

Outline Proposals for a Single Frontline Service

Introduction

1. Cabinet Introduction
2. Recommendations
3. Principles of a Single Frontline Service:
 - Neighbourhood Services
 - Street Management
4. Governance Arrangements
5. Questions & Answers

Cabinet Introduction – Single Frontline Service

- Context
 - £46 million savings required for 2011/12
 - £87 million over next 3 years
 - Difficult decisions to cut or reduce services
- Need to do more for less
- Minimise the impact on residents/traders
- Engage and empower residents
- Work more effectively with partners
- Save £3.5 million – amalgamation of Business Units / functions

Recommendations

- To agree the principle of the amalgamation of Frontline Services together with elements of Safer Stronger Communities into a **new Single Frontline Service**.
- To agree to develop the detail of the reorganisation and present this to the General Purposes Committee.

Current Structure

Proposed Structure

Frontline Services

Environmental Resources

Parking

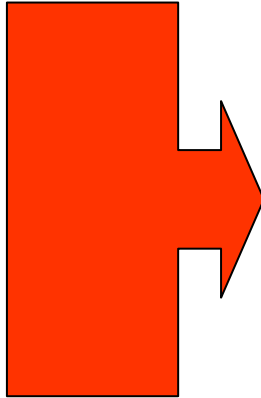
Sustainable Transport

Enforcement

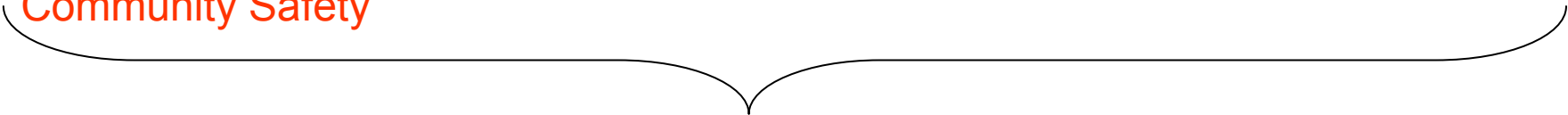
Safer Stronger Communities

Neighbourhood Management

Community Safety



SINGLE FRONTLINE



SAVINGS = £3.5 MILLION

DAAT



Dir PH

YOS



CYPS

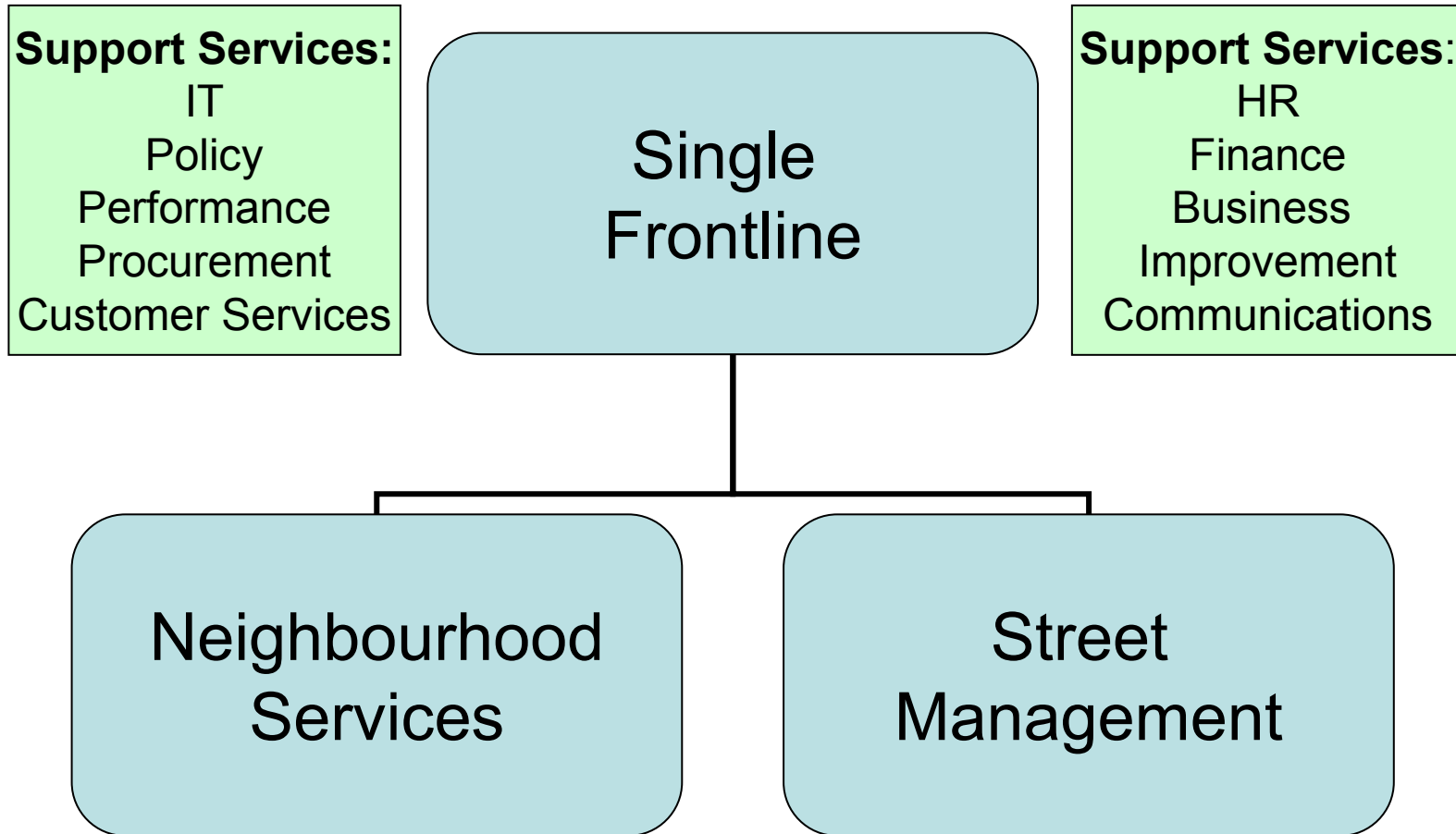
Emergency Planning



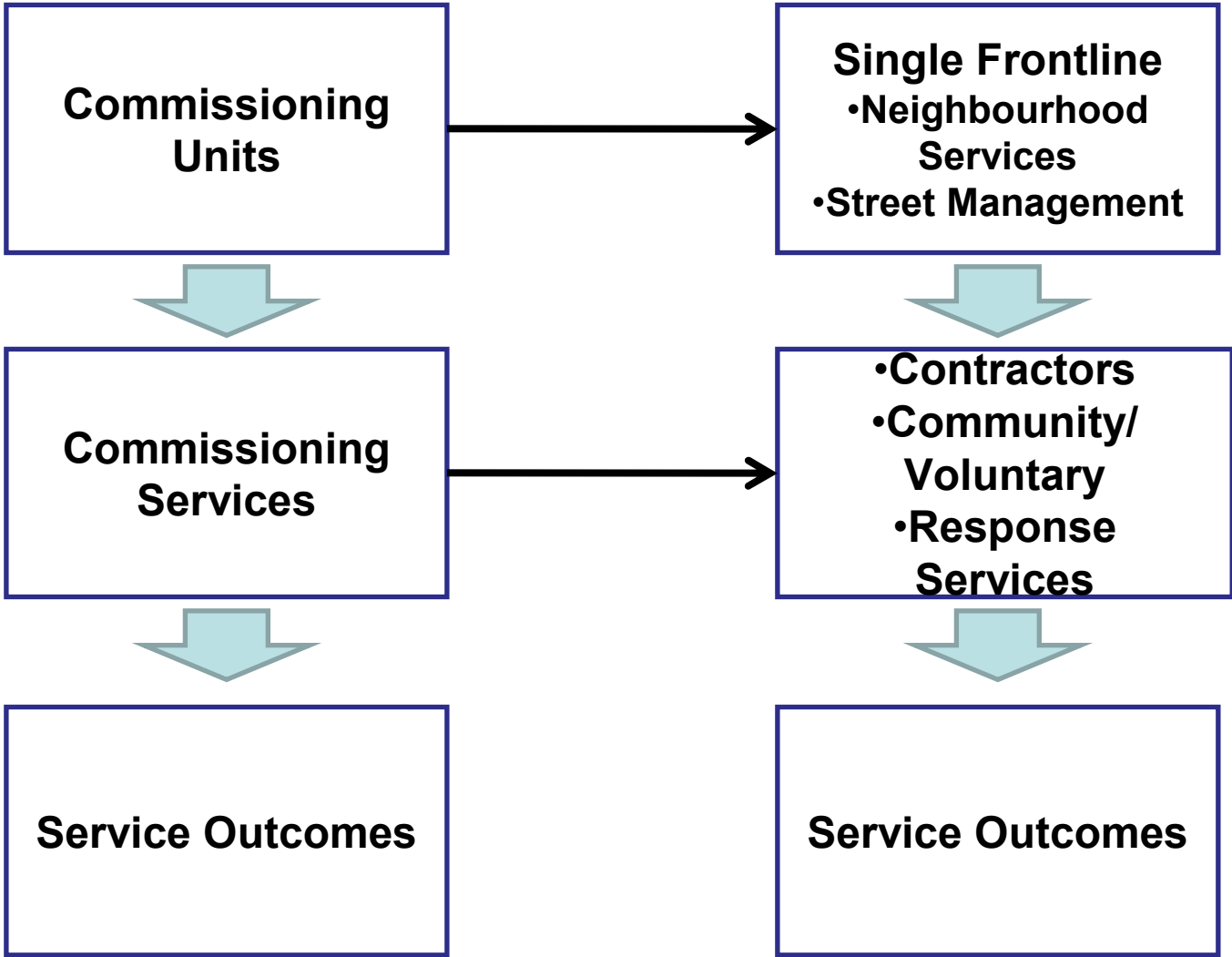
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Financial Savings

- £3.5 Million Target (FYE)
 - SSC Neighbourhoods £1.4 Million
 - 24 Staff
 - Frontline Services £2.1 Million
 - 40 Staff (15% Reduction)



