

Overview & Scrutiny

Budget Scrutiny Task Group - Enforcement

All Members of the Living in Hackney Scrutiny Commission are requested to attend the meeting of the Commission to be held as follows

Wednesday, 9th September, 2015

7.00 pm

Room 102, Hackney Town Hall, Mare Street, London E8 1EA

Contact:

Natalie Kokayi

☎ 0208 356 3029

✉ Natalie.Kokayi@hackney.gov.uk

Gifty Edila

Corporate Director of Legal, Human Resources and Regulatory Services

Members: Cllr Richard Lufkin, Cllr James Peters, Cllr Caroline Selman and Cllr Peter Snell

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

- 1 Election of the Chair
- 2 Apologies
- 3 Urgent Items/Order of Business
- 4 Declaration of Interest
- 5 Terms of Reference (as agreed by Governance and Resources Scrutiny Commission) (Pages 1 - 8)
- 6 Proposed Saving Areas for 2016 - 2017 (Pages 9 - 24)
- 7 Date of Next Meeting
- 8 Any Other Business

Access and Information

Getting to the Town Hall

For a map of how to find the Town Hall, please visit the council's website <http://www.hackney.gov.uk/contact-us.htm> or contact the Overview and Scrutiny Officer using the details provided on the front cover of this agenda.

Accessibility

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall.

Induction loop facilities are available in the Assembly Halls and the Council Chamber. Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

Further Information about the Commission

If you would like any more information about the Scrutiny Commission, including the membership details, meeting dates and previous reviews, please visit the website or use this QR Code (accessible via phone or tablet 'app')

<http://www.hackney.gov.uk/individual-scrutiny-commissions-living-in-hackney.htm>



Public Involvement and Recording

Scrutiny meetings are held in public, rather than being public meetings. This means that whilst residents and press are welcome to attend, they can only ask questions at the discretion of the Chair. For further information relating to public access to information, please see Part 4 of the council's constitution, available at <http://www.hackney.gov.uk/l-gm-constitution.htm> or by contacting Governance Services (020 8356 3503)

Rights of Press and Public to Report on Meetings

Where a meeting of the Council and its committees are open to the public, the press and public are welcome to report on meetings of the Council and its committees, through any audio, visual or written methods and may use digital

and social media providing they do not disturb the conduct of the meeting and providing that the person reporting or providing the commentary is present at the meeting.

Those wishing to film, photograph or audio record a meeting are asked to notify the Council's Monitoring Officer by noon on the day of the meeting, if possible, or any time prior to the start of the meeting or notify the Chair at the start of the meeting.

The Monitoring Officer, or the Chair of the meeting, may designate a set area from which all recording must take place at a meeting.

The Council will endeavour to provide reasonable space and seating to view, hear and record the meeting. If those intending to record a meeting require any other reasonable facilities, notice should be given to the Monitoring Officer in advance of the meeting and will only be provided if practicable to do so.

The Chair shall have discretion to regulate the behaviour of all those present recording a meeting in the interests of the efficient conduct of the meeting. Anyone acting in a disruptive manner may be required by the Chair to cease recording or may be excluded from the meeting. Disruptive behaviour may include: moving from any designated recording area; causing excessive noise; intrusive lighting; interrupting the meeting; or filming members of the public who have asked not to be filmed.

All those visually recording a meeting are requested to only focus on recording councillors, officers and the public who are directly involved in the conduct of the meeting. The Chair of the meeting will ask any members of the public present if they have objections to being visually recorded. Those visually recording a meeting are asked to respect the wishes of those who do not wish to be filmed or photographed. Failure by someone recording a meeting to respect the wishes of those who do not wish to be filmed and photographed may result in the Chair instructing them to cease recording or in their exclusion from the meeting.

If a meeting passes a motion to exclude the press and public then in order to consider confidential or exempt information, all recording must cease and all recording equipment must be removed from the meeting room. The press and public are not permitted to use any means which might enable them to see or hear the proceedings whilst they are excluded from a meeting and confidential or exempt information is under consideration.

Providing oral commentary during a meeting is not permitted.

