

Scrutiny Briefing Note

Subject: Enforcement Review

1. Background:

The Enforcement Scrutiny Working Group met from November 2019 to February 2020 in order to review current enforcement arrangements across the council: including but not limited to: - planning, car parking, highways, housing, anti-social behaviour, fly tipping, littering, dog fouling, food safety, trading standards; in short, a focus on place-based enforcement functions.

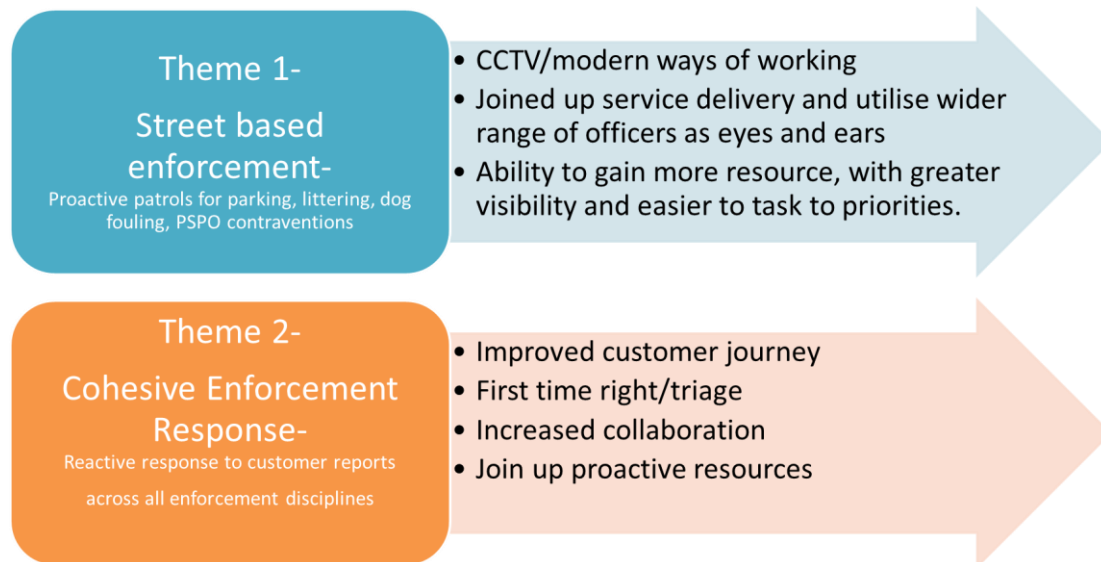
As a result of the review, the group identified nine recommendations to be taken forward to the Communities Scrutiny Panel. Directors have provided a response to the recommendations and the recommendations were endorsed by Cabinet in June 2020. A list of the recommendations can be seen in the table below.

Ref.	RECOMMENDATION
1	That commercial regulatory enforcement teams, currently situated at Estuary House and building control (planning condition enforcement) currently located at New Oxford House should remain separate and grouped by the legislation they enforce.
2	That future integration/generic working of street scene based enforcement activities be considered. Future integration of environmental crime and housing enforcement be explored.
3	That administration and back office support be developed in line with the amount of enforcement activity.
4	That a single point of access for reporting to enforcement teams be developed, combined with a triage approach and referral to appropriate teams. Longer term there should be a move to improved software allowing more joined up working between disciplines.
5	That elected member training be developed relating to the reporting of complaints, referrals and requests for service. This to be implemented following the findings of the customer portal review.
6	That during the municipal year 2020/21 the Communities Scrutiny Panel receive a report on the work of the NELC Officers' enforcement working group.
7	That investment in moving vehicle number plate recognition (NPR) technology and utilising road rule enforcement cameras to increase the positive impact of civil enforcement around highways and parking enforcement should be actively explored.
8	That future procurement of enforcement technology hardware and software, CCTV systems / rapid deployment cameras /. Number plate recognition software / IT systems / case management system / data sharing networks etc. should allow fluency between teams, partners and systems.
9	That, subject to Cabinet approval of a proposed CCTV strategy, the CCTV Strategic Group to provide an annual report (or more frequent if required) to the Communities Scrutiny Panel to inform of progress and performance around the effectiveness and outcomes of the CCTV Strategy and multi-agency working.

