

Report of	Meeting	Date
Director of Streetscene, Neighbourhoods and Environment (Introduced by the Executive Member for Environment and Community Safety-Councillor E Bell)	Executive Cabinet	7 December 2007  <b>Appendix 2.</b>

## **STREETSCENE, NEIGHBOURHOODS AND ENVIRONMENT DIRECTORATE. PHASE 2 RESTRUCTURE, RECONFIGURATION OF SERVICE DELIVERY AND BUDGET SAVINGS PROPOSALS.**

### **PURPOSE OF REPORT**

1. To make recommendations about:

A revised operational management structure for streetscene, neighbourhoods and environment activities following the Phase 1 restructure report approved by executive Cabinet on 25 May 2006.

Revised arrangements for the delivery of crime and disorder improvements by developing a new Multi Agency Tasking and Deployment process.

Supporting the establishment of up to 22 additional Police Community Support Officers, partly delivered by the closure of the Council's existing Neighbourhood Warden service.

Delivering a significant contribution to the Council's budget savings target.

### **CORPORATE PRIORITIES**

2. Delivers a framework for the following Key Corporate Projects:

- Reconfigure current service delivery arrangements to improve provision of street scene services. [Delivering outcomes 5.1 and 5.3]
- Pilot innovative ways of reassuring our communities [Delivering outcome 5.4]
- Deliver key actions in the Community Safety Strategy

And contributes substantially to the following Key Corporate Projects:

- Develop a strategy to deliver 0% Council Tax increase in 2007/8
- Prepare a Neighbourhood Management and Engagement strategy [Contributing to outcome 3.1]
- Complete management restructuring [Contributing to outcomes 6.1 and 6.4]

## RISK ISSUES

3. The issue raised and recommendations made in this report involve risk considerations in the following categories:

Strategy	✓	Information	✓
Reputation	✓	Regulatory/Legal	✓
Financial	✓	Operational	✓
People	✓	Other	

4. Risk commentary:

### 4.1 Strategic Risk

Changes of this magnitude and potential complexity run the risk of unexpected consequences, which can throw them of course or fail to deliver the expected outcomes. This is particularly so in organisations of our size where skills and experience are primarily devoted to front line service delivery rather than change management.

Change management requires thought, skill and experience in application and, arguably investment of additional time and other resources during and immediately following implementation. In our case these resources must be delivered within existing constraints which have to compete for existing resources.

Many of the proposals in this report demand successful delivery of partnership outcomes and other procurement processes delivering outcomes and savings-none of these can be considered certain at this time.

Some proposals also require the installation and operation of technology solutions, which are subject to proof of concept and themselves will require successful investment bids to Capital and Efficiencies Programme Board and the early funding of these bids, if successful.

### 4.2 Reputational Risk

Unfavourable changes in reputation in relation to streetscene and community safety issues can occur with great speed. More favourable changes and the public support for them take time to build.

Reputation can be built on exceptions rather than the service norm-in itself this can lead to diversion of management time otherwise devoted to successful implementation.

Proposals to introduce charges for services which have been previously free at the point of use can be misrepresented as a tax increase with undesirable consequences.

### 4.3 Financial Risk

Assumptions have been made about;

Speed of implementation of organisational change:

Estimates of savings from some targeted outsourcing:

The likely costs of some in house delivery of presently outsourced services:

Which, if not realised, will not be delivered on budget.

Equally a view about contract performance has been taken in a number of areas that has the effect of reducing our budget requirements-provided that contract performance in line with current levels is maintained. Performance is however subject to influences beyond our control in a number of areas and we are, as a result, exposed to greater risk which Members must accept.

Budget for Neighbourhood Working implementation has been rolled up into the Streetscene budget proposals. This means that any decisions taken by Executive Cabinet in Spring 2007 following the recommendations of the Environment and Community Scrutiny Panel into Neighbourhood Working will need to be self-financing.

#### **4.4 People Risk**

People are our primary asset and represent a massive investment. Whilst the restructuring proposals here are designed to deliver a strengthened asset base the law of unexpected consequences has to be anticipated and managed.

SNED staff value their jobs and are motivated by a range of factors at work.

Proposals in this report introduce uncertainties about the future for all staff, even staff not directly affected. Our aim must be to support and mentor staff through the changes so that they decide to continue to use their talents at Chorley. This support must include both training and time off for training.