Commissioning Approach

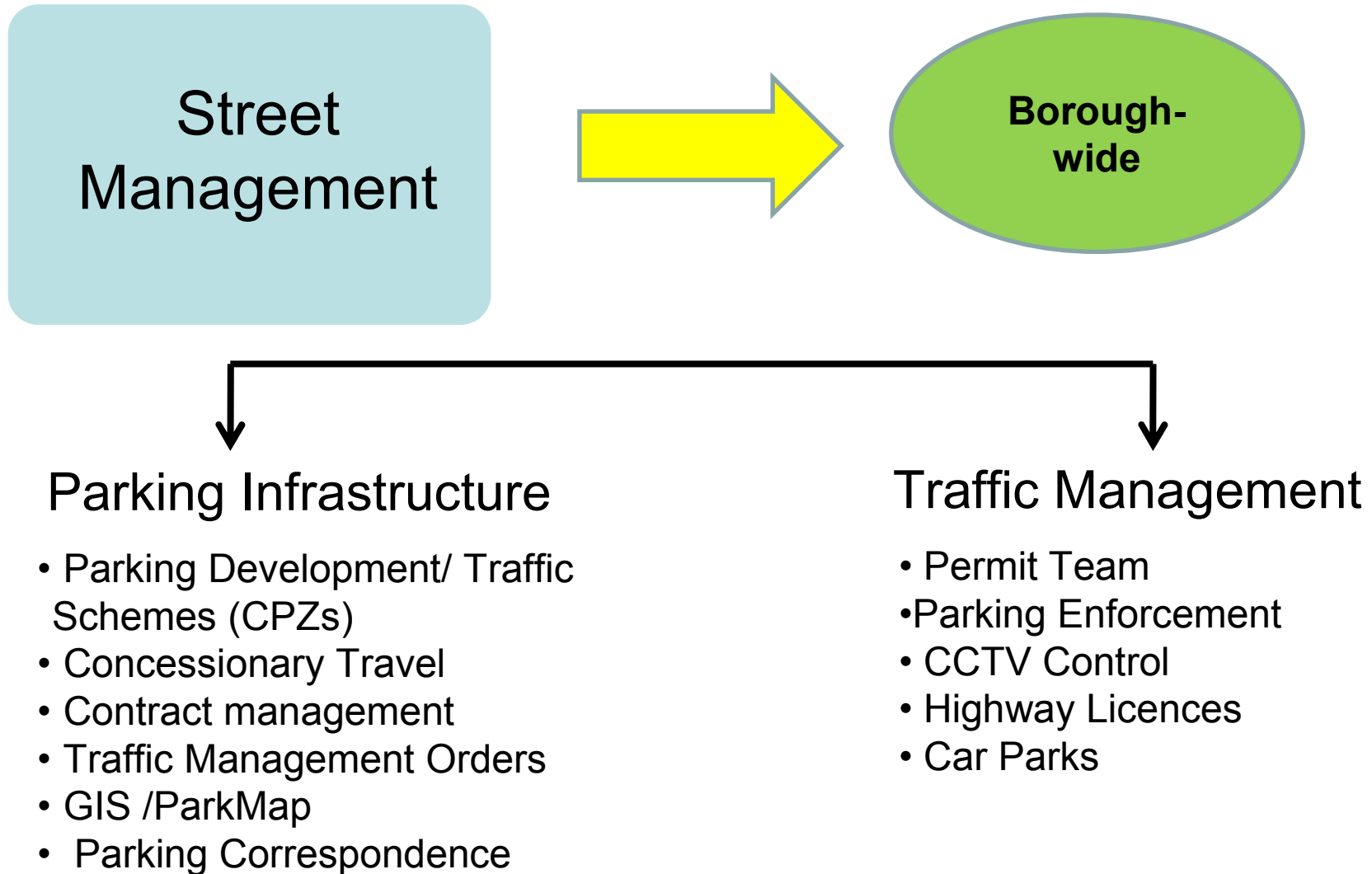


