

---

**NEIGHBOURHOOD SERVICES – MEMBER UPDATE**

---

**Reason for the Report**

1. To provide Members with an update on the developments within Neighbourhood Services since the Cabinet decision taken on the 16 June to deliver the services within the scope of the Infrastructure Services Project through a modified in house model.
2. During this period officers from the City Operations Directorate have been reshaping the services within the scope of Neighbourhood Services (Street Cleansing; Parks; Waste Enforcement; Highways Operations; Highways Asset Management; Highways Engineering and Design & Delivery) and developing a business plan to help deliver service improvement and achieve required savings.

**Background**

3. Neighbourhood Services forms a part of a modified in-house approach which the Council has been developing for several years. The concept was first scrutinised when the task & finish exercise titled 'Infrastructure Business Model & Alternative Delivery Options' reviewed the 'Neighbourhood Services Project South West' in December 2014. During a task & finish meeting Members were briefed on a new pilot for the South West area of Cardiff. The key elements of the pilot were:
  - **Location** - that it would focus on the South West area of the city, i.e. the Ely, Caerau, Canton and Riverside wards;
  - **Purpose** – to develop and pilot a model for outdoor asset maintenance with the longer term intention of implementing the model across all of Cardiff's neighbourhood management areas. In addition to this the project was designed

to inform the 'Infrastructure Services Project' and help generate across Directorate savings;

- **Develop Local Knowledge** - to improve the local proactive approach for addressing issues, for example, keeping footpaths clear, not pruning all vegetation. This it was hoped would make the Council more aware, proactive and responsive to local area needs;
- **Multi – Skilled Approach** – to enable an autonomous, multi-skilled, customer focused workforce, for example, where workers make proactive decisions to resolve or report other issues;
- **Review Service Delivery Levels** – to review, challenge and adapt the standard of service. This it was felt would help address budget challenges;
- **Group Functions** – to group similar functions across the city to facilitate efficiency savings and eliminate waste between Directorates. This it was felt would reduce back office and management costs to protect frontline services;
- **Coordination** – to allow for better coordination of services to tackle issues important to customers;
- **Ownership** – to create a sense of ownership of local environmental issues;
- **Services in Scope** – The services within scope were management and operation of grounds maintenance; litter; enforcement (Civil Parking Enforcement, Waste, Parks Rangers) in South West Neighbourhood Management area; fly tipping; small scale graffiti; minor potholes; housing green space; new housing courtyard areas; special garden maintenance; clean and clear teams; highways grounds maintenance (excluding high speed routes); highways enforcement; education & enforcement teams;
- **Services not in Scope** – residential and commercial waste collection; the graffiti team.

4. It was explained that the pilot was designed to deliver improvements across the areas in scope were required to address a number of issues, these included:

- **People** – to reduce the number of people across direct and support services. This would increase the range of tasks undertaken per employee to deliver key functions; to improve morale / attendance and to increase productivity.

- **Quality** – to publish the frequency and standard for services; to reduce customer complaints and repeat complaints.
- **Cost** – to reduce the resources used in delivering the services; to reduce the level of assets used to deliver the services, for example, vehicles, equipment, supplies & buildings.
- **Time** – to reduce frequency of services and remove duplication and systemic waste.

5. The key principles of the 'Neighbourhood Services Project South West' were described as:

- Designing services based on geographical requirements;
- Designing budgets based on geographical requirements;
- To help the Council behave and deliver as 'One Council';
- To design infrastructure to prevent problems;
- To create the right measures based on geographical requirements for continuous
- improvement;
- To allow leaders to remove barriers to enable teams to do their jobs;
- To allow teams to be responsible for tasks and their area;
- To support teams to problem solve;
- To build a sense of ownership throughout service teams;
- To ensure that there is clear and relevant dialogue with front line delivery teams;
- To align Council assets to deliver against local requirements;
- To create and support opportunities for Environmental Champions;
- To make decisions on current shared knowledge and expertise;
- To identify what needs to be done and delivered in one step;
- To simplify record keeping of tasks;
- To tailor support services to the geographical requirements whilst maintaining
- geographical flexibility;
- To engage with local communities and Elected Members to understand 'What Matters' and how they can contribute.

6. The Environmental Scrutiny Committee next received a Neighbourhood Services update at a meeting on the 10 November 2015 when a report was received titled 'Modified In House – Neighbourhood Services Project'; a copy of this document has been attached to this report as **Appendix 1**. This report provided Members with an update on the work being undertaken to develop and deliver the 'Modified In House – Neighbourhood Services Project'. In doing this reviewed:
- The initial scope and aims of the 'Neighbourhood Services Project';
  - The budget proposals which the 'Neighbourhood Services Project' had been tasked to achieve;
  - The outcome of 'Phase 1' of the project which was based around a pilot in the South West area of Cardiff;
  - The relationship between the 'Neighbourhood Services Project' and the development of the 'Infrastructure Services Project';
  - The next phase of the 'Neighbourhood Services Project'.
7. Following this meeting a letter was sent from the Chair of the Committee to the Cabinet Member for the Environment. This set out the comments and observations of the Committee on the item titled 'Modified In House – Neighbourhood Services Project'. A copy of this letter has been attached to this report as **Appendix 2**.
8. The next significant scrutiny of Neighbourhood Services took place on the 6 June 2016 when the Environmental Scrutiny Committee held a joint meeting with the Policy Review & Performance Scrutiny Committee on an item titled 'Infrastructure Services Full Business Case'. This was significant because the 'Infrastructure Services Full Business Case' made a recommendation to deliver services within the 'Infrastructure Services Project' through a modified in house approach. It went further by splitting the services into two parts, i.e. Neighbourhood Services and Commercial Services.
9. At the time it was explained that the new Neighbourhood Services approach would be delivered from within the City Operations Directorate and include Street Cleansing, Parks, Waste Enforcement, Highways Operations, Highways Asset Management, Highways Engineering and Design & Delivery. The primary objectives (at least in the short term) were described as:

- To complete the bringing together of services and to build upon the early successes achieved during the Neighbourhood Services pilot;
- To embed new working principles;
- To deliver management and back office integration;
- To ensure full integration between Street Cleansing, LEQ Enforcement, Parks and Highways Enforcement front line service delivery.

10. The recommendations of this report were accepted when the Cabinet received a report titled 'Infrastructure Services – Alternative Delivery Models: Next Steps' at their meeting on the 16 June 2016. At the key enablers for delivering the new Commercial Services and Neighbourhood Services were seen as:

- Implementation of FMIT package for Central Transport Services;
- New enterprise architecture (for example, rostering, mobile working technology);
- Development of commercial brand and website;
- Completion of review of Fleet & Building Services Frameworks;
- Support for introduction of apprenticeships and developing links with the NEET's agenda;
- Adoption of 'one Council' approach to asset management;
- Comprehensive review of budgets to improve understanding of costs;
- Ongoing effective engagement with Trade Unions and employees;
- Support to explore collaboration opportunities with other Council's;
- Appropriate internal and external resources to support the change programme.

### **Neighbourhood Services - Post June 2016**

11. Since the 16 June 2016 officers from City Operations have been developing the Neighbourhood Services model. Initial work set out an outline approach for developing and implementing the Neighbourhood Services Programme. This involved bringing the Parks, Cleansing, Highway Maintenance and Enforcement teams together on an area basis. The intended benefits of this approach included:

- An improvement in service delivery through teams working closer together;
- Adopting an 'own-it' ethos to cleanse, enforce and maintain public real areas;

- Improving operational efficiencies through the better deployment of front line resources and the improved utilisation of fleet and shared assets.
12. The scope of the programme was to deliver a high quality Neighbourhood Services provision to the residents of Cardiff by:
- Increasing visibility of services;
  - Increasing efficiencies through collaborative working;
  - Increasing productivity through teams working closer together;
  - Improving customer service for Cardiff citizens.
13. To support the scope of the Neighbourhood Services programme a strategy was created which:
- Outlined the approach and key stages to the implementation of the Neighbourhood Services Programme;
  - Highlighted a series of important areas for development.

An action plan has been created to support the monitoring and delivery of the Neighbourhood Services Programme.

### **Measuring Performance – The Balanced Scorecard**

14. Measuring the progress and performance of the Neighbourhood Services Programme is viewed as vitally important. To ensure that this is done correctly the Neighbourhood Services Team is in the process of developing a balanced scorecard.
15. A balanced scorecard translates an organisation's mission and strategy into a comprehensive set of performance measures that provides a framework for the strategic measurement and management system. The balanced scorecard retains an emphasis on achieving financial objectives, but also includes the performance drivers of those financial objectives. The balanced scorecard that Neighbourhood Services adopts will measure organisational performance across four balanced perspectives, these are:

- Financial;
- Customers,
- Internal business processes;
- Learning and growth.

### **The Neighbourhood Services Vision – Total Street Scene**

16. Neighbourhood Services has the vision of delivering a high quality ‘Total Street Scene’ to the residents of Cardiff; aligning visible services to ensure cost effective and efficient working. It is felt that promoting a Neighbourhood Service approach will improve collaborative working and engagement with Members, residents and community groups to make the streets clean, attractive and well managed. As a priority work will be undertaken to effectively define a high quality Total Street Scene; this will result in a set of performance, training, work, and communication protocols which together will form what we have called a Cardiff Standard or ‘Pride of Place’.
17. The Neighbourhood Services Programme is split into 10 areas of focus, these are:
- Reshaping;
  - Operations;
  - Total Street Scene & Capacity Building;
  - Commercial Development;
  - Community Engagement;
  - Media/Communications/City Campaign;
  - Staff Engagement;
  - Digitalisation;
  - Key Areas;
  - Member Engagement.
18. During the meeting Members will have the opportunity discuss the progress achieved in delivering the 10 areas of focus.

## **Way Forward**

19. Councillor Bob Derbyshire, Cabinet Member for the Environment and Councillor Ramesh Patel, Cabinet Member for Transport, Planning & Sustainability have been invited to attend for this item. They will be supported by officers from the City Operations Directorate.

## **Legal Implications**

20. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **Financial Implications**

21. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.



## **RECOMMENDATIONS**

The Committee is recommended to:

- i. Note the contents of the attached reports;
- ii. Consider whether they wish to pass on any comments to the Cabinet following scrutiny of the item titled 'Neighbourhood Services – Member Update'.

**DAVINA FIORE**

**Director for Governance & Legal Services**

**09 November 2016**