#### **4.5 Information Risk**

Proposals in this report, particularly the Multi-Agency Tasking and Coordinating Group [MATAC] proposal demand the free sharing of data and information by a range of agencies currently semi-detached from the Community Safety Partnership steering arrangements.

Data sharing brings promise of great reward but also some risks from the loss of data control, which will need careful management and high ethical standards of behaviour.

#### **4.6 Regulatory and Legal Risks**

An intent of the proposals is to improve the Council's delivery of the Housing Standards function. This function was transferred with very limited resource to Environmental Services in January 2006 from Housing Services in advance of the housing disengagement. Within the current proposals I am not confident that I can fully meet our legal obligation to regulate housing standards and investigate statutory nuisances.

The investigation of late night and weekend statutory nuisances [mainly noise complaints] has been undertaken by the Neighbourhood Warden Service and will not be resourced adequately by these proposals. This issue will need to be kept under review.

Our obligations to the safety of citizens living in multi-occupied households who are subject to significantly higher fire risk than traditional households is material here and, to reduce the risk of vicarious liability on the Council, I propose to keep this matter under review and will report again if necessary in 2007.

#### **4.7 Operational Risk**

Several proposals in this report involve operational risk;

Outsourcing, and the consequent loss of in-house capability, requires procurement to be effectively managed.

Some of the inherent consequences of proposed changes in vehicle profile and utilisation are untested in UK conditions.

## BACKGROUND

5. In preparing these proposals I have had regard to the following:

- **The Council's Corporate Strategy**
- **The integration of Public Space, Environmental Services and Community Safety functions.**
- **The outcomes from the Local Government Associations Reputation project, to:**
  - Integrate key services, such as street cleaning and grounds maintenance*
  - Simplify boundaries where possible to minimise disputes*
  - Retain council wide teams for key reactive services such as removal of graffiti, fly tipping and flyposting but train area teams to at least basic level for rapid response*
  - Produce service standards to set expectations about performance.*
  - Publish targets and seek feedback on performance.*
  - Include residents in monitoring. Use feedback to highlight hot spot areas and target resources accordingly.*
  - Provide opportunities for local residents to help improve the quality of their local area, and so they know who is helping keep their local environment cleaner, safer and greener.*
  - Have one contact number for all street problems to ensure a coordinated response and follow up.*

However it would be wrong to assume that the recommendations made here are the ultimate answer and I expect that more can be achieved in two particular areas:

**Greenspace maintenance and management**-where little or no quality data or mapping exists and responsibility for management is split between several Council Directorates at present. The development of a greenspace strategy over the next 12 months will advise where this function needs to be improved, and how this improvement can be delivered. I'll report again on this in the future.

**Partnership Development**-The Community Safety Partnership is well developed and is a delivering organisation. Significant elements of the streetscene are however delivered by the County Council and Parish Councils and, whilst operational understandings and arrangements underpin these, closer coordination and area delivery of the joint resource would make both improvements and efficiency savings. These need development.

The proposals include:

**Disestablishment of some posts**  
**Establishment of some new and redefined posts**  
**Reductions in numbers of posts in some areas**  
**All of which will need to be the subject of consultation with staff and their representative Trade Unions.**

The overall consequence of these proposals can be seen in Appendix 5 (i) and 5(ii).

## PRINCIPLES UNDERLYING THE PROPOSALS

6. In my report to Cabinet on 25 May 2006 I established various principles on which this Phase 2 restructure would be based.

Table 1 sets out the outcomes expected from these proposals, with more details of each proposal in later paragraphs

