

# Communities and Environment Scrutiny Committee

## 8 November 2023

### Best Value Review update for Community Resilience

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#### Background

The design and delivery of Communities, Environment & Resident Services (CERS) is undergoing a re-evaluation, guided by the principles of the One Council approach. The One Council approach presents a new 'Community Resilience' function that will hold frontline services within a new revised neighbourhood model. Best value reviews have been conducted at both team and Division level, alongside this, a duties and powers review was completed in parallel to this process.

The services in scope for this redesign are representative from CERS Directorate including: Community Protection, Regulatory Services, Resident Development and Leisure and Libraries to create an aligned place making neighbourhood service.

Analysis has highlighted that there is the opportunity for substantial savings focused on the services in scope of c£6.4m. The time frame for achieving these savings through the implementation of the new function by the end of 2024/25 financial year.

A new structure is required which will provide a focus for Communities, Environment and Resident Services DLT on service transformation and delivering best value rather than a focus operational management. This paper outlines the proposed approaches to enable maintaining appropriate services for Nottingham City.

#### Environmental Services Best Value Review

From August 2023 the Environmental Services Best Value Review was integrated with the Community Resilience Best Value Review to recognise the need to align service provision as part of the proposed and revised operating model. The Waste Strategy is a fundamental part of the outcome of the Environmental Services Best Value Review which has been presented at Scrutiny previously.

#### Principles of Delivery

The realisation of the Community Resilience function has been recognised as one of the highest priority areas for change. Aligned to the One Council Outcomes, the design and implementation of the new Community Resilience function design and implementation seeks to prioritise the following:

- **Continuation of a Neighbourhood Delivery Model** - with a focus on community place making and empowerment of our communities. Integrating services and providing early intervention and reducing demand on other

Council provision by providing resolution to neighbourhood concerns utilising a holistic and multi-faceted approach to problem solving. Some services are already operating in this model, but further embedding and new services are to follow in a phase 2 and phase 3 approach.

- **Teams and Services** - Holistically working together and encouraging integration of teams, services and Directorate provision. Supporting one another to co-deliver and work towards mutual outcomes, optimising service delivery, exploring alternative models of service delivery, and being tactical about resource allocation to effectively address changing requirements and demands.
- **Estate** - We will rationalise our estate, making the most effective use of our administrative and community buildings, commensurate with efficient management of our resources.
- **Communities** - in Nottingham and actively use the insight from data and engaging with the community to design and deliver appropriate interventions. We will choose models of delivery which represent the best fit for each service area, with a focus on needs prevention, enablement and empowerment.

## Proposals

### Continuation of a Neighbourhood Delivery Model

- To create a new neighbourhood model for the delivery of place management services in line with some current teams already operating in this way.
- The establishment of 3 neighbourhood HUBs providing a holistic service lead approach.
- Creation of a holistic service approach through a leaner management structure. Community Safety, Residents Development Officers, and Place Management.
- Establishment of area partnerships to enable the council and other partners to shape place.
- Co-production of service priority and integration of service delivery.
- Moving away from 7 area/ward-based activity in favour of 3 geographically based neighbourhood HUBs for all frontline services.
- Service demand captured from customer access channels funnelled to the relevant HUBs.
- New operating model with reduced resources, but providing a local and targeted approach to problem solving.

### Teams and Services

- A revised neighbourhood model combining the role and functions of Services including CPOs and RDOs into a new community-facing function focusing on public realm problem solving through intervention, engagement and enforcement.

- Amalgamation will include a reduction of officer resources.
- Explore the commissioning out of some functions to reduce cost, for example the dog control service or other appropriate. There is no intention of commissioning core front line services at this stage.
- Amalgamation is evidenced through Duties and Powers review identifies limited mandatory prescribed activity from CPOs and RDOs.
- Other statutory functions are delivered through the CPOs (environmental enforcement, dog control, fly tipping response, ASB intervention, etc.), but there is no minimum statutory level prescribed for these functions, however, it is recognised that these services are key for residents.

### **Community Assets Review Core Work Strands**

- Explore opportunities for co-location of libraries, leisure centres and community centres to achieve economies of scale.
- Corporate Landlord have commissioned an assets review with Arcadis to understand investment needs and costs of community assets and disposal opportunities expected to report back to the Portfolio Holder, November 2023.
- Review and regularise current Community Centre lease arrangements.
- Market rents at community centres, where their operation cannot demonstrate social value and associated revenue savings/mitigation of cost elsewhere in the Council.
- Reduce staff costs further by embedding new technology to support self-service opportunities and embrace fully volunteer led facilities.
- Adopt place/neighbourhood model with detailed analysis of ward level demand and needs and potential for future integration of customer services functions.
- Full programme initially estimated at 3-year delivery timeline.
- Initial Duties and Powers analysis identifies no specified minimum level for community centres or leisure centres.

### **Communities**

- Putting Councillors at the heart of what we do, establish a Councillor group to help inform the approach outlined below.
- Utilise available insight and data from a range of resources.
- To work with our Partnerships to design and seek to prioritise maximising our working relationships with partners and communities to offer flexible options for residents to access services.