



**Cabinet Working Party**  
**Street Scene & Street Scene Enforcement**

***Transformation Plan***

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**July 2025**

## 1. CONTRIBUTION TO OUR AIMS

The matters for consideration in this report contribute to the strategic objectives and priorities of the Council to continue the programme of delivering behaviour change through robust enforcement and targeted communications.

- **Benefit from a green economy and a high-quality environment** — Ensuring we maximise our opportunities to have sustainable communities which local people can be proud of
- **Benefit from a strong local economy** – Ensuring improvements to an area, safe environments and quality of place encourage investment, bringing with it prosperity and jobs.
- **Living in a safe environment** – Ensuring residents feels safe and are safe

## 2. BACKGROUND

In July 2025, services previously delivered by the Council's delivery partner Equans were brought back with the Council. This includes Private Sector Housing Enforcement Parking Enforcement. It was considered that these services were best aligned to Council's regulatory services and therefore sit within Regulation and Sustainability, within Environment.

This service area consists of the following:

- Commercial Regulatory Team
- Environmental Health and Housing
- Licensing and Environmental Protection
- Parking and Civil Enforcement
- Environmental Sustainability

In recent years there has been significant discovery in preparation for the change with the aim of creating a cohesive, integrated enforcement team. A new management structure is already in place for those services, which has increased resilience, professional and technical competency.

- Head of Regulation & Sustainability
- Environmental Health & Housing Manager
- Parking and Enforcement Manager
- Senior Environmental Health Practitioner (EHP) – Environmental Health and Housing

The Council has also invested in a programme of professional staff development.

- 3 Apprentice EHPs
- 2 Graduate EHPs
- Graduate Housing & Health Officer (Sept 25)

Housing Enforcement and Parking Enforcement were previously delivered by the Council's delivery partners, Equans, with the services coming back into the Council in July 2025.

In the latter stages of the transfer, a transformation plan was developed to support the integration of the teams and to provide clear direction for the forthcoming years.

This report provides an overview of the transformation plans for each service area.

## **2. Environmental Health & Housing**

The Environmental Health and Housing Team have several key responsibilities, which include but are not limited to investigation fly tipping, accumulations of waste, smoke nuisance, abandoned vehicles, stray dogs, housing standards, houses in multiple occupation, property licensing, grants and loans and energy efficiency.

## **3. Vision for the Service**

Our vision is to have a fully integrated and resilient team that is technically equipped to use the full range of enforcement options available to address challenges across North East Lincolnshire. Robust policies to ensure that our enforcement decisions are ensure that enforcement decisions are always accountable, consistent, proportionate, targeted and transparent.

Given the scale of the challenges, close working relationships across the organisation and with partner organisations promotes a shared vision and understanding of how we can work together to ensure that all people in North East Lincolnshire live in a safe environment, and the early intervention and prevention strategies.

### **3.1 Capacity**

The team covers a wide remit of environmental health, with increasing pressures from service demand. A review of the data demonstrates the need to increase capacity in this service area. With the support of the transformation team, we are in the process of carrying out some discovery work to identify the nature of the roles required to meet the service demand and to future proof the service for proposed legislative changes, that will place additional demand on the service.

### **4.2 Learning and Career Development**

The transformation plan also provides clear direction for continued learning and development across the teams. This includes identifying any individual training needs, qualifications and the creation of entry level posts to aide future progression and succession.

Colleagues on Learning and Development are supporting with the creation of a career mapping framework, to provide a clear and transparent framework for those wishing to pursue their careers across Environment as a whole. This will include the main responsibilities aligned to each role, essential knowledge, skills and behaviours required for those roles and any qualification requirements. This will be used to not only support career development discussions but will provide a fundamental framework for recruitment.

### **4.3 Service Discovery Work**

We've commenced service discovery work in Environmental Health and Housing, mapping the end to end processes for each workstream. Process maps have been developed, which allows for a degree of scrutiny and the opportunity to identify areas that can be streamlined and more efficient.

Part of this process also involves identifying opportunities to explore digital solutions for some aspects of the work and supports with identifying the precise nature of the roles required when looking to increase capacity.