Table 1

Expected outcome	Proposal
<p><b>1. Providing services on the basis of information and evidence.</b></p>	<p>Establishing a support services hub at Bengal St. analysing data and providing information management and support to an integrated service delivery structure.</p>
<p><b>2. Neighbourhood working and community engagement.</b></p>	<p>Expanding and redefining the role of the current Environment Warden Service to continue the neighbourhood engagement activities of the Neighbourhood Warden service.            Delivering with partners an improved Multi Agency Tasking and Coordination Group [MATAC] based on the schematic diagram shown at <b>Appendix 2</b>.            Neighbourhood engagement and feedback supported through the intelligence management model shown in the Business Case at <b>Appendix 3</b>.</p>
<p><b>3. Service improvement from rational service configuration.</b></p>	<p>A package of proposals including:            The mainstreaming of Crime and Disorder reduction jobs.            Establishing a Public Health regulatory team delivering improved public health through the models designed by the Better Regulation Unit, and Health and Safety Executive including “Safer Food-Better Business”, the HSE’s “Fit 3” programme and working with the Primary Care Trust on lifestyle related ill health-including the enforcement of “Smokefree” Legislation from Spring 2007.            Strengthening the management of the Waste Team following SNED’s Phase 1 restructure to ensure, effective procurement and implementation of the new waste contract [due April 2009] and continuity of staff during this period to end 2009.            Establishing a function of Service Improvement Manager with a clear improvement and development role in SNED.            A package of interim redefined working methods in streetscene, drawing on the proposals above and delivering improved efficiencies by selective, outsourcing, in house delivery and contract improvements. [<b>Appendix 1 refers</b>]</p>
<p><b>4. Police Community Support Officer pilot project.</b></p>	<p>Agreeing the Memorandum of understanding, deployment agreement and MATAC arrangements with Lancashire Constabulary. [<b>Appendix 4</b>]            Ensuring a smooth transfer of crime and disorder and environmental enforcement tasks to the Constabulary, protecting and enhancing, where possible, the retained elements of neighbourhood working and the effective resourcing of the Councils obligations in the MATAC arrangement and managing the risks of a perceived reduction in service from the Warden service dissolution.</p>
<p><b>5. Contribution to savings targets</b></p>	<p>Savings identified in summary proposals in <b>Appendix 1</b></p>

## 7. **Proposal Details**

### **7.1 Providing services on the basis of information and evidence.**

The business requirement here is to streamline the Streetscene function, concentrate the directorate's efforts on customer focus by closing the loop in terms of providing customer feedback, improving the actual quality of outputs by freeing up time for productive work, and therefore enabling further capacity to serve the public and local environment in a more visible way. We also need to provide a better opportunity for customer engagement, raising the standard of environmental performance and customer care.

A need has been identified to create and establish workflows in former stand-alone units such as street cleansing and grounds maintenance as well as enhancing the work of the anti-social behaviour focussed units to bring them into line with current ESU working arrangements, particularly workflows originating from the contact centre. Previously a substantial proportion of work had been undertaken on a mainly reactive basis with no supporting data capture, or the means to capture this data easily in an unsupported business unit. Subsequently there is no opportunity for managing performance. Daily workloads are generated by word and ad-hoc written instructions with no auditable process. Scheduled work is presented on paper listings created in a basic worksheet format, not readily updated. Customer data is not recorded effectively.

This proposal establishes the former Environmental Services Unit's support service as a multi functional support operation for the whole directorate, investment to expand the **AUTHORITY** computer system, long established in ESU, is required whilst most data capture will be by means of a greatly enhanced mobile working system.

All these are detailed on the attached Business case marked **Appendix 3**.

In addition the following staffing structure needs to be put in place:

#### **Creation of these new posts:**

##### **Service Improvement Manager. PO1**

To be filled by **deleting the post of Unit Administration Officer EC/SNE/125/0078** and ring fencing the current employee to be selected by a competency based interview.

In the event that this employee is not successful then there is a risk of redundancy if no suitable redeployment opportunity exists.

The post would be advertised and filled externally in this latter case.

##### **Service Improvement Officer [Neighbourhood coordination] Scale 5/6**

##### **Service Improvement Officer [Finance and Waste] Scale 5**

##### **Service Improvement Officer [Parking and General] Scale 3/4**

To be filled initially by **deleting** the posts of:

##### **Senior Support services Officer EC/SNE/125/0079**

##### **Crime and Disorder Reduction Support Officer EC/SNE/131/0215**

##### **Support Services Officer EC/SNE/125/0467**

##### **Support Services Officer EC/SNE/125/0080**

Each of who will be ring fenced to be selected by competency-based interview.

In the event that posts are not filled internally then there is a risk of redundancy if no suitable redeployment opportunity exists.

## **7.2 Neighbourhood working and community engagement.**

### **7.2.1 Neighbourhood Officer Service**

I propose to redefine the duties of the current Environment Wardens and create three additional posts. The posts will be retitled as Neighbourhood Officers and will be deployed on a neighbourhood basis, subject to the outcome of the Environment and Community Scrutiny Panel Inquiry.