An update was provided to Communities Scrutiny Panel in April 2021 followed by an interim further update in November 2021, where it was noted that recommendations 1, 3, 5, 6 and 9 had been successfully completed, progress had been made in respect to recommendation 7 and 8, and project work was still in progress in relation to recommendation 2 and 4.

2. Scope of task and finish groups

In June 2021 two task and finish groups were initiated to commence an options appraisal for the remaining two recommendations linked to more joined up street-based enforcement and single point of access for customers. The working groups have included membership of officers from across the Council and Equans. The work has further included investigation of best practice from other Local Authorities. The scope of the working groups can be seen in the diagram below.



3. Theme 1- Street Based Enforcement

3.1 Existing resource

Our current street based enforcement offer can be seen in the table below:

PARKING ENFORCEMENT- EQUANS <ul style="list-style-type: none">• 11.5 FTE in Parking,• 76 hrs over 7 days.• Mon-Fri: 5.5-11 officers working 7.30 am to 8.30 pm• Sat-Sun 4 officers working 8.00 am to 4.30 pm• Focus on high offending areas. Results: <ul style="list-style-type: none">• In 2020/21 we issued 4855 fines• Payment rate is around 75%• Before the pandemic the number of fines per year was around 10,000-11,000.	LITTER/DOGS/PSPO ENFORCEMENT- LA SUPPORT <ul style="list-style-type: none">• 2-6 officers per days,• 7 days a week.• Rotating between all wards with focus on high footfall areas and parks Results: <ul style="list-style-type: none">• In 2021 we issued 1418 FPNs<ul style="list-style-type: none">-Littering 865- PSPO (biking/dogs)-553• 638 of these were taken to court for not paying their fine.• Before the pandemic the number of fines per year was around 1800.
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3.2 Findings of review:

The main findings from the task and finish group relating to this theme can be seen in the table below:



Modern Ways of Working

- **A number of opportunities identified including:**
- More camera enforcement of immediate traffic violations
- Increase collaboration between enforcement teams and CCTV operators.
- Utilise current Council cameras better
- Increased reporting for vehicle litter
- Expansion of caught on camera scheme
- All such opportunities are pending full business case, funding considerations and awaiting completion of corporate CCTV upgrade.



Joining up resources

- Did not identify any other Local authority or private sector providers, who had successfully created a truly multi-skilled parking/littering teams.
- Joined up management and tasking of these functions are common and appears effective.
- Parking patrols are by the nature of the contravention more rigid in patrol routes or productivity is reduced.
- Some successful examples of increasing scope of littering officers to also include higher level parking contraventions found.



Increasing resources

- Current Street Based Enforcement Offer is set up to achieve full cost recovery.
- Identified challenges in increasing resources in areas of lower footfall, such as outlying areas on a cost recovery basis, as these naturally generate less contraventions.
- Use of technology may address some resource concerns
- Bus Lane/moving traffic contravention cameras can increase enforcement resource. Any income created must be reinvested to improve service delivery.

3.3 Actions in progress

- Business case is being developed around any additional equipment/resource required to implement moving traffic violations and increase enforcement by use of CCTV.
- Improved collaboration between Security CCTV team and Environmental Enforcement Team to extending current reporting approach for fly tipping to vehicle litter offences
- Business case is being developed around any additional equipment/ resource needed to better use NELC vehicle dash cam footage for litter enforcement.
- Extension of the “Caught on Camera” scheme.
- Extension of the LA Support Litter enforcement contract with a 12-month trial to also include parking enforcement in litter enforcement officer roles.

