



Service Design Proposal

Enforcement

1. What is the recommendation?

The recommendation is that the Council should pool and co-ordinate all enforcement and regulation functions in order to get maximum impact for minimum cost. It should make full and creative use of its powers to ensure that community and businesses alike take responsibility for their actions and it should ensure that all activities are informed by data and analysis so the right solution is applied to each problem.

The proposed vision for this new enforcement service is one of:

- **Visibility** – an intelligence led, highly visible enforcement service in the borough, which is located where it will have the greatest impact (proactive rather than reactive)
- **Responsiveness** – the ability to respond to emerging high profile issues swiftly
- **Maximising income** – ensure the enforcement service is self-funding and provides value for money. This includes the functions in relation to private sector landlords
- **Social responsibility** – enforcement and regulatory functions should be delivered in a consistent manner which sets an acceptable standard of behaviour, where those who live, work and visit the borough have pride in the place
- **Improved access** - ability to report issues for all these services online/by phone easily and to get feedback on what has happened
- **Community and Business Involvement** - the community will be engaged and play their part in improving standards within the public realm

In relation to parking, in addition to the above, the recommendation is to modernise the service, moving as many transactions as possible to the web, and to use a targeted intelligence driven mobile approach to enforcement whilst also tackling costs and inefficiencies. In doing so, this will make the service and its employees more productive and effective.

2. Why is this proposal recommended?

If Barking and Dagenham is to become the destination of choice within London, the Council must use its powers to ensure that those living, working and visiting enjoy and participate in standards that encourage pride in the borough.

Visible signs of unregulated behaviour, such as illegal street trading, illegal parking, littering, fly tipping and waste overproduction have an impact on people's decisions on where to live, where to set up a business and where to invest.

This is particularly relevant in the private rental sector which has become significant in the growth of the borough. Using enforcement and regulation the Council can ensure the private rental sector provides good quality accommodation that is well maintained and well managed.

At the moment it is not possible to produce good quality evidence on service performance or the state of the borough. This is because there is not enough of a performance culture in the Environmental Service and the current Enforcement Services are fragmented and poorly defined. This proposal brings together and co-ordinates activity within the service and across the Council and its partners to ensure best use of scarce resources. It also proposes the embedding and use of an intelligence and data based approach to quantify, identify and tackle problems at source and quickly change direction to new priorities if that is what is needed.

There have been concerns and issues associated with the performance of the parking service and a number of actions to modernise and improve the service have been and will continue to be undertaken. There are also changes in law in relation to camera enforcement that have restricted the use of cameras for parking enforcement. Therefore, parking operations need to be reviewed to ensure continued cost effectiveness and also to ensure they tie in with an overall enforcement approach.

3. What does the future service look like?

The service will be shaped to provide:

Geographically based intelligence led Street Enforcement Teams providing high visibility in the borough's prominent town centre areas. The Street Enforcement Team will combine Environmental Enforcement, Barking Market Team, elements of trading standards and a Police presence. The team will be intelligence-led and a daily intelligence product will be established. The team will include dedicated enforcement capacity for each locality, taking a practice lead and working with partner services to address local issues.

A small reactive team that solely focuses on emerging high profile issues

A projects team self-funded to deliver specific projects such as the dog registration scheme.

Collaborative working - every service will play a part so that data and intelligence comes from as many sources as possible and that the potential of, and contributions from, other services such as street sweepers, refuse crews, housing officers, parking attendants are maximised appropriately.

Regulatory services – responsible for all regulatory functions, including trading standards, private sector landlords and the noise service. It is proposed that the service also establishes a dedicated prosecutions team, which will take a proactive approach to high level prosecutions, investigations and cases which are multi-faceted court cases. The private sector landlord team will be reshaped to increase the number of compliance officers with a focus on those who continue to provide poorly maintained/managed private sector accommodation.

Streamlining our processes – the process for applying and issuing licences, managing payments and charges will be managed through a single simplified process. There will be an established analytical capacity which will develop intelligence products so that we can use our enforcement capability more effectively.