This page is intentionally left blank



Enforcement Budget Scrutiny Task and Finish Group 9 th September 2015 Item 5: Terms of Reference (as agreed by Governance and Resources Scrutiny Commission)	Item No 5
---	-------------------------

Outline

This report outlines proposals for the terms of reference for scrutiny task groups to examine the Council's budget saving proposals and models for the future shape of council services.

Action

The Task Group is asked to note the Terms of Reference.

This page is intentionally left blank

Budget Scrutiny: the future shape of council services

Proposal to establish Scrutiny Task Groups to carry out scrutiny into areas of major spend and service models

1. Establishing the Groups

It is proposed the Governance and Resources Scrutiny Commission (G&R) establish scrutiny task groups to consider the Council's budget saving proposals and models for the future shape of council services. Under the Constitution G&R has the power to establish such scrutiny task groups.

The panels will be established with defined membership, terms of reference and will be time-limited.

There will be 2 phases of work from the Groups. Phase 1 will consider the approaches to budget savings for 2016/17 to give Members an understanding of the direction of travel and where savings will come from.

Phase 2 will look at the budget savings for 2017/18 through to 2019/20 and help shape the priorities for budget savings in 2017/18, 2018/19 and 2019/20.

2. Selection of service areas or topics

It has been proposed that the scrutiny task groups should focus on areas of significant spend, where there is potential to make savings of a magnitude that can contribute to the budget reductions being applied to 2016/17 – 19/20. The Scrutiny Task Groups will be aligned to ongoing officer work on the corporate cross cutting programmes. These programmes are looking at radically different ways of providing services in order to address the major commitments to improving services, and to promoting greater opportunity, set out in the administration's manifesto, while making substantial saving over the next three to five years. Taking into account officers' suggestions and the views expressed by Members the proposed scrutiny task groups to be set up are:

a) Scrutiny Task Group on Customer Services

This group will review how the Council is using its intelligence about service delivery and residents' needs to manage demand. Initial work to date has covered housing repairs, including responsive repairs and the repairs call centre, and the communal repairs service. The cross cutting programme will look at a wider range of Council services using a whole system approach from first customer contact to completion of the task; this is expected to include services such as Planning. In addition, improved processes for Council Tax, Business Rates and Housing Benefits are being developed, and are expected to generate savings of £2m.

b) Scrutiny Task Group on Public Realm

This group will look at all environmental cleansing functions, i.e. for streets, parks and estates, and how these should change over the next few years so that the Council can continue to maintain high standards as the population continues to increase and budgets reduce. This service plans to spend around £47.8m in 2015/16 to meet these aims and to provide services for Waste and Recycling, Street scene, Parking and Street Markets.

c) Scrutiny Task Group on Adult and Children Social Care

The Children's Social Care (CSC) Service plans to spend around £40.2m (gross expenditure) in 2015/16. The core focus of the Service is child protection, supporting families where their children are on the edge of care and securing positive long-term life chances of children permanently looked after by the Council.

The Adults Social Care Service plans to spend around £98.8m (gross expenditure) in 2015/16. Adult social care services are provided across a mix of internal and externally provided functions, covering the entire care process from safeguarding vulnerable adults, advice, signposting, referrals to universal services, initial assessment, to brokering and commissioning of individual packages of care for clients, to review and ongoing support. This includes clients with mental health issues, physical disabilities, learning disabilities and older people. This service also works closely with carers across the Borough to ensure they are supported in their caring role.

d) Scrutiny Task Group on Enforcement

This cross cutting programme is about taking a step back and re-stating the purpose of the Council's different enforcement functions. It aims to re-align the enforcement function to better achieve the Council's aims, while dealing with the additional demand arising from an increased population and economic growth, and at the same time also making savings.

The scope of the programme covers Building Control, Planning Enforcement, Trading Standards, Licensing, Environmental Health, Environmental Enforcement, Parking Enforcement, Parks, Markets, Hygiene Services, Street scene Enforcement, Shop Front Trading, Community Safety, including the Wardens Service, and Private Sector Housing; the gross budget for these services is over £29m. It is expected to identify potential savings of up to £2m for 2016/17.