#### **Their duties will consist of:**

All the Environment Warden duties they currently undertake, together with a package of complementary duties formerly carried out by the Neighbourhood Wardens, which are outside the PCSO force remit such as:

- Physically resolving dumping and flytipping
- Gathering evidence on the selling and repairing of vehicles on the street
- Evidence for enforcement of various litter abatement orders
- Street inventory inspections
- Some noise complaints
- Graffiti removal initial assessment and action
- Organising community litter picks
- Continuing the Junior Warden scheme

In addition the Neighbourhood Officers will lead on street level citizen engagement, maintaining close links with active citizens and local representatives on environmental issues.

They will recruit and support a network of Community Guardians resourced by mobile working technology to advise of environmental problems in real time and organise a series of Ward Walks or Street Surgeries on a programmed basis to engage local citizens and feedback.

The MATAC arrangements will be expanded to service the Police PACT meetings using Neighbourhood Officers and the new Community Support Officer from the Crime and Disorder team as well as Environmental Health Officers from the Neighbourhood Quality team.

This will require the creation of the following new posts:

#### **Senior Neighbourhood Officer SO1**

To be filled by **deleting the post of Senior Environment Warden EC/SNE/132/0076** and ring fencing the current employee to be selected by a competency based interview.

In the event that this employee is not successful then there is a risk of redundancy if no suitable redeployment opportunity exists.

The post would be advertised and filled externally in this latter case.

#### **Neighbourhood Officer Scale 4 [6 posts]**

To be filled by **deleting the four posts of:**

**Environment Warden EC/132/0076**

Each of the three current staff in post will be ring fenced for a Neighbourhood Officer post to be selected by competency-based interview.

In the event that posts are not filled internally then there is a risk of redundancy if no suitable redeployment opportunity exists.

Remaining posts will be ring fenced initially for applications from existing Neighbourhood Wardens.

## **7.2.2 Multi Agency Tasking and Coordination Group**

This is a broadening of the Multi Agency problem Solving [MAPS] arrangements to rationalise the current cumbersome process of tackling issues within neighbourhoods and deal with issues requiring a multi agency approach in a more effective, efficient and economic way.

At the heart of this process is the establishment of a data sharing network and the analysis of this data by an analyst in SNED.

The sources of this data are set out on the attached schematic diagram at **Appendix 2.**

Information from the various sources would be layered onto the Council's GIS system and an analysis presented to the Group at a regular weekly meeting, allowing the prioritisation and tasking of resources in a more rational way.

The system needs commitment from the agencies indicated and this means that:

- Attendance has to be at an appropriately senior level
- Those attending must have the authority to commit resources
- The MATAC forum will pursue all issues within the Community Safety strategy, including such indicator issues as street cleanliness, and appearance of the public realm.

The following structure needs to be put in place to deliver this:

### **Creation of these new posts:**

#### **Community Support Co-ordinator SO2**

To be filled by **deleting the posts of Senior Neighbourhood Warden EC/SNE/131/0072** and

**Part time anti-social behaviour coordinator** [currently vacant]

and ring fencing the current employee to be selected by a competency based interview.

In the event that this employee is not successful then there is a risk of redundancy if no suitable redeployment opportunity exists.

The post would be advertised and filled externally in this latter case.

This post would have the key role of coordinating the interface between the Council and the Police and ensuring the delivery by both parties of the Memorandum of Understanding and the Tasking and Deployment Agreement.

#### **Assistant Crime and Disorder Reduction Manager PO1**

To be filled by **deleting the post of Assistant Community Safety Officer EC/SNE/131/0215**

As this post is presently vacant then this will be filled by external advertisement.



### **7.2.3 Service improvement from rational service configuration**

The mainstreaming of Crime and Disorder has been achieved by the proposals above and within the budget proposals.

#### **Public Health**

There have been considerable changes in the way public health regulatory functions are delivered with increasing requirements to deliver public health improvements through partnerships. The recent launch of the prototype “Recipe for Health” accreditation scheme in Chorley in a partnership of the Council, Lancashire County Council’s Trading Standards Unit and the Primary Care Trust is an example of this.

In the SNED Phase 1 restructure the manager of these activities was promoted and needs replacement.

This requires the creation of this new post:

#### **Public Health Team Leader PO6**

This post requires an experienced and qualified Environmental Health Officer. To be filled by deleting the post of **Environmental Health Officer [Multi Role] EC/SNE/131/0070** and ring fencing the current employee to be selected by a competency based interview.

