

South Lakeland District Council

Overview and Scrutiny Committee - 17 July 2020

Locality Development Update Report

Portfolio:	Cllr Philip Dixon, Customer and Commercial Services and People Portfolio Holder
Report from:	Simon Rowley, Director of Customer and Commercial Services
Report Author:	Claire Gould, Operational Lead for Locality and Customer Services
Wards:	(All Wards)
Forward Plan:	N/a

1.0 Expected Outcome

- 1.1 To provide Members of the Overview and Scrutiny Committee with an update on the development of the Locality Service since inception in October 2019.

2.0 Recommendation

2.1 To note the progress of the Locality Service

3.0 Background and Proposals

- 3.1 The Councils new operating model was implemented in 2019 as part of the Customer Connect Programme. The Director of Customer and Commercial Services has provided a number of updates to Members over that period and shared the geographical split of the locality area, as show in Appendix 1 of this report.
- 3.2 Team Development - In January 2020 the Performance Innovation and Commissioning Lead Specialist took on the support of the Locality Team. In that time the officer mapped out the 'ask' of the service from Operational Specialist across the organisation. This work was then mapped around the customers' needs and a new structure within the team was implemented. This can be found in Appendix 2 of this report. In June 2020 a recruitment and selection process for the Lead role was undertaken and the Performance, Innovation and Commissioning Lead was successful in that appointment and commenced in post from 15th June 20.
- 3.3 Since March 2020 the organisation has been dealing with the COVID 19 emergency. This has meant that many of the day to day activity has not been carried out. Play areas and building sites have been closed, home visits have been suspended and some staff have been working from home due to shielding. Many of the Locality team have supported the crisis by working with the Community Resilience and Shielding Groups to deliver medicines, food parcels, PPE equipment and laptops to Members for virtual meetings to be conducted. The team have demonstrated agile working being able to adapt quickly to respond to the crisis. Some of the team have worked to implement the government grants and visit our rough sleepers to support them being housed.
- 3.4 During this period some work has increased such as fly tipping, bonfires and waste accumulations. The team have responded to those along with the continuous inspection and enforcement routines. As the lockdown is easing staff are supporting

the recovery efforts including deliveries to food banks and the opening up of play areas and various sites.

- 3.5 Digital development – The implementation of My Account has enabled a number of online forms to be developed allowing the customer to self-service. These services include Complaint, Compliments and Comments, large grey bins and ordering new waste collection equipment. Work is near completion for customers to report abandoned vehicles, fly tipping and litter online. This will ensure work coming into the Locality Service work baskets will be as efficient as possible and avoid calls having to be put through to the back office. Staff are currently undergoing internal training on the new platform and work is underway to develop more streamlined channels by which customers can contact the service with requests. Once this work is complete a briefing will be provide to all stakeholders including Members on which channel requests should be directed. We can then collect data by type and volume coming into the service to ensure continuous service improvement so staff are able to respond to demand.
- 3.6 Key Stakeholders and Communications – A Stakeholder and Communications Plan has been developed which sets out how the Locality Team will communicate with Stakeholders about activity it is dealing with across the 3 geographic areas. Within the plan a campaign timetable has been developed with the intention of running campaigns based on customer data that shows where demand for service is. If there is high demand for example regarding dog fouling complaints, in a particular area, the team will launch a campaign to target that area. The team will speak to customers and make them aware of the need to pick up after their pets and that if dog fouling continues enforcement action will be taken. This sort of intervention will be based on inform and warn scenario followed by enforcement action if issues continue. The team will also get involved with national campaigns and the timetable will continue to be developed throughout the year as new services are required.
- 3.7 The plan also sets out how and what we will communicate with Town and Parish Councils, Partners and other key stakeholders. The team will provide regular updates though newsletters, briefings etc. as set out in the plan and is based on the performance measures suggested by the Overview and Scrutiny Task and Finish Group. The draft Plan can be seen at Appendix 3 of this report.
- 3.8 Partnership Working – since the COVID emergency the Locality and Customer Service Operational Lead has represented the Council on the Community Resilience Group. This has required joint working with the South Lakeland Area Manager for Cumbria County Council. Both officers have worked together for many years and have established good working relationships. They have agreed to continue to work together as the COVID pandemic moves into the recovery phase and they are bringing both their teams together to work on projects that will continue to support the resilience of individuals and communities alongside other public and third sector organisations.
- 3.9 Future Development - in line with supporting our communities to take a proactive approach to environmental matters the team will contribute and support activity relating to community litter picks, open space management for biodiversity and play area developments. Using existing successful methods of engagement the team will work with Parishes (on the climate emergency toolkit) and support community funding and events to raise awareness and enable communities to contribute to that agenda.
- 4.0 Consultation
- 4.1 Members were invited to a number of briefings in the lead up to the development of the new operating model.

4.2 As part of the Overview and Scrutiny Task and Finish Group Members have received updates on team development.

4.3 Staff have been consulted on the implementation of the new operating model throughout the Customer Connect Programme.

5.0 Alternative Options

5.1 The Locality Service form part of the new operating model and therefore no alternative arrangements should be considered.

6.0 Links to Council Priorities

6.1 The Locality Service contributes to a number of priorities in the Council Plan 2019, through creating balanced communities, reducing inequalities and contributing to a sustainable environment and inclusive economy.

7.0 Implications

Financial, Resources and Procurement

7.1 There are no financial implications relating to this report.

Human Resources

7.2 There are no human resource issues relating to this report.

Legal

7.3 There are no legal implications relating to this report.

Health, Social, Economic and Environmental

7.4 Have you completed a Health, Social, Economic and Environmental Impact Assessment? No

Equality and Diversity

7.5 Have you completed an Equality Impact Analysis? No

Risk

Risk	Consequence	Controls required
The emergency and ongoing recovery of the Covid 19 pandemic	Not having the capacity to deliver the service during the pandemic	Staff have been asked to support community resilience work during the emergency phase of the pandemic. This means that non-essential service delivery has been postponed until business as usual work can continue
The emergency and ongoing recovery of the Covid 19 pandemic	Staff are delayed or not able to complete all the training and development required to fulfil their new roles	Some training requires off site attendance which is currently not possible due to lockdown arrangement. Training is being developed virtually and through eLearning but not all is possible

Contact Officers

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Appendices Attached to this Report

Appendix No.	Name of Appendix
1	Locality Map
2	Locality Structure
3	DRAFT Stakeholder and Communications Plan

Signed off by	Date sent
Legal Services	29 th June 2020
Section 151 Officer	29 th June 2020
Monitoring Officer	29 th June 2020
Director of Customer & Commercial Services	29 th June 2020

Circulated to	Date sent
Human Resources Lead Specialist	N/a
Communications Team	N/a
Leader	29 th June 2020
Committee Chairman	29 th June 2020
Portfolio Holder	29 th June 2020
Ward Councillor(s)	N/a
Committee	2 nd July 2020
Executive (Cabinet)	N/a
Council	N/a