3. Number of panels and Membership

It is proposed that further groups could be established on a rolling basis, as needed, once the initial work to look at the direction of travel for savings in 2016/17 is complete.

No more than four panels will be established at any one time, save for exceptional circumstances.

Once the topics have been approved, Members would be asked to volunteer to serve on a specific group. Because these are time limited, Members will be asked not to volunteer for a panel unless there is a reasonable expectation they can be present for all the meetings. Membership will be open to all backbench councillors not just those currently involved in scrutiny. The allocation of members to panels will be decided by each party. All Members would be encouraged to attend the meetings of the task groups, regardless of membership.

Through the party whips Members would be nominated to serve on each task group. The political make-up will be proportionate over all to the membership of the Council so for example, if 20 positions are available (if there are 4 groups of 5), there will be 1 Conservative and 1 Liberal Democrat position offered as a minimum. As the work of these groups would be a matter of public record, and they would meet in public, all Members would be encouraged to attend.

4. Mayor and Cabinet

Neither the Mayor nor Members of the Cabinet are eligible to be Members of the Scrutiny Task Groups. However, they will be invited to attend, particularly for discussion about service areas related to their portfolios.

5. Frequency and timing of meetings

It is envisaged that the outputs of these groups would contribute to reshaping of services but they would also, of course, contribute significantly to the budget setting process and therefore the aim would be to complete their initial work for 2016/17 *by November 2015* (ongoing timescale required to be confirmed with HMT).

Members would be made aware of the time commitment expected and would be offered both daytime and evening meetings.

It is expected that much of the work is completed on-line and by email but that a limited number of meetings (maximum three) are held in public either daytime or evening from September – October 2015.

As is usual for Scrutiny these are meetings held in public but they are not Public Meetings. Only those invited to give evidence would be allowed to contribute to the discussion. Residents or members of the public with specific interests would of course be encouraged to contact their ward councillor or a Task Group Member directly to make their own representation.

The following Membership is proposed:

Name	Membership	When it meets	Proposed meeting dates
Budget Scrutiny Customer Service	Cllr Rennison Cllr Louisa Thomson Cllr Tom Rahilly Cllr Nick Sharman (Cons / Lib Dem Member)	Daytime/Evening	9 th September 2015 TBC Oct
Budget Scrutiny Enforcement	Cllr Caroline Selman Cllr Peter Snell Cllr Richard Lufkin Cllr James Peters (Cons / Lib Dem Member)	Daytime/Evening	9 th September 2015 TBC Oct
Budget Scrutiny Adults and Children Social Care	Cllr Emma Plouviez Cllr Laura Bunt Cllr Clare Potter Cllr Susan Fajana-Thomas (Cons / Lib Dem Member)	Daytime/Evening	16 th September 2015 TBC Oct
Budget Scrutiny Public Realm	Cllr Margaret Gordon Cllr Chris Kennedy Cllr Jonathan Burke Cllr Rick Muir (Cons / Lib Dem Member)	Daytime/Evening	16 th September 2015 TBC Oct

Following confirmation of membership the Scrutiny Task Groups can agree their own preferred times to meet to suit the schedules of the councillors and officers involved. At the end of the task the Groups will be dissolved.

6. Officer support

The Groups will be supported by a combination of Overview and Scrutiny Team, the Programmes and Projects Team and Policy Team, as well as expertise from officers in the directorates of the service areas affected.

7. Task and Finish Group

There will be 2 phases of work from the Groups. Phase 1 will consider the approaches to budget savings for 2016/17 to give Members an understanding of the direction of travel and where savings will come from.

Phase 2 will look at the budget savings for 17/18 through to 19/20 and help shape the priorities for budget savings in 2017/18, 2018/19 and 2019/20.

Task groups will seek to understand what modelling has been done to apply to 2016/17, 2017/18, 2018/19 and 2019/2020. On each Task Group, Members will be asked to emphasise the following lines of enquiry.