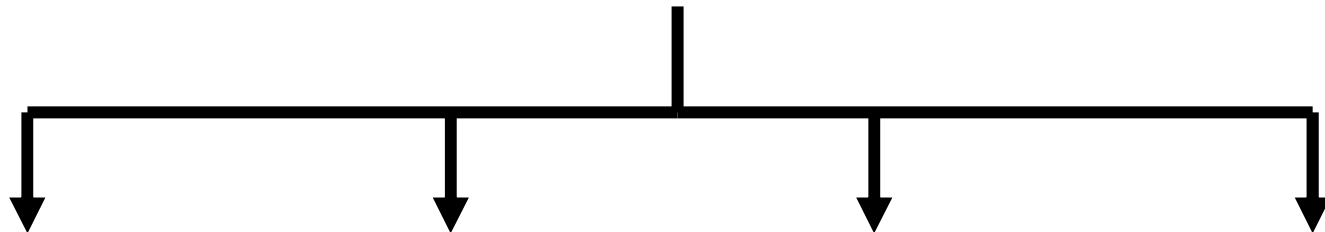
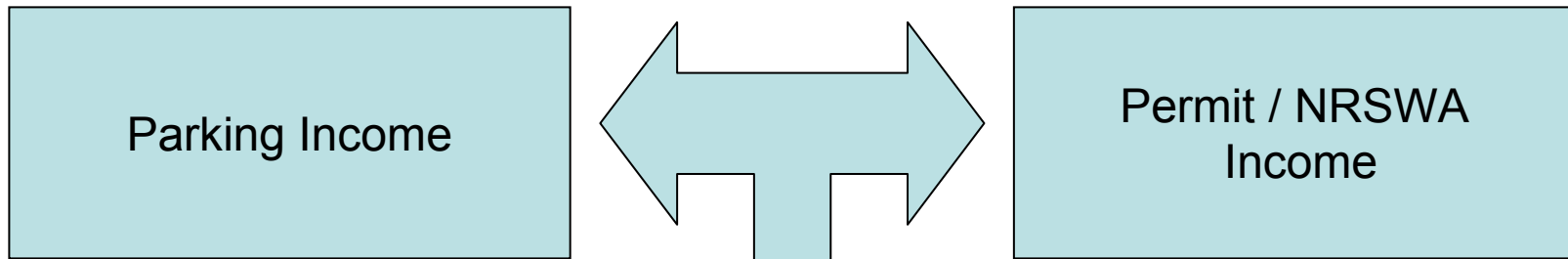
Single Frontline

