

Appendix 1

Newcastle Borough Council

Neighbourhood Delivery Service – (formerly Mobile Multi-Functional Team/MMF)

Service Director – Neighbourhood Delivery: Roger Tait

Neighbourhood Delivery Manager: Michelle Hopper

Portfolios – Sustainable Environment; Cllr David Hutchison/Community Safety and Wellbeing: Cllr Gill Heesom/Finance, Town Centres and Growth: Cllr Stephen Sweeney

A Guide for Members on the Scope and Purpose of Neighbourhood Delivery/MMF – September 2024

Background

The One Council transformation programme initiated a remodelling of many teams and services across the Council in 2022, to respond to changing priorities and create an operating model that was more efficient and effective.

One of the key building blocks of the programme was the creation of the Mobile Multi-Functional Team (MMF), which is a business unit in the wider Neighbourhood Delivery Service which also incorporates the Customer Hub (initially referred to as One Front Door during the development phase) and the Town Centres and Communities business units.

The MMF concept was to take the majority of the Council's existing enforcement and community safety activity and staff from across the various teams and services in the organisation, and to group them together into one team which was to be cross-skilled to create improved capacity, flexibility and resilience in responding to community and neighbourhood issues.

The activities and staff which were incorporated into the initial MMF team were:

Car Parking Enforcement (Civil Enforcement Officers) – formerly part of Facilities Management

Community Safety (Partnerships Officers/Security Marshalls) – formerly part of the Partnerships Team

Parks and Open Spaces Enforcement (Environmental Projects Officer/Kidsgrove Community Ranger) – formerly part of the Landscape and Community Team

Town Ranger – formerly part of Streetscene

Environmental Enforcement (Enforcement and Dogs Officers/Litter Enforcement Officer/Pest Control Officer) – formerly part of the Environmental Services Team in Environmental Health

As part of the restructuring of the MMF Team, the above roles were recast into generic, multi-purpose MMF Officers, Rangers and Team Leaders and a new role of Neighbourhood Ranger was also established. The team now consists of 15 ftes (a net reduction of 0.5 fte).

In June 2024, the Town Centres and Community Solutions team (8 fte) were merged with MMF and the business unit was renamed as the Neighbourhood Delivery team.

Scope and Purpose

The Neighbourhood Delivery Team, since its inception, has undertaken a skills gap analysis and undertaken a programme of training (ongoing) to cross-skill team members to enable them to deal with a variety of community safety, environmental enforcement and neighbourhood duties and activities.

The team functions are now as follows:

Function	Activity	Officers	Comment
Community Safety			
	Partnership liaison and management (JOG/CSP/Police)	Neighbourhood Delivery Manager/Team Leaders	
	Policy/protocol development	Neighbourhood Delivery Manager	
	Funding bids and project delivery	Neighbourhood Delivery Manager/Team Leaders	
	Case management/evidence collation/court attendance	Neighbourhood Delivery Manager/Team Leaders	
	ASB case management	Partnership Intervention Officer (PIO)	
	Town patrols and interventions/business liaison and evidence gathering/PSPO enforcement	PIO/MMF Officers	Security Marshall duties absorbed into this area of work
	Joint operations (Police/Immigration Service/Trading Standards)	Appropriate officers relevant to operation	
	Safe Space and Street Medics	Neighbourhood Delivery Manager/Team Leaders/volunteers	Out of hours – Friday nights 9pm to 2am
	CCTV contract management	Neighbourhood Delivery Manager	
Environmental Education and Enforcement			
	Policy/protocol development	Neighbourhood Delivery Manager	
	Business advice visits	Senior MMF Officers/MMF Officers	
	School/community group education visits and litter picks	MMF Team Leaders/MMF Officers	
	Litter enforcement patrols and FPNs	MMF Officers	