- a) The approach taken to savings to date
- b) Any barriers to delivering savings, impact and learning
- c) Approach to taken to transformation and the consideration given to the needs of communities, businesses and residents
- d) Priorities for delivering services over and above statutory services.

8. Statement of Outputs

The outputs of these Scrutiny Task Groups will inform budget decisions to be taken this year and the next three years.

The Governance and Resources Scrutiny Commission will receive updates on the progress of each group on an ongoing basis. The reports themselves will be limited to: addressing the lines of enquiry set out above, reflecting options for change, and making recommendations for future action.

All Members who served on the groups will be invited to discuss the process and to give their views on service configuration and how budget planning might be progressed.

9. Timetable for establishment of the Task Groups

Action	Date
Discussion at party groups	July
Identification of the four topic areas and agreement with the Mayor and Cabinet, the Chief Executive and the Corporate Director of Finance and Resources	July
Members to volunteer their service	July

Whips to agree proposed membership of the initial four Scrutiny Task Groups	July
Meetings of the initial four Scrutiny Task Groups	Sept – October 2015
Reports of each Scrutiny Task Groups in agenda for G&R	Earliest possible G&R meeting
Response from Cabinet Member for Resources to the work of the initial four Scrutiny Task Groups	December 2015
Meeting to review the process with all Members of the initial four Scrutiny Task Groups	January 2016

DRAFT



Enforcement Budget Scrutiny Task and Finish Group 9 th September 2015 Item 6: Proposed Savings Areas for 2016 - 2017	Item No 6
---	-------------------------

Outline

This report outlines the cross-cutting enforcement programme and re-stating the purpose of the Council's different enforcement functions. It aims to re-align the enforcement function to better achieve the Council's aim, while dealing with the additional demand arising from an increased population and economic growth, and at the same time also making savings.

Action

The Task Group is asked to consider the report.

This page is intentionally left blank

Agenda Item	
Enforcement Budget Scrutiny Task Group	
Title of Report	Enforcement Budget Scrutiny Task Group – Briefing Paper
Author	Wayne Stephenson, Programme Manager Joanna Sumner, Assistant Chief Executive
Corporate Director Sponsor(s)	Kim Wright Gifty Edila
Meeting Date	9th September 2015

Purpose of the report			
<ul style="list-style-type: none"> To brief the Scrutiny Task Group on progress of the Cross Cutting Review of Enforcement Services 			
Contact for further information	Wayne Stephenson Joanna Sumner	Ext: Ext:	4839 3135

1. Introduction

1.1 The Enforcement Programme is one of seven cross-cutting programmes commissioned from the Cabinet / HMT away day in August 2014.

1.2 In discussions prior to, and at, the Cabinet / HMT away day the Chief Executive and Members expressed their interest in looking at the potential efficiencies from joining up our street presence, and in particular our enforcement activities with businesses. To what extent can officers from different areas carry out enforcement in a generic way? How much can we shift to prevention?

1.3 This programme is about taking a step back and asking what the purpose of the Council's enforcement function is from the point of view of all stakeholders. What are we seeking to achieve through enforcement, i.e. a better quality of life, and public protection. What are we enforcing against? There are the issues that residents will say are important to them, e.g. dogs, noise, or mess. Then there are more hidden issues, the minimum wage, human trafficking, consumer protection, debt, and housing quality.

1.4 This programme is also about re-aligning the Enforcement function to better support the delivery of high level outcomes and manifesto commitments, while dealing with the additional demand arising from both an increased population and borough growth, while ultimately saving money.

1.5 The scope of the programme was approved at Cabinet HMT in December 2014. Services in scope at the outset were spread across four directorates and included:

- Health and Community Services leading Parking, Environmental and Highways Enforcement and Parks;
- Legal, HR and Regulatory Services leading Trading Standards, Licensing, Environmental Health, Building Control and Planning Enforcement;
- The Chief Executive's Directorate leading Safer Communities including the Wardens and ASB/Noise;
- and Housing/Hackney Homes leading Private Sector Housing, Hackney Homes ASB Management.