Key Objectives Include :

- An instantly recognisable uniformed presence
- To provide high quality services
- Support Area Assemblies (Forums) / Area Committees:
 - Identify local priorities – Area Plans
 - Be more responsive to local issues
 - To empower and facilitate local residents/community groups
- To improve traffic flow and reduce the number of accidents
- To work more effectively with partners
- Less Money - minimise the impact on residents/traders

COMMISSIONING UNITS



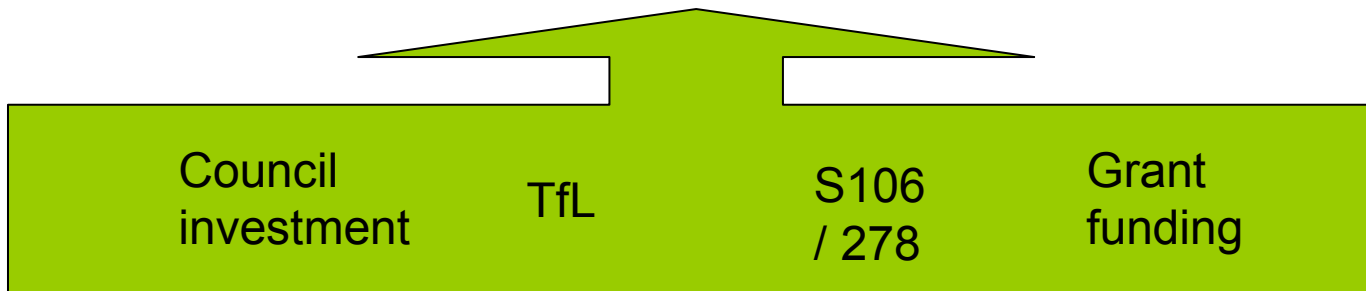


Provision & maintenance of parking facilities

Highway or road improvements

Public passenger transport services (i.e. Concessionary Travel)

Environmental improvements

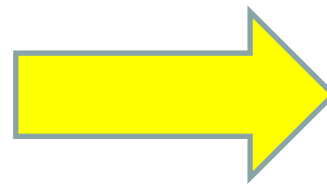


Street Management Rationale

- By aligning these areas ensures that all aspects of the Traffic Management Act are met;
- Provides a borough-wide focus
- Accountability and responsibility for the end to end process;
- Trading account provides transparency;
- That revenue is identified for reinvestment;
- Can be badged to reinforce the Single Frontline.

COMMISSIONING UNITS

Neighbourhood Services



7 x Area Assemblies/ Committees

Engagement & Enablement

- Consultation
- Area Action Plans
- Behaviour Change
- Area Forums/ Committees
- Active Communities & Voluntary Sectors
- Community safety

Regulatory Services

- Licensing
- Trading Standards
- Environmental Health
- Animal Welfare
- Pest control
- Mortuary/Coroner – DPH?

Highways

- Planned maintenance
- Street Lighting
- Road Safety Schemes
- Bus Lanes
- Town Centres

NATs

- Contract Management
- Waste (Trade) Enforcement
- Highways Inspection
- Enforcement
- Out Of Hours (Noise)
- ASBAT
- HMOs (Cross Directorate Embedded Team)