### **4.4 Policies and Procedures**

As a regulatory service, robust policies and procedures are paramount. An exercise will be carried out over the next 12 months to review our existing policies and procedures to ensure that they are robust, fit for purpose and are regularly reviewed.

Any legislative changes or changes to service delivery will require a review of our policies and procedures.

## **4. Criteria and indicators for success**

- A rise in the number of homes, particularly in the private sector, that meet safety standards and are free from major hazards (number of inspections and numbers of category 1 or high category 2 hazards removed)
- A proactive approach to enforcement, that includes prevention and education for landlords, in addition to robust action when standards are not met.
- Clear, consistent and transparent policies
- Effective use of enforcement powers – with officers trained and equipped to use the range of enforcement powers available to them.
- A collaborative approach with other agencies, to ensure that issues relating to environmental crime and housing are addressed effectively.
- Publicising data which demonstrates action taken by the local authority, as a means of enforcing standards and deterring others.
- Service delivery is aligned to full cost recovery where possible.

## **5. Parking and Civil Enforcement**

Parking and Civil Enforcement Team have several key responsibilities including observing and issuing tickets for parking contraventions, littering, dog fouling and enforcing Public Space Protection Orders (PSPO's). In 2018, the Council entered into a contract with City of Doncaster Council to deliver a range of environmental patrols e.g. litter, Public Space Protection Orders (PSPO) and smokefree through a third-party provider. This was later renewed with Waste Investigations Support and Enforcement (WISE) in 2023.

The enforcement functions in relation to dog fouling, littering, smoke free and PSPOs are set out in the Environmental Protection Act 1990, Anti-Social Behaviour, Crime and Policing Act 2014, Clean Neighbourhoods and Environment Act 2005 and Health Act 2006.

## **6. Vision for the Service**

A fully integrated service, equipped to deliver a clear, transparent and effective approach to parking and civil enforcement. Accurate and reliable data, that can be used to shape service delivery and focus resource, exploring how advances in technology can support service delivery. Robust policies to ensure that our enforcement decisions are ensure that enforcement decisions are always accountable, consistent, proportionate, targeted and transparent.

## **6.1 Capacity**

In preparation for the integration, consultation sessions took place, with feedback encouraged in relation to what is working well and areas to improve. Team cohesion, support, systems and access to training are common themes around the strengths of the team, with succession planning, opportunities for development as areas for improvement.

Over the next 3 months, an exercise will take place to understand current demand for services, channels, capacity, cost and performance. This will provide a better understanding of what is required to support these services.

## **6.2 Technology and Equipment**

Advances in technology can further support the work that the officers to deliver an effective and efficient service. An exercise is currently underway to assess the condition of the equipment that the officers are currently using to determine whether there are alternative options to improve efficiency and reduce the administrative burden.

## **6.3 Service Discovery Work**

There are plans for service discovery work to take place within Parking and Enforcement over the forthcoming months.

## **7. Criteria and indicators for success**

- A fully integrated service
- Clear, concise and well communicated policies and procedures, ensuring fair and consistent enforcement
- Workforce competency and development plans
- A structure that provides opportunities for career development and succession planning
- Accurate and reliable data, that can be used to shape service delivery and focus resource.
- Opportunities to explore how advances in technology can support service delivery.

## **8. Actions in Progress**

- Recruitment – Environmental Health & Housing – Graduate
- Service Discovery Work
- Review of Equipment in Parking and Enforcement Services
- Career Mapping – Learning & Development
- Identifying training and qualification opportunities across the services

- Succession planning

## 9. Challenges

Whilst we are pleased with the progress currently being made, these transformation plans are not without challenge. Key challenges include:

- **Capacity** – Executing these plans is resource intensive, placing a greater strain on managerial and officer capacity, including wider local authority support.
- **Recruitment** – Whilst we have a clear plan for what the services need, attracting people with the required qualifications, skills and experience is not without challenge and is a local and national issue. We have however implemented a grow your own model, offering those within the authority the opportunity for development. This however creates further pressure on the individuals and the services.
- **Current pace of change** – the current pace of change is outstripping officer capacity.
- **Budgets** – There is no additional budget assigned to support the changes required, therefore transformation is being delivered through existing budget envelopes.

## 10. Contact Officers

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