towards this service review cross-cuts the Council and includes representation from the following business partners:

- HR
- Finance
- Performance
- Area Council
- IT
- Customer Services
- Parks
- Procurement
- Workforce Development Team

The approach being taken with the reviews is to present preliminary findings to Cabinet and to follow this with a second stage final service recommendations report that identifies how services will be modernised. Once support for these changes has been agreed then the implementation work will commence.

## **7. Next Steps**

- Develop the overall transformation, review governance arrangements such as the programme and project board, progress reporting and the incorporation of the reviews within the business plan for the coming year;
- To present the final service recommendations for support to implement in line with the project plan for April 2019; and
- Consult with unions to provide them with an opportunity to review the first stage report recommendations of the review.