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Dear Councillor

SOUTH HAMS OVERVIEW AND SCRUTINY PANEL - THURSDAY, 19TH NOVEMBER, 2020

I refer to the agenda for the above meeting and attach papers in connection with the following item(s).

Agenda No	Item
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- | | |
|-----|---|
| 10. | <u>Draft Recovery Plan - Verbal Update and Task and Finish Group Updates (Pages 1 - 8)</u> |
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(a) **Locality Service;**

Yours sincerely

Darryl White
Democratic Services Manager

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Report to: **Overview and Scrutiny Panel**

Date: **19 November 2020**

Title: **Localities Task & Finish Group Concluding Report**

Portfolio Area: **Customer First**
Portfolio holder: Cllr Nicky Hopwood

Wards Affected: **All**

Urgent Decision: **N** Approval and clearance obtained: **N**

Date next steps can be taken: The recommendations arising from this report will be presented to the Executive meeting to be held on 3 December 2020

Authors: **Cllr Dan Thomas** Role: **Chair Localities Task & Finish Group**
Sarah Moody **Business Manager**

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RECOMMENDATIONS

That the Overview and Scrutiny Panel RECOMMEND to the Executive to Consider:

1) Providing 7 day-a-week Locality service for the following dates:

- Easter or April 01 (whichever is the earliest) – September 30; and
- October half term school holiday week;

2) Creating a single point of contact for ward members with increased on-street officer visibility and problem solving capacity within each Locality; and

3) Implementing a new Locality team structure, to support recommendations 1 and 2 which will ensure:

- **Clearly defined roles that support the delivery of scheduled tasks and the work of Community groups, developing service level agreements where necessary;**
- **Improved office based and field support for mobile office.**

1. Executive Summary

- 1.1 The Task & Finish Group was initially formed by the Overview and Scrutiny Panel in September 2019 to undertake a review of the Localities service.
- 1.2 In light of the Council's Recovery Plan that has emerged following the COVID-19 Pandemic, the group has evolved and has sought to develop a clear role and function for the future of the Localities service. The most recent version of the adopted Terms of Reference are set out in Appendix A to this report.
- 1.3 Members have met a number of times in order to consider the strategic direction for the Localities team that the Council should adopt.
- 1.4 The Task and Finish Group considered the roles and responsibilities of officers, the role of the Localities service within our community and the working relationships with other teams that are closely aligned to the Localities team.
- 1.5 Having considered data from the summer 2020 period and individual roles within the team, this report sets out the conclusions of the Task and Finish Group.

2. Background

- 1.1 At the meeting of the Overview and Scrutiny Panel on 5 September 2019, it was resolved to form a Task & Finish Group to review the Localities service and its future function (Minute O&S.25/19 refers).
- 1.2 The Localities service has not been reviewed since its inception in 2015. It is important to note that at this time the role of the Mobile Locality Officer was merely intended to "snap and send", rather than resolve issues on the ground. Since then, the roles have organically evolved to be much more customer focused and resolving issues at the first point of contact.
- 1.3 The progress of the Task & Finish Group was delayed due to the Covid-19 pandemic that had begun in March 2020. At this point, the Group was close to presenting a set of concluding recommendations that would have been relevant to a pre-pandemic Localities service. The Localities service subsequently played an important role in the Council's response to Covid-19, and were integral to the formation of Community Cluster groups. Their role also included the delivery of food parcels and support to the most vulnerable residents. As the local and national landscape changed dramatically after March 2020, the Task & Finish group revisited its Terms of Reference in October 2020. The Group was then able to review the increased demand on Localities across the summer period and consider the anticipated future requirements of the service in the recovery phase of the Covid-19 response.

3. Actions of the group

- 1.4 In 2019, the Task & Finish Group met with office and field based staff to better understand the function and working practices of the Localities service. This included group discussions and the shadowing of officers whilst carrying out their roles.
- 1.5 The Group reconvened on 1 October to agree its scope and terms of reference. Members of the Group discussed the success of the community cluster groups and the Localities role in this during the Covid-19 response. Members also discussed concerns on how the Locality Engagement Officer role was deemed similar to that of the elected Member role and that it was important to have clearly defined roles to distinguish the two.
- 1.6 On 13 October 2020, the Task and Finish Group looked at data from the summer working patterns of operating a Seven day working week and reviewed its success. This information is set out in Appendix B and includes public and Business engagement as well as education and enforcement. The Group Chairman requested that the Business Manager bring back recommendations on changes that could meet the demand of seasonal working in future years and how this would link in with the emerging corporate priorities and the recovery plan.
- 1.7 The Group then met on 3 November 2020 to consider and agree the final recommendations to submit to the Overview and Scrutiny Panel at its meeting to be held on 19th November 2020.
- 1.8 Members and Officers worked closely together on forming the recommendations and the Group felt that the ones proposed within this report would meet the strategic priorities in the coming years, providing resilience and flexibility as required.

