

## APPENDIX 3

### Rationale for structural changes to Environment & Leisure

1. **Community Safety Partnerships Service:** It is intended to move the following functions within CSPA to Children's & Adults Services:
  - Drug and Alcohol Team (commissions and provides substance misuse services): this is a public health commissioning function which can be combined with other public health commissioning to share expertise and assist in providing a holistic view of vulnerable people using our services.
  - Div Analytical and Business Services, minus CCTV (Administrative support, policy and analysis for the Safer Southwark Partnership): by combining this with support to other safeguarding boards, this will assist in coordinating the work of the boards, which is complementary and often overlapping.
  - Safer Southwark Partnership and Reducing Reoffending teams (domestic violence policy and commissioning, community safety and input into SAVU, RADAR, IOM and Southwark Young Advisors): by bringing together the community safety aspect of these services with those provided to other vulnerable adults and children it will be possible to avoid duplication and centre our services around the users rather than by departmental functions.
  - Head of Community Safety Partnership Services: the post heading this service will also transfer to Children's & Adults Services.

### Private Sector Rented Housing

2. It is intended to move the two teams that deal with physical improvements to private sector rented housing (PSH and Empty Homes Manager, and PS Housing, Projects and Initiatives) to Housing and Modernisation, so that all physical improvements to rented housing in whichever sector can be dealt with in one place, avoiding duplication and encouraging sharing of best practice.

### Emergency Planning

3. It is intended to move the team dealing with emergency planning to work within the service development team of E & L so that it can more easily provide cross-cutting services across the Council.

### All remaining services with Community Safety and Enforcement

4. It is intended to combine all the remaining services within CSE with other teams providing regulatory services in Environment & Leisure so that all on street and business enforcement is coordinated and focussed on problem solving and support to individuals and businesses. This will build on the multi disciplinary work that the enforcement teams within CSE are currently doing and feed into the reorganisation that is already proposed for staff consultation within that area. The other teams that will join the new Regulatory Services unit under the Director of Environment are network management and street licensing, and parking.

## **Director of Environment**

5. In addition to the Regulatory Services team, it is intended to bring together all the services currently in the Environmental Services team and Public Realm, other than Parks and Open Spaces, in one Environment Directorate in order to reduce senior management costs and brigade services within teams linked by their functions.

## **Director of Leisure**

6. It is intended to bring all universal services intended to enhance the physical and mental well-being of all residents of the borough under the new Director of Leisure. Then Strategic Director Environment & Leisure will be consulting on a proposal for two teams within this directorate. It is proposed that the Head of Physical Activity will lead one which deals with all physical activity and sport, including the use of parks and open spaces and the provisions of play services. The Head of Culture will lead one with deals with all events and cultural activities within the borough, from libraries through to arts and heritage.

## **Rationale for structural changes to Housing and Community Services**

### **Homeowners**

7. Currently, the main engagement with homeowners is around service charge bills. Disaggregating the current home ownership functions would enable the Council to rebase its relationship increasing the customer focus. It is proposed that:-
  - a new dedicated homeowners' customer services team, My Southwark Homeowners, will be established within the customer experience division of Housing and Communities
  - the community engagement team will assume responsibility for the management of and support to the Homeowners Council
  - responsibility for service charge collection will become part of a new centralised income collection function within the Finance and Governance department
  - the service charge construction team will be aligned with the new asset management division to be closer to the source of the information

### **Income**

8. Currently the responsibility for collection of income is disaggregated across the Council. It is proposed to co-locate all income functions within Finance and Governance. This will include the responsibilities for Council tax, revenue and benefits, rent collection including former tenant arrears, and service charge collection in a combined income collection and debt recovery team.
9. Co-location also enables the Council to look at debt across the whole spectrum of that owed to the Council by residents and may provide traction to recover the full amount of debt owed by individual households across income streams (Council tax, garage rent and service charges for example).

### **'Super DLO'**

10. COT has been exploring the feasibility of collocating all of the Council's direct labour functions in a single, high quality depot. This would release Council land for new build

opportunities and provide the workforce with much better accommodation and facilities.

11. It is proposed to take this one step further and bring together all of the council's direct labour functions into one 'super DLO' encompassing Southwark Building Services, grounds maintenance and street and estate cleaning teams.
12. This would enable the Council to rationalise the management structure, achieving efficiencies and savings, and streamline back office functions such as stores and fleet management.

### **Rationale for change in Public Health**

#### **Public Health – Director of Public Health reporting to Strategic Director for Children & Adults**

13. Southwark Council spends a significant amount of money on public health services but is worryingly underperforming in some critical areas such as childhood obesity, sexual health and drug and alcohol prevention and treatment. The latest performance data was published 2 June 2015 and identifies insufficient progress being made in these areas. The main rationale for change is to ensure better outcomes and performance by our public health service by bringing them closer to commissioning and services in the shared area of 'people' activity, and subject to the established monitoring, performance management and management action arrangements.
14. Our public health shared service with Lambeth is currently under review and the local authorities will receive the first stage report later this month (June) to inform a decision on whether to continue to a next stage of joint review or to take forward individually. Whatever the outcome of the review, the challenges that we face locally and the concern on lack of progress and pace mean that we need to act to ensure that our public health service is focusing on the priority issues in Southwark and makes a significant impact.
15. Changes later this year in health visiting and family nurse partnership (services that transfer from the NHS to Public Health in October 2015) further make the case for bringing Public Health into the Children's and Adults' Department in order for us to ensure that the services are received into the heart of our children and family strategy and commissioning activity rather than separate. There are risks (financial and performance) in these services now that need managing and a strong expectation from children's centres and schools that once the Council takes responsibility for these services that they will improve and better respond to local need.
16. The ring-fence of public health funding and protection for staff has now come to an end following the transfer of Public Health from the NHS into LAs. Southwark Public Health overspent by almost a million pounds in 2014/15 and this needs to be tackled directly with all areas considered in developing options.
17. Fundamentally, Public Health can play a significant role in the Council and in the lives of our community but the service needs to be embedded within business as usual, and needs to become more supportive and engaged in local activity if it is to have the impact that we need.