It was recognised at the outset that these services may not be 100% enforcement related and that the enforcement proportion of the service in scope of the savings element may change. The services now in scope of the programme and a summary of the reasons for exclusion of some services are included in Appendix 1

2. Relevant manifesto commitments

The relevant manifesto commitments include:

- In partnership with the police, residents and businesses, we will continue to deliver reductions in crime, from preventing youth violence through to tackling all anti-social behaviour, including noise nuisance and irresponsible dog owners.
- We will target street drinking and substance misuse that leads to anti-social behaviour and crime and take enforcement action against begging and persistent street sex work particularly kerb crawling.
- We will ensure that there is a joined-up approach to the management of ASB and noise complaints.
- We will review the Council's Licensing Policy, developing a balanced response to pubs and clubs that tackles anti-social behaviour.
- We have introduced dog control orders and will continue to enforce against irresponsible dog owners who do not clean up after their pets or allow them to be a nuisance to others.
- We will continue the improvement of the Council's Planning Service, to be efficient and responsive to its users, engaging with residents, and is effective at ensuring the compliance of builders and developers
- We will continue to reach out and engage with service users and residents to improve services and empower residents and communities. We will continue to support ward forums where residents and their councillors can come together to solve local problems, help improve the borough and strengthen their local community.
- We will use all legal powers available to address poor standards in the private rented sector, including enforcement measures to improve the sector, such as the introduction of a licensing scheme to enforce high standards. We will continue to lobby central Government to ensure local authorities are given stronger powers to intervene in the private rented sector.

3. Programme Progress Summary

3.1 The programme commenced in Mid December 2014. Programme governance includes:

- A programme board was created that replaced the Corporate Enforcement Strategy Board, with programme sponsors, the Corporate Director of Health and Community Services and Corporate Director of Legal, HR and Regulatory Services. Senior representatives from relevant directorates and HR, ICT and Finance are also members of the board and are supported by the Programme Manager, from the Chief Executives Directorate.
- A Cabinet Members' advisory panel was created chaired by either the Deputy Mayor or the Cabinet Member for Neighbourhoods. Other members attend by invite of the chair. The member's panel is supported by the Programme Manager.

These boards meet monthly.

3.2 The review/definition phase of the programme concluded at the end of June 2015 and a summary of the findings and approved recommendations are listed below:

Findings

- There is no overarching Policy or Enforcement Framework set by the authority to drive standards across enforcement service delivery and provide structure to the development of remit related policies and strategies.
- Organisational design of enforcement services and the present service operating models hinders the delivery of improved enforcement delivery and ultimately risks the delivery of organisational outcomes and limits the potential to deliver further required savings whilst at the same time minimising negative impacts.
- There are individual examples of best practice in service however enforcement performance across the silos has been identified as inconsistent and joint working opportunities are not maximised.
- Some opportunities identified during the 2013 stocktake of enforcement services have not been realised. These include opportunities to reduce duplication, improve Joint Working, develop integrated processes, exploring merging “like” services and multi skilling, joined up prioritisation and delivery, shared business intelligence and information sharing, collective customer need identification and maximising impact for investment.
- Customer focus and response is inconsistent across services. Simplified contact points and processes for the customer do not exist which frequently leaves customers navigating around a plethora of contacts and services rather than having their needs responded to directly in a joined up way.

Recommendations

- No enforcement function design solutions are available “off the shelf” to deliver Hackney Council’s objectives and financial objectives which are unique to the borough however due regard has been given to both benchmarking and best practice analysis. A new model for services will be designed that will focus on customer pathways related to People and Place, Resident Premises and Residents, and business. The new model will need to include structural and process redesign.
- Cabinet HMT in Dec 2014 were clear in requesting that the programme explore the opportunity to deliver key service improvements. Quick wins have been established from the analysis work undertaken on the programme and the Hospitality Improvement Board process to date. The quick wins have been commenced and include: Noise demand analysis and exploration of response, NTWE Patron disorder demands and a campaign to address these, Transfer of Air, Land and Water Pollution Service to Waste and Environmental Strategy Service, A review and redesign of the Highway Licensing Process, Developing a pilot to support businesses to be compliant through education and support, and Customer processes and KPI’s in Planning Enforcement reviewed and amended.
- That a new draft “Umbrella” Integrated Enforcement Policy be produced in line with best practice across organisations. This is not to be designed to duplicate service specific policies but more make a statement of how the authority will undertake it’s regulatory and enforcement role across all remits.
- Presently no unifying vision is in place to help drive enforcement provision. It is proposed the following Vision be adopted for the enforcement function within the borough.
“Hackney Council, with its partners and communities, aims to build a culture of compliance for the protection of the boroughs citizens, communities, environment and economy”
- Development of directly related enforcement outcomes is recommended and will be progressed in the next phase of the programme to complement the refresh of the Sustainable Communities’ strategy. These will need to be in addition and complementary to Manifesto commitments. A series of workshops with key stakeholders including

