

End of Project Report

ASB Service Review

Charnwood Borough Council

PROJECT	ASB Service Review
DATE	May 2022

Purpose of Document

This is a report to the ASB Implementation Board advising of the completion of the project and how it has performed against the PID in relation to deliverables and time.

It also serves as a record of lessons learned, follow on actions and proposals for post implementation review.

Achievement of the project's objectives

The following objectives have been achieved under the project plan; these have been separated under each relevant workstream:

Workstream 1: CSP

- Review of partners feedback on current partnership arrangements.
- Communication to ensure all partners are aware of their statutory roles and responsibilities of the CSP. Workshop to be delivered in May by an external facilitator.
- Review of CSP terms of reference.
- Review of the CSP agenda, these now include 'hot topics' slot agenda item and NPA Commander to now present the OPCC Data Packs at each CSP meeting.
- The Community Safety Manager has held a number of coaching sessions with the Chair of the LCDG and provided developmental material for the Chair of the LEDG/NPA Commander
- Opportunities identified to enable more time to be released across the partnership.
- More co-ordinated approach across partners.
- Closer working with LLR Community. Revised Leicestershire Strategic Partnership Board structure been agreed. Further work to be done to understand the role of CSP's in the delivery model.

Workstream 2: Reporting and Recording

- Review of the end-to-end process.
- Process redesign completed.
- Community trigger process reviewed, and report shared with the Board.
- GIS mapping function included, now available for services to request data.
- Review of Sentinel completed, and briefing note produced.
- Full review and refresh of ASB web pages completed and development of a new ASB toolkit completed. Pages to go live on the 25th April.
- New ASB triage form built, tested, shared and implemented.
- Training session for operational staff on the ASB website toolkit and triage form completed

Workstream 3: Case Management

- Table of responsibilities with names teams and officers produced.
- Review of ASB case management across similar local authorities completed and central document completed.

- Workshop completed to define what will be managed in Sentinel.
- New risk management framework completed and shared with staff, communicated to all relevant staff.
- ASB Enforcement Hub membership and terms of reference reviewed, to be launched once ASB Facilitator is in place.
- Strategic ASB Group established, and first meeting held.
- ASB tools and powers and Sentinel training delivered.
- Review of legal services requirements completed, an out of hours arrangement has been sourced at a reasonable hourly rate - that can be accessed with no retainer.
- Review of costs charged in relation of the HRA completed.
- Review of Council tenancy agreements completed.

Review of benefits achieved to date

The benefits realised through project delivery include:

- Closer working relationships and understanding of statutory requirements in relation to the CSP.
- Increased collaboration across operational service areas and an improved understanding of service remits.
- Consistent approach across services in place to report and record data, case manage and review risk.
- Increased understanding of Sentinel capabilities and the current change process that is in place via the LLR.
- Reduction in officer time in relation to data input.
- Enhanced reporting functionality in relation to Lagan reports.
- Improved customer experience through new reporting mechanism and ASB toolkit.
- Refreshed website which has ensured that only applicable and current information remains and adheres to accessibility criteria.
- Enhanced practitioner risk assessment (and rationale recording) / management process in place.
- Enhanced training programme in place to reinforce officer knowledge.
- Clear internal escalation process in place, including establishment of the ASB Strategic Group and review of ASB and Enforcement Hub.

Effect of any approved Requests for Change on Project Plan and Business Case

Not applicable.

Lessons Learned

Positives

- Establishment of a Project Board from the outset with clearly defined remit, deliverables, and timeframes.
- Board membership that included a Strategic Director, Lead Member, and an independent consultant.
- Successful project management structure in place for delivery from the outset.
- A clear project plan and reporting mechanism was in place to ensure project milestones were achieved or mitigations were shared, ensuring full project transparency.

- Early engagement and participation across services from operational officers from the project outset enabled actions to be progressed at pace.
- Collaboration with key service areas, including internal developers who were key in ensuring project actions were delivered and helped to overcome barriers with external partners, including Sentinel.
- Highlighting and escalating project risks to the ASB Board in a timely manner to ensure key decisions could be made and not hold up project momentum.
- Clear communication structure in place.

Areas for development

- Feedback on actions from peers within agreed timescales, in some instances this caused delays and resource implications.
- External stakeholder engagement, at times there were delays in responses being received which caused disruption.
- Sentinel system capability i.e., identification of duplicate records, API Documentation
- Decision making process via the LLR is lengthy, small change requests were not pursued as it was reported that they can take a long time to approve.
- Empowering operational officers to make project decisions that were later overruled, improved communication to explain why these changes were made.

Follow up actions		Whom	When
1	Ensure all partners know what the statutory roles and responsibilities of the CSP are and for each organisation – delivered via a CSP workshop led by external facilitator	JR/TM	May 22
2	Review CSP Terms of Reference	CSP	Sept 22
3	Implementation and communication of ASB Facilitator role	HoS	TBC
4	Risk management training led by external facilitator	TM	May 22
5	Provide a Cllr Update on the new structure and powers in each team	PO/AT	Ongoing
6	Ensure all Sentinel changes are managed with ICS to ensure development of the triage process continues to match Sentinel	HOS	Ongoing
7	Sentinel are developing their product to allow the triage process to look up and identify a client and attach ASB complaint report to a client, once complete, the Triage form will need to be amended to take account of the new capabilities	HOS	Ongoing

Proposals for Post Implementation Review

It is proposed that the ASB Implementation Board and workstream leads meet 3 months following closure of the project. This will enable a review of actions to take place and ensure that everything is operating in the anticipated way.

This review session will include feedback from key stakeholders managing ASB. It will also include an update on the agreed follow actions detailed above.

Recommendation for Closure

The ASB service review required implementation of the recommendations outlined via the independent review. These recommendations were reviewed and put into 3 workstream for delivery.

Each workstream has delivered the associated action plan, this implementation has been overseen by the ASB Board to ensure progress was monitored and challenged appropriately.

The actions that have not been delivered have been detailed above with associated timelines.

A 3-month post review has also been recommended to track success, review live actions, and ensure that outstanding actions are completed.

Circulation	TO	CC
Board Meeting	ASB Implementation Board SWaP Board	N/A
E-Mail	Workstream Leads	N/A
Board Meeting	SWaP Board	N/A