Understanding Needs / Priorities



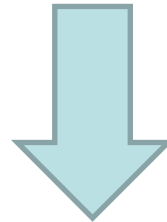
Implementation / Resolution

Neighbourhood

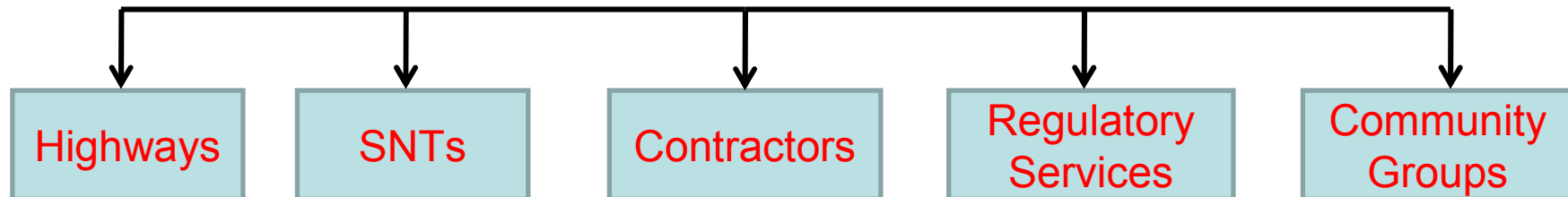
Identify Needs of Local Community



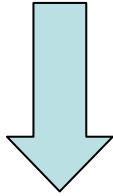
NATs Team Area Response



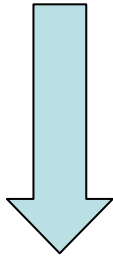
Commission Services



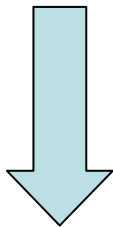
Identify Needs



NATs Team
Area Response



Commissioning
Services



Outcomes

Fly-tipping hotspot identified through local community

Resolve Issue: Gather enforcement intelligence; undertake enforcement, complete monitoring of site; design out the problem, identify work to be commissioned

Commission:

- Waste contractor for removal
- Waste contractor to educate and inform local residents
- Highways to design and implement a scheme to prevent access to site
- Local residents to be eyes and ears
- Local residents for clean up
- SNT for Further Action/Arrest

Improve street cleanliness

Neighbourhood Services Rationale

- Instantly recognisable On Street Presence
- Provides a framework for identifying local priorities
- Provides Area Based Solutions
- Stronger Engagement & Empowerment with Local Communities.
- NATs - Multi-disciplined patrolling Neighbourhood Environmental Officers to ensure service outcomes delivered by:
 - Commissioning specific services
 - Effective contract management
 - Enforcement
- Meets statutory responsibilities.
- Integration of services – Single IT Work Platform