	Trade waste and business litter enforcement	Senior MMF Officers/MMF Officers	
	Parks PSPO patrols and FPNs	Senior MMF Officers/MMF Officers	
	Fly tipping investigation and FPN/prosecution	Team Leaders/Senior MMF Officers/MMF Officers	
	Household waste duty of care investigation and FPN/prosecution	Team Leaders/Senior MMF Officers/MMF Officers	
	Car Parking PCNs	MMF Officers	
	Animal Establishment Licence inspections	Senior MMF Officers	Specific qualification required
Neighbourhood Issues			
	Abandoned vehicles	Team Leaders/MMF Officers	
	Unauthorised encampments	Team Leaders/Senior MMF Officers/MMF Officers	
	Stray dogs	Senior MMF Officers/MMF Officers	
	Untidy gardens	Senior MMF Officers/MMF Officers	
	Pest control	Pest Control Officer	
	Minor fly tipping and litter/waste clearance	Neighbourhood Rangers	
	Minor vegetation management	Neighbourhood Rangers	
	Fly posting removal	Neighbourhood Rangers	
	Minor graffiti removal	Neighbourhood Rangers	
	Removal of rough sleeper materials	Neighbourhood Rangers	
	Reporting/logging of highway defects	MMF Officers/Neighbourhood Rangers	
	Support to community events/markets	Neighbourhood Rangers	
	Social media updates	Neighbourhood Rangers	
	Support to partner organisations	MMF Officers/Neighbourhood Rangers	
Landscape and Community			
	Manage Tree Preservation Orders/trees in Conservation Areas	Landscape and Community Team Leader/Landscape Assistant	Delivered on behalf of Planning Service

	Consultee on landscape/tree/open space issues in relation to planning applications	Landscape & Community Team Leader/Landscape Assistant	Delivered on behalf of Planning Service
	Project management/commissioning for landscape/open space capital programme	Landscape & Community Team Leader/Landscape Assistant	
	Open Space/Allotments/Community Strategy	Landscape & Community Team Leader	
	External funding bids for landscape/community projects	Landscape & Community Team Leader	
	Britain in Bloom campaign co-ordination, sponsorship, local competitions/awards ceremonies	Landscape & Community Team Leader/Community Officers	
	Community projects and events co-ordination and support	Community Officers	
	Allotment lettings and waiting list	Community Officers	
	Lyme Lottery	Community Officers	
Town Centres			
	Newcastle General Market (Mon/Wed/Fri/Sat)	Market Officers	
	Specialist Sunday Markets	Town Centres Officer/Markets Officers	
	Liaison with BID/Go Kidsgrove/other partners to facilitate town centres events	Town Centres Officer/Events and Markets Officer	
	Town centres/markets promotion	Town Centres Officer	
	High Streets Task Force Placemaking Programme Action Plan co-ordination	Neighbourhood Delivery Manager/Town Centres Officer	

What is not in scope?

The MMF Team is not responsible for core street cleansing and grounds maintenance activities. Cyclical mechanical street sweeping, litter bin emptying and litter picking is undertaken by the Streetscene team, as well as scheduled hedge and shrub pruning, tree work and grass cutting/trimming on the Council's parks and open spaces. Streetscene also remove graffiti and fly posting from Council assets where capacity allows, and larger accumulations of fly tipping from grotspots, including privately owned alleyways in certain locations.

Streetscene/Neighbourhood Delivery Joint Working and Neighbourhood Approach

The Streetscene and Neighbourhood Delivery Team co-ordinate activity to deliver a more effective and efficient service to the Borough's neighbourhoods.

This approach is detailed in this paper.



Improve Street
Cleanliness - Roll Out

Performance Monitoring and Management

The Neighbourhood Delivery Team, with support from the Strategy, People and Performance team, have developed a dashboard which captures data on demand for various service requests and enables trends to be identified and resources targeted to appropriate priorities.

Service requests from residents, businesses and elected members can be made via the Council's website (which is the most efficient channel to direct the request to the appropriate team and ensure it is dealt with as soon as possible) and data from service requests is fed into the dashboard to inform staff and resource deployment.

To report an issue, or make a routine service request, go to the Council's website and click on the "Report it" tab – a large selection of options is then revealed and opens a simple form when the required option is selected. The form can be easily completed and submitted and is then directed to the relevant team for action.

The demand and performance data is being monitored and analysed over the course of 2024/25 with a view to developing a suite of relevant performance indicators for the MMF team. For 2024/25, baseline information is being collected on the number of fly tipping incidents, the time taken to clear fly tipping, the percentage of fly tips where enough evidence can be found to progress enforcement action, and the number of Fixed Penalty Notices issued for fly tipping offences.