present Heads of Service and Assistant Directors are being progressed to develop these new outcomes. A review of current KPI's and creation of new outcome focused measures will also be progressed following the outcomes development process and will again include engagement with key stakeholders including members.

- There is a need to create a more thorough understanding of customer need through an evidence based approach. Customer insight building processes are critical and need to be developed further.
- Demand Management and Prevention are critical to the sustainability of performance levels in the enforcement function. Presently a high proportion of investment in these services is used to respond to compliance or demand failures and the cost of providing these responses is high and only likely to rise further. It is anticipated that adopting this approach could enable up to 10% non-cashable savings in the future. The council is also exploring this approach more widely through the Cross Cutting programme "Maximising the use of resources" informed in part by the RSA2020 study.
- Develop a framework of prevention, underpinned by effective analysis of the current demand and customer expectations/need and seek to re-profile investment where appropriate towards preventative service delivery such as Partnership working, Coaching, Communications (Local, Targeted and Borough Wide), CRM etc.
- Any stopping or de-prioritisation of service provision needs to be carefully considered in detail and is not as simple as ceasing discretionary services and just undertaking statutory services due to borough needs. To assess impact of the service/activity and enable an informed decision on ceasing that particular service provision an assessment criterion based around impact will be created to enable decisions in stopping and de-prioritising services.

4. Next Steps

4.1 Two major projects have been identified to deliver the required changes to bring the new model to life. These projects focus upon delivery of Function Redesign and Strategy, and Operational Improvements.

4.2 Six quick win task and finish projects have been identified and these have commenced.

4.3 Two further major ICT projects have been identified as underway in the organisation - these are being taken forward corporately and are complementary to the programme and critical to transforming service delivery. These focus upon implementing a new ICT Mobile Working Solution which will make services more efficient, reducing report times and back office downtime; and an innovative ICT Business Intelligence Solution which will capture evidence from across corporate systems enabling evidence based approaches to be defined and to consider evidence in a cross cutting way. Local back office ICT improvement requirements have been identified to support business process redesign.

5. Key milestones

5.1 A high level programme plan is provided at Appendix 3 which identifies the key dates through to the conclusion of the programme.

5.2 The programme is presently in the design phase and implementation phase and is progressing to plan.

6. Financial considerations

6.1 For this report the Council the salaries budget for services in scope have been included at Appendix 1.

6.2 The 2014/15 gross expenditure budget (including recharges) for services within the scope of this review is £27.7m, of which £9.8m is for Parking Services. These services recover income of £21.1m. Table 1a provides details of the gross expenditure, income and net budget by LBH Directorate and 'Cluster'. Of this budget, recharges make up £3.8m and capital charges £0.52m.