A modern parking service - the customer will be able to perform all functions simply online. The fees and charges will be clear, transparent and commensurate with Council policies. It will balance the need to keep traffic moving, and ensure the highways network runs effectively whilst at the same time ensuring all costs are accounted for. The management and staffing will be efficient, productive and highly mobile with the use smart cars and mopeds and use data and intelligence to target operations most effectively.

4. What will the service deliver?

The service will deliver a more integrated regulatory and enforcement service which is intelligence led. It will provide greater clarity to the customer on service prioritisation, service response times and outcomes. The delivery will include a clearly articulated standard for the borough, and an expectation of residents or businesses to adopt a socially responsible approach which maintain those standards.

There are a number of key service deliverables that are key to our recommended approach:

- Highly visible street enforcement presence in key locations of the borough
- Improved compliance of businesses/residents resulting in a reduction of enviro-crime.
- All Private sector rented properties in the borough will be licensed and prospective and current tenants in the private rental sector will have access to information and support
- A LBBD Landlords Charter setting clear standards for private sector properties
- Emerging high profile environmental issues will be responded to swiftly
- Properties let through the private sector are of a decent standard
- Increase in prosecutions for those acting criminally or unlawfully
- A strong communication strategy based on “Pride in our borough”
- A modern customer facing environmental services offer including online transactions
- A reduced cost and more efficient parking service
- Reduced debt

5. What are the constituent parts?

The constituent parts relate to a wide range of existing enviro-crime enforcement functions and regulatory services. These include:

- Environmental Enforcement
- Barking Market
- Noise Service
- Planning Enforcement
- Building Control
- Trading Standards
- Other elements of environmental health and regulatory services.
- Private Sector Housing
- Street cleansing and waste services
- Social Housing Management
- Parks
- Residents, visitors and traders
- Parking

6. What will be different for the customer?

As the Council moves towards a more integrated enforcement and regulatory service the customer will see a more visible street enforcement presence in busy town centre areas such as Barking Town Centre and Dagenham Heathway. Enviro-crime priority issues will be dealt

with swiftly and complainants will have a clear understanding of the timescales for service response. This will be supported by an improved online customer offering.

We recognise that for many customers it is important to have confidence that the issues that they raise will be dealt with expediently and professionally. Customers will be made aware of the high level prosecutions and the intent of the Council to use all its powers to address those who benefit from illegal and unlawful activity. We will do this through regular updates as well as publicising our outcomes.

Private sector accommodation is a core part of the recommendation for the future enforcement and regulatory services. The Council should develop its programme of licensing private sector properties so landlords, letting agents and tenants experience a service which is responding to the increasing diversity in the market. Landlords and letting agents who provide well managed and maintained private sector accommodation will be supported and offered additional services. Conversely, landlords and letting agents who provide poorly maintained and managed properties will be subject to greater scrutiny and increased charges.

Selective and additional licences will be for three years. Application fees will be designed to support good landlords and fees will be increased to reflect complex properties or properties which are poorly maintained or poorly managed.

In relation to parking, there will be the roll out of virtual permits and the use of licence plates for all finance transactions, with a more substantial and effective customer offering.

7. What will need to change in the service(s)?

Key to this recommendation is a fully integrated IT platform to enable licensing and parking processes to be accessed online. This will include an IT platform which enables enforcement and regulatory services officers to work remotely, thereby improving productivity.

In order to maximise the enforcement and regulatory officers at our disposal there will need to be a re-organisation of the current enforcement services in line with the section 3 above. As part of this approach there needs to be a realignment of the structure of the PSL team to increase the number of compliance officers and establish a prosecution team. The service will need to be intelligence led and in order to achieve this we will need to invest in analytical capacity.

As the service becomes integrated and intelligence led it will be important that there is a clear understanding of the service priorities. It needs to be recognised that the Council has limited environment enforcement and regulatory services and there will need to be a cultural change across the council and articulated to the community that the service will have key priorities and a reactive response based on an intelligence product. To meet this challenge, street enforcement service will operate 6 days a week and later in the evenings.