In the event that this employee is not successful then there is a risk of redundancy if no suitable redeployment opportunity exists.

The post would be advertised and filled externally in this latter case.

#### **Neighbourhood Quality Team**

An effect of the SNED Phase 1 restructure was the loss of an experienced Environmental Protection specialist.

The Neighbourhood Quality team will lead on Environmental Protection, air quality, housing standards, noise and statutory nuisance.

#### **Neighbourhood Quality Team Leader PO6**

A team leader needs to be recruited with a background of environmental and housing quality, preferably delivered in a neighbourhood management setting to lead this team.

This will be an externally advertised appointment and existing staff will be able to compete for this post.

As previously discussed the resources devoted to Housing Standards investigation and enforcement are very limited. It is proposed that this be met by the creation of the new post of:

#### **Environmental Health Technician [Housing] SO1/2**

To be filled by **deleting the post of Environmental Health Technician EC/SNE/131/0071**

and ring fencing the current employee to be selected by a competency based interview.

In the event that this employee is not successful then there is a risk of redundancy if no suitable redeployment opportunity exists.

The post would be advertised and filled externally in this latter case.

## **Waste Management Team**

The Waste Management team needs to be strengthened and sustained over the period 2007-2009 in order to ensure the effective procurement of the next Refuse and Recycling Contract.

This will be a major undertaking due to the additional constraints of:

The Disposal Authority's cost share agreement.

The Lancashire PFI project.

The partnership with the County's PFI contractor

Recent changes in the marketplace due to contractor amalgamations, which have the potential to reduce effective competition.

The contract is likely to have a value of in excess of £25M over an 8-year period to 2017.

In the SNED Phase 1 restructure the manager of these activities was promoted and needs replacement.

This requires the following staffing changes:

The creation of the new posts of:

### **Waste Team Leader PO6**

**Senior Waste Officer-Contaminated Land SO2**

**Senior Waste Officer-Collections/recycling SO2**

**Waste Management Officer Scale 4/5 [2]**

Posts to be filled by **deleting the following posts** and ring fencing the current employees to be selected by a competency based interview.

**Senior Waste Management Officer EC/SNE/132/0062**

**Environment and Waste Projects Officer EC/SNE/132/0065**

**Waste Management Officer EC/SNE/132/0063**

**Waste Management Officer EC/SNE/132/0064**

**Temporary Environment and Waste Projects Officer EC/SNE/132/0445**

**Temporary Assistant Waste Management Officer Scale EC/SNE/132/0396**

In the event that any employee is not successful then there is a risk of redundancy if no suitable redeployment opportunity exists.

The post would be advertised and filled externally in this latter case.

## **Selective outsourcing**

A programme of revisions to service provider will be delivered:

### **Table 2**

<b>Service</b>	<b>Proposal</b>
Vehicle maintenance	Will be tendered competitively in 2007
Pitch preparation	Returned to in house service
High tree maintenance and emergency call out	Increasing the quantity of work undertaken by contractors.

Details of the estimated budget consequences of these proposals are attached in **Appendix 1**.

#### **7.2.4 Police Community Support Officer support**

This project arose from a request from Lancashire Police to all the Local Authorities in Lancashire to support the appointment of jointly funded PCSOs where 75% of the funding was provided by the Neighbourhood Policing Fund.

The Lancashire project should see the appointment of an additional 448 PCSOs in Lancashire. Support from Lancashire Councils to jointly funded posts has been pledged as follows to date:

**Table 3**

<b>Local Authorities</b>	<b>Posts</b>
Blackburn with Darwen	20
Blackpool	16
Burnley	9
Chorley	6
Fylde	0
Hyndburn	6
Hyndburn College	1
Lancaster	20
Pendle	6
Preston	28
Ribble Valley	2

Rossendale	3
South Ribble	4
West Lancashire	3
Wyre	20
<b>TOTAL</b>	<b>144</b>

A commitment has been given by the Council that any support it may give would result in there being no less than the current level of PCSOs and Council Enforcement Officers, plus the six PCSOs pledged above in Chorley. This results in the following outcome in the event that the Council decides to close its Neighbourhood Warden Service and support an increased number of PCSOs.