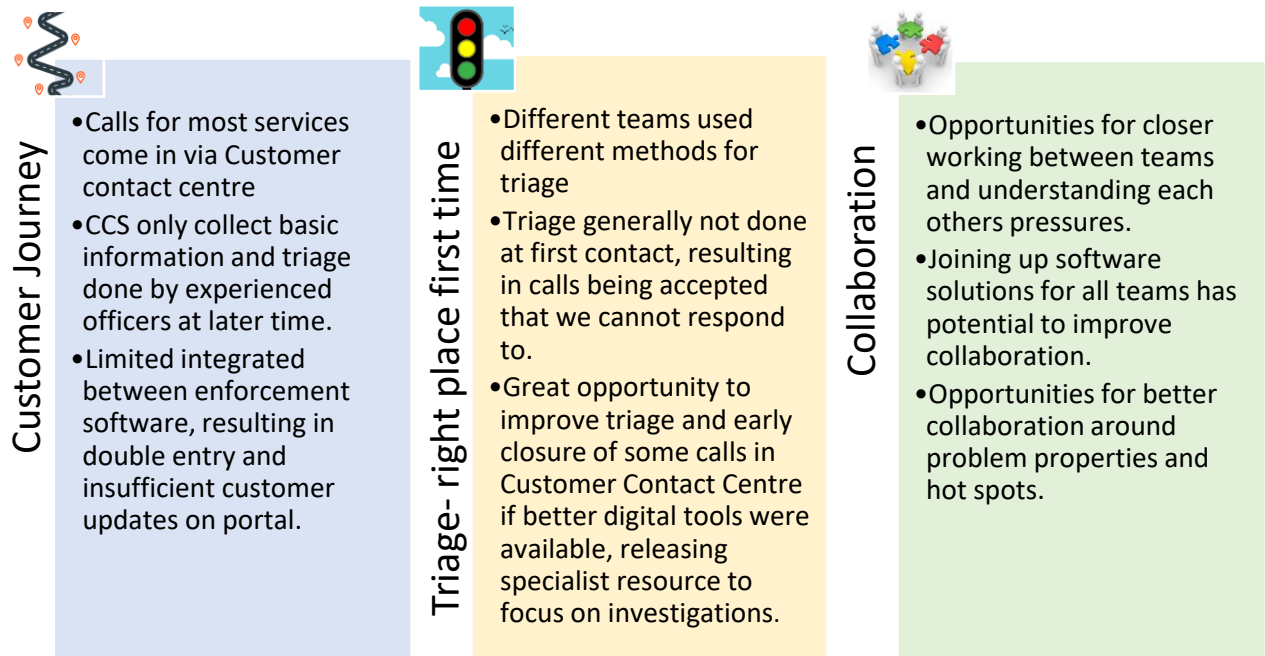
3.4 Proposed time scales for further work

- Further considerations of integration between teams will take place in line with the review and re-procurement of the Equans contract, by 2025.

4. Theme 2- Cohesive enforcement response

4.1 Findings of review:

The main findings of the task and finish group for this theme can be seen in the table below:



4.2 Actions in progress:

- Implementation of improved back office software in progress across NELC and Equans Regulatory Services.
- Business mapping activities for high frequency customer calls initiated.
- Business Case progressing for procurement of a new Customer Relationship Management system.

4.3 Proposed time scales for further work:

- To enable full integration of digital systems to further improve the customer journey, will require extensive process mapping and an integrated CRM system.
- The expected time scales to implement a new software solution is expected to be 18-months, with a potential new customer portal in place during 2023.
- Following completion of the technological upgrade, further service redesign will be completed, to improve triage and sign posting by the end of 2023.

5. Conclusion

Officers have fully explored all nine recommendations made by the Communities Scrutiny Panel in relation to enforcement, as endorsed by Cabinet in June 2020. All recommendations, which have been possible to implement within current resource allocation and contract arrangements, have now been completed. For recommendations with impact on longer term contracts, steps are in place to ensure the recommendations from the Scrutiny Panel are considered at next scheduled contract review points. The aspirations to improve collaboration and customer journey, have equally been agreed as a central theme during the proposed procurement of a new customer relationship management software.

6. Contact Officers

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