Officers in street cleaning, refuse & recycling, housing, parks and highways will be asked to play a part in challenging enviro-crime.

There will be a new internal structure for the parking service including joint management of a new reconfigured highways service. Rounds for parking will be reviewed and more enforcement will be conducted using mopeds and cars. There will be increased use of IT with some automation of processes.

8. What will be the impact on the workforce?

There will be a number of impacts on Council officers, including a reorganisation of the roles and responsibilities of officers in line with the section 3 above. Officers will be merged into teams requiring a shift to a multi-skilled approach. There will need to be change in the current work hours of street enforcement officers as the move to operating 6 days a week and into the early evening is introduced. Staff in other services including refuse, cleaning and housing will be required to play a part in the enforcement process.

In terms of private sector housing there will be an increase in the number of compliance officers. This will involve training and developing existing members of the administrative team into this role. This will ensure that those qualified environmental health officers within the private sector landlords team will take on more complex cases. All administrative roles across the regulatory and enforcement services will be merged into one team.

There will be a new internal structure for the parking service which includes joint management of all the highways functions. In relation to parking, rounds will be reviewed and wage rates and employment terms of parking Civil Enforcement Officers (CEOs) may be reduced and aligned more closely to the market. There will be a reduction in the number of CEOs as technology is introduced, an increase in mobile working and less beats. Should the decision be made to do so, the parking service will be subjected to a market test.

9. When will the changes take effect?

- Reorganisation to establish street enforcement team, reactive, projects team, realignment of the private sector landlords team – 2016
- Introduction of IT and on line application processes – 2016/17
- Changes to the licensing fees and length of licences – 2018/19
- The changes agreed by the Parking Modernisation Board have already be initiated and will continue to be rolled out and gather pace. New IT is being procured and when purchased and installed further changes can be effected.

10. When will customer outcomes be seen?

Customer outcomes will be seen from Summer 2016 onwards.

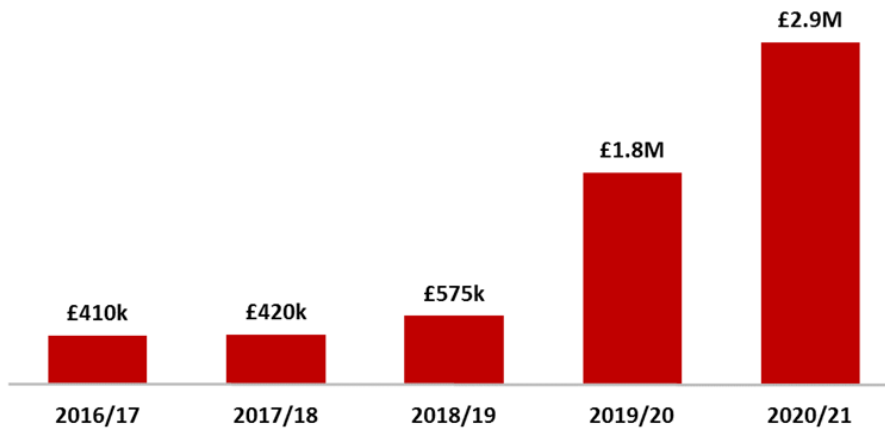
11. What savings will be made from the changes?

- The reconfiguration of services will release savings of £150,000 from 2016/17. Most importantly the reconfiguration of enforcement will maximise income through projects and increased prosecution activity. This will reduce the financial pressure on income targets from 2017/18.
- There will be an increased licence fees from 2018/19. This will realise income of £2.5m starting from April 2019.
- Changes to the Parking Service including new services, revisions to charges, improvements in operations and changed terms and conditions will realise savings of £1.4m.

12. When will the savings be realised?

Savings will be realised from 2016/17 onwards.

Enforcement Benefits After Ongoing Costs



Parking automated camera savings will begin to be made within 3 months of equipment purchase and installation. Mobile street car savings and income in year 2 and savings from an alternative delivery model (including tackling T&Cs) can be made with an 18-month lead in.