**Table 4**

<b>Officers</b>	<b>Current</b>	<b>2007</b>
Neighbourhood Wardens	20	0
Jointly funded PCSOs	6 [pledged]	Up to 22
Police committed PCSOs	10	14
Environment Wardens	5	0
Neighbourhood Officers	0	7
Community Support Coordinator	0	1
<b>Total</b>	<b>41</b>	<b>44</b>

Discussions with the Lancashire Police has resulted in the draft agreement at **Appendix 4**. It has been reported previously in this report what action is proposed to properly coordinate the joint crime and disorder resource through the new MATAC arrangements.

To implement this proposal it will be necessary to **delete the following posts:**  
**Neighbourhood Warden Shift Supervisor [3] EC/SNE/131/0073**  
**Neighbourhood Warden [16] EC/SNE/131/0074**

Support for the jointly funded PCSOs does not produce a Transfer of Undertakings and therefore Wardens wishing to become PCSOs will apply in the usual way. It has been possible to agree support and positive action by the Constabulary to assist Wardens to successfully apply. In the event that Wardens are not successful then they will be at risk of redundancy if no redeployment opportunity exists.

### **7.2.5 Contributions to savings targets**

This is a basket of proposals with estimated savings delivered by a mixture of cost savings, increased income, reductions in contingent funds and other minor service changes as set out in Table 5 below.

**Table 5**

<b>Proposal</b>	<b>Saving/income £</b>	<b>Risk commentary</b>
Management and	3360	Implications for HLF project. Establishing a replacement facility will need to be considered

maintenance of pets corner		in the light of changes in public taste, the Astley Park business model and the Animal Welfare Act 2007.
Transport leasing costs	5000	Based on a continuation of the current transport management developments to operate a changed vehicle profile more suitable for responsive and neighbourhood activity. Leasing costs are affected by general interest rates and the competitiveness of vehicle procurement.
Tree maintenance reorganisation	5,500	Delivers saving based on a budget provision of an additional £36,000 for outsourced service. Requires a reduction in the work force by either natural wastage, seeking volunteers across the workforce or re-profiling the employment of casual staff. An assumption has been made that CBC will relinquish work on Highway trees, by withdrawing from this part of the residual agreement, where the income is not commensurate with the attendant risks.
Reduction in Pest Control Service	30630	Based on the deletion of one vacant post and the introduction of charges for domestic rodent control. The issue of making charges for rodent control in dwellings has risks to public health both from the failure to undertake treatments and the consequences of the promotion of rodenticide resistance in Chorley from inadequate treatments. Equally the saving made may be eclipsed by the alternative need to take expensive enforcement action. The effects of this will be monitored over 2007 and corrective action may need to be taken.
Termination of pail closet contract	5230	The elimination in Chorley, in the early 21 <sup>st</sup> century, of the need for any householder to defecate into a bucket for weekly collection by the Council is a significant milestone.

#### COMMENTS OF THE DIRECTOR OF HUMAN RESOURCES

8. The Acting Head of Human Resources will report verbally to Executive Cabinet

#### COMMENTS OF THE DIRECTOR OF FINANCE

9. The proposed Phase 2 restructure will deliver new salary savings of £327,260 (detailed in Appendix 1) and total savings of £339,110; these proposals are already incorporated into the draft revenue budget for 2007/2008.

One of the proposals relating to the Multi Agency Tasking and Co Ordination Group has the effect of mainstreaming posts which are currently fixed term and partially or fully funded from grant contributions. By bringing these posts into the establishment, the Council will lose some of its flexibility should there be changes in external funding in the future, which have a direct effect on staffing levels. There will also be an increased risk of redundancy costs.

## **RECOMMENDATION(S)**

- 10 (i) It is recommended that the restructuring proposals are approved for the purposes of consultation with staff and Trade Unions.
- (ii) It is recommended that approval be given to the capital expenditure detailed in the Outline Business Case for the Intelligence Management Infrastructure Development.

## **REASONS FOR RECOMMENDATION(S) (If the recommendations are accepted)**

11. (i) To provide a service delivery structure that is fit for purpose and capable of delivering the Councils streetscene, neighbourhood and environment agenda as detailed in the Corporate Strategy.
- (ii) To provide the necessary technological infrastructure which will enable multi tasked officers to deliver a multi functional service based on sound intelligence and data.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

12. None

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CHIEF OFFICER DESIGNATION – DIRECTOR STREETSCENE NEIGHBOURHOOD AND ENVIRONMENT

There are no background papers to this report.

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