Working in Partnership - SNTs

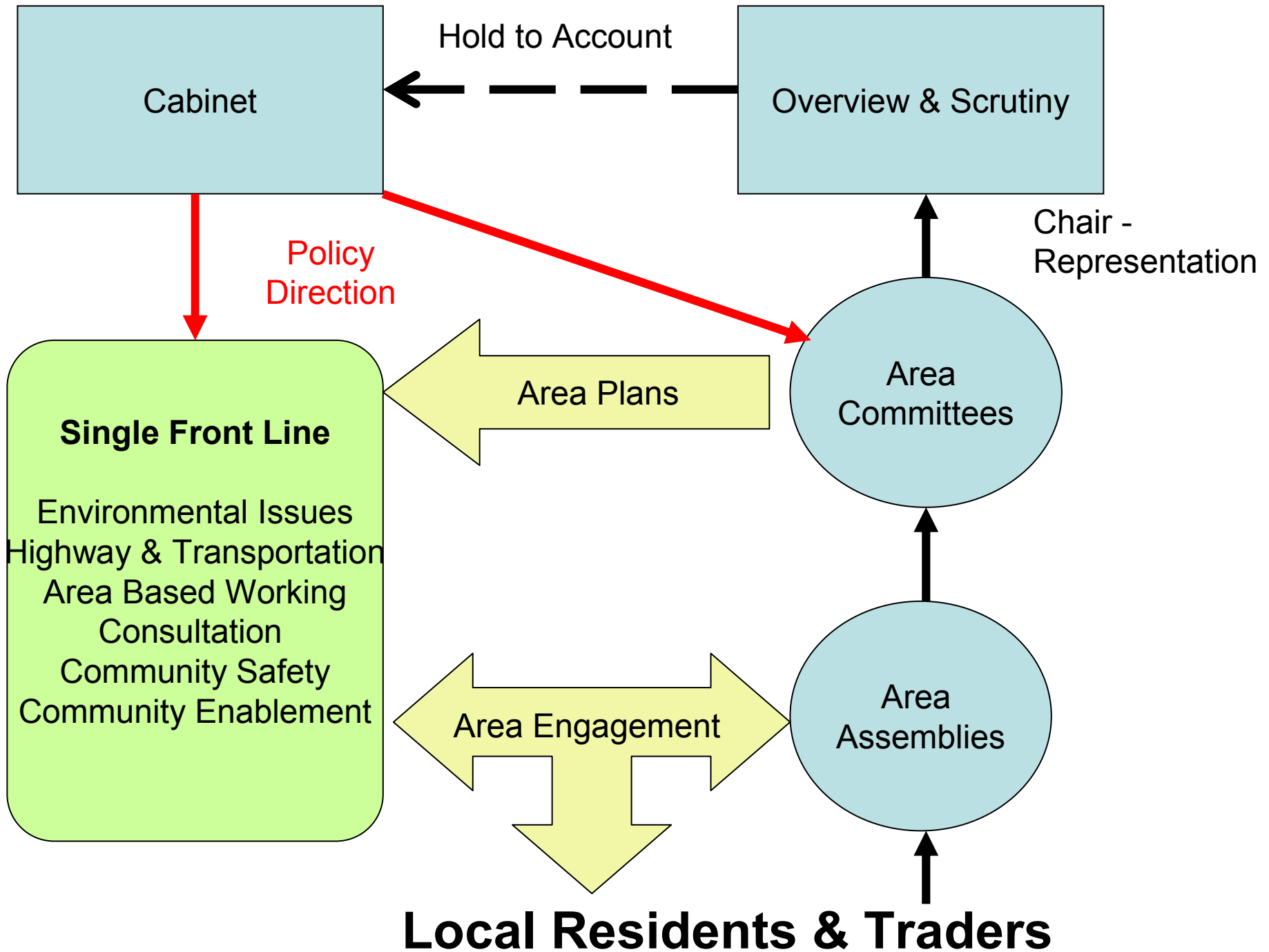
- Joint working
 - Litter Patrols
 - Fly Tipping
 - Dog Fouling
 - Licensing
 - Intelligence Gathering
- Engagement with community to understand needs
 - SNT Ward Plans
 - Area Forum/ Committee Action Plans
- Training/ Awareness/ Shared Intelligence and information
- Joint Performance Indicators – Place Satisfaction Rates
- Potential co–location
- Joint funding arrangements – mutual benefits

Working in Partnership - Veolia

- Service design around Area Assemblies
 - More responsive and accountable to local community
 - Contractor to play a more proactive role in engaging with local community groups and resident associations
 - Street Cleansing Service to have individual Area Assembly branding, linking the service to the local community
 - Street Cleansing Targets to be established for each Area Assembly
- Fly Tips less than 3m³ to be collected within 6 hours
- All residential roads to be swept x2 per week
- All residential roads to be swept over 6 days (Mon – Sat)

Working in Partnership - Veolia

- Transparency of information – public web links to monitor services, report problems and request services;
- Veolia staff to be trained in complaints resolution and Customer Care service principles;
- Analyse complaints to resolve underlying issues;
- Recruiting & supporting Local Environment Champions;
- A dedicated Education & Participation Team of 6 staff supported by a £300K per annum budget for engagement, communication, marketing & educational campaigns;
- A £50K per annum fund to be shared with Schools to incentivise recycling.



Meeting Manifesto Commitments

- **Tackling violent crime and anti-social behaviour**
- **Tackling environmental crime (Street Enforcement - NATs)**
- **Tackling dangerous dogs and their owners**
- **Tackling carbon emissions**
- **Green transport**
- **Decent Homes and neighbourhoods for all (Rogue Landlords)**
- **Delivering value for money**
- **Delivering services that you want**