

APPENDIX A - Terms of Reference

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| Policy Panel Subject | To review options in terms of the future delivery of grounds maintenance |
| Start Date | January 2021 |
| End Date | March 2021 |

Background

At its meeting on 8th December 2020, Leadership Panel agreed to request that the Policy Panel participate in the review of future options for delivery of the grounds maintenance services across the borough and make recommendations to Cabinet at its meeting on 10th March 2021.

It is essential for the Policy Panel to agree a clearly defined scope, as set out in this document, and to be collectively accountable for providing recommendations to Cabinet.

Key areas of focus

1. The review will focus on the works carried out under the current contract by IDVerde. The scope of the review will also include works currently undertaken by the Neighbourhood Services team, aligned to the above and include Castle Parks, Countryside, tree maintenance, river, lake and coastal maintenance.
2. It will consider future implications and opportunities on service delivery, such as legislative changes, significant changes to assets, public sector reform and environmental ambitions.
3. Options will be focussed on better delivering against corporate objectives for the service:
 - Community asset based
Creating an environment and the conditions to support community-led action
 - Demonstrates exemplary management of the environment
Sustainability, biodiversity and ecology at the heart
 - Ensure budget control
Robust and demonstrable savings, with cost certainty that considers the future
 - Transformative
Match the Council's ambition in how the service can be delivered going forward; providing a service fit for the 21st Century
4. The output will be a clear set of conclusions and recommendations for the next stage.

| Timescale, Scope and Outcomes | | | |
|-------------------------------|---------------------------------------|---|--|
| Meeting No. | Week Beg. | Focus | Outcomes |
| 1 | 18/01/21 | <p>Aims and objectives of the review</p> <p>Briefing on current state assessment and benchmarking results</p> <p>Councillors workshop with presentation outlining options for discussion on “what” service Councillors want to see.</p> | <p>Agreed terms of reference and scope for the Policy Panel meetings.</p> <p>Clear understanding and agree the aims and objectives.</p> <p>Establish the service “wanted” rather than who carries it out and:</p> <ul style="list-style-type: none"> • consider the service delivery options • consider the delivery vehicle options |
| 2 | 01/02/21 | <p>Briefing on the analysis of workshops.</p> <p>Initial options paper based on progress of review</p> | <p>Review the benchmarking data to give an understanding of CBC performance in relation to other local authorities across the UK.</p> <p>Establish pre-business case preferences.</p> |
| 3 | 08/02/21 | <i>Spare meeting slot if required</i> | <i>As above.</i> |
| 4 | 01/03/21 [Panel meets on 03/03/21] | Analysis and conclusions on options for grounds maintenance future | Recommendations to March 2021 Cabinet. |
| Lead Officers | | Richard Block, Assistant Director Corporate & Improvement Services Rory Doyle, Assistant Director Environment | |
| Other Stakeholders | | Rosa Tanfield, Group Manager – Neighbourhood Services John Marsh, APSE Associate Steve Collis, Parks, Contracts and Volunteering Specialist David Carter, Parks, Contracts and Volunteering Specialist | |