2 Outcomes/ outputs

- 2.1 Task and Finish Members have set out a clear set of recommendations which will deliver on the emerging corporate priorities and assist Elected Members within their Wards to deliver a visible on street presence to our communities.
- 2.2 An Operational delivery plan will be required to support the recommendations set out in this report with clear timescales of implementation.
- 2.3 A new Localities structure will need to be considered in order to achieve the recommendations as set out.

3 Options available and consideration of risk – future recommendations;

- 3.1 The Panel are asked to consider and agree the proposed recommendations as set out in the report for onward consideration by the Executive.
- 3.2 There is a reputational risk of not adopting the proposals in particular during the summer months when footfall in the South Hams is high. This would impact the street scene and public engagement with visitors and local Business's.

6 Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Overview & Scrutiny Panel is responsible for considering and scrutinising how the Council is performing as an organisation.
Financial	N	
Risk	N	
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	
Safeguarding	N	
Community Safety, Crime and Disorder	N	
Health, Safety and Wellbeing	N	
Other implications	N	

Supporting Information

Appendices:

- Appendix A – Task and Finish Group Terms of Reference
 Appendix B – Data from the summer working

Localities & Clusters: Task and Finish Group – Terms of Reference

1. Membership

Task and Finish Group Members

Cllr Dan Thomas (Group Chairman)

Cllr John McKay

Cllr Lance Austin

Cllr Barrie Spencer

Cllr Susan Jackson

Lead Member

Cllr Nicky Hopwood, Executive Lead Member
Service Delivery

Officer Support:

Steve Mullineaux, Deputy Chief Executive and
Director of Customer Service

Sarah Moody, Business Manager

Richard Easthope, Localities Team Leader

2. Purpose of the group

The purpose of a Task and Finish Group is to either review existing and/or develop new Policy/Strategy. Task and Finish Group recommendations are, in the first instance, considered by the Overview and Scrutiny function before then being presented to the Executive for approval.

The purpose of this Group is to review and develop a strategic role and future function for the Councils Localities service. The Group will aim to present its concluding report to the Joint Overview and Scrutiny Panel & DM Committee meeting to be held on 19 November 2020.

3. Role & Function

- Consider options for future partnership support to the Voluntary and Community Sector across South Hams.
- Review the Locality Officers role in the Councils approach to enforcement and tackling environmental crime, driving efficiencies and building better relationships with the Civil Enforcement Officers to improve delivery.
- Review of Community clusters and their effectiveness to include:-
 - Elected Member engagement;
 - Business engagement and support (To include Covid-19 guidance);
 - Improved community engagement and supporting vulnerable residents;
 - Review the Locality resourcing structure to explore a 'seasonal' requirement;
 - Review Locality data from Summer 2020;
 - Deliver on the Councils objective to have a visible presence within the community; and
 - Review current tasks and roles of the Locality Engagement Officers and the Mobile Locality Officers;

4. Governance Arrangements and Key Relationships

The Localities & Clusters Task and Finish Group is to present its concluding report to a Joint Meeting of the Overview and Scrutiny Panel & DM Committee. In addition, a key relationship is that with the lead Executive Member for Service Delivery, who has responsibility for Delivery of Services, including Case Management processing.

5. Duration

The Task and Finish Group will have no decision-making powers and will provide progress updates at every meeting of the Overview and Scrutiny Panel (and/or Joint Meeting of the Panel and Development Management Committee) to ensure that the development of the Localities service remains within scope and is aligned to the Councils recovery plan.

6. Meeting and Working Practices

The Group Chairman may call a meeting of the Group as and when required in order to meet deadlines and conclude the review in a timely manner. Any such meetings shall be held remotely (over Skype or other such technology) until such a time as a Council decision is taken to reinstate face to face meetings.

Any Member of the Council may attend a Group meeting and, at the discretion of the Chairman, may take part in the deliberations.

The Quorum of the Group will be 3 Members.

Data from Summer working

Summer snapshot – Weekend patrols

Weekend working dates	11 th July – 20 th September inclusive
Hours on patrol	221
Officer hours	442
Cost of overtime	£6,300
Public engagement	385
Business engagement	94
Environmental enforcement – Education	79
Environmental enforcement – FPN's	1
Dog related offences – Education	108
Number of dogs of lead in prohibited area	36
Reduction in reported full weekend litter bins*	50%

*August and September figures when compared to data from first 3 weeks of patrols in July

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