Table 1a

	Gross Expenditure Budget (Inc Recharges and Capital Charges)	Income	Net ((Inc Recharges and Capital Charges)
LHRR			
<u>Cluster 1</u>			
Building Control	696,596	-568,000	128,596
Planning Enforcement	2,247,041	-1,981,865	265,176
			0
<u>Cluster 2</u>			0
Trading Standards	542,971	-28,000	514,971
Licensing	724,364	-581,400	142,964
Environmental Health	786,002	-21,000	765,002
			0
Health and Community Services			0
<u>Cluster 3</u>			0
Environmental Enforcement	945,223	-49,003	896,220
Parking Enforcement	9,760,221	-13,556,191	-3,795,970
			0
<u>Other Services</u>			0
Parks	4,606,488	-427,000	4,179,488
Markets	888,529	-748,329	140,200
Street Scene Enforcement	3,037,185	-2,028,410	1,008,775
Hygiene Services	680,864	-715,772	-34,908
Shop Front Trading	191,668	-165,637	26,031
			0
Chief Executives			0
<u>Cluster 4</u>			0
Community Safety/ ASB Mgt	1,991,948	-199,667	1,792,281
Noise and Pollution Management	603,463	-57,978	545,485
			0
Total	27,702,563	-21,128,252	6,574,311

Table 1b provides details of the gross and net expenditure budget excluding recharges and capital costs (controllable) which amounts to £23.4m (gross) and income receipts of £21.1m, of which £13.6m is from Parking Enforcement.

Table 1b

	Gross Expenditure Budget (Exc Recharges and Capital Charges)	Income	Net ((Exc Recharges and Capital Charges)
LHRR			
<u>Cluster 1</u>			
Building Control	572,273	-568,000	4,273
Planning Enforcement	1,845,991	-1,981,865	-135,874
			0
<u>Cluster 2</u>			0
Trading Standards	445,688	-28,000	417,688
Licensing	593,405	-581,400	12,005
Environmental Health	646,997	-21,000	625,997
			0
Health and Community Services			0
<u>Cluster 3</u>			0
Environmental Enforcement	773,789	-49,003	724,786
Parking Enforcement	8,898,176	-13,556,191	-4,658,015
			0
<u>Other Services</u>			0
Parks	3,400,659	-427,000	2,973,659
Markets	831,438	-748,329	83,109
Street Scene Enforcement	2,486,197	-2,028,410	457,787
Hygiene Services	543,971	-715,772	-171,801
Shop Front Trading	165,342	-165,637	-295
			0
Chief Executives			0
<u>Cluster 4</u>			0
Community Safety/ ASB Mgt	1,657,840	-199,667	1,458,173
Noise and Pollution Management	494,305	-57,978	436,327
			0
Total	23,356,071	-21,128,252	2,227,819

Other income is from activities such as planning applications, licences and professional services relating to building control guidance.

6.3 Whilst not the main driver for the programme cashable savings are expected to be in the region of £1.3m. These savings may need to be profiled across 16/17 and 17/18 financial years to enable sound implementation of changes and to manage risks appropriately. The salaries of roles in scope have been identified and are included at Appendix 1. £1.3m equates to around 25% of salaries in scope, however, it is expected that a proportion of these savings may be made by reducing non-salary costs.

6.4 The savings delivered from Enforcement functions within the scope of the review between 2010/11 and 2015/16 amount to £104k for Safer Neighbourhoods and £919k for Regulatory Services and are shown in Table 2 below. These savings have been achieved through a management restructure within regulatory services, other salary savings and increasing income from licensing and trading standards. Parking Services have delivered savings of £3.4m between 2010/11 and 2015/16 and these relate to both enforcement and non-enforcement activities and are also shown in Table 2. In addition, Community Safety delivered savings of £530k in 2013/14 from the restructuring of community safety and noise response teams, CCTV, Emergency Planning and Community Safety Wardens Team. A proportion of these are attributable to enforcement. Further details on the savings are provided in Appendix 2.

Table 2: Savings by Services 2010/11 to 2015/16

Financial Year	Safer Neighbourhoods	Regulatory Services	Parking Services	Total
	£'000	£'000	£'000	£'000
2010/11	0	24	280	304
2011/12	104	225	0	329
2012/13	0	381	1,069	1,450
2013/14	530	156	547	1,233
2014/15	0	133	0	133
2015/16	0	0	1,479	1,479
Total	634	919	3,375	4,928

6.5 The review recognises that any structural or service changes has the potential to impact on income and this risk has been factored into decisions about scoping and continues to be monitored through the programme to ensure that income is not adversely affected, and also to ensure further income opportunities are seized.

This page is intentionally left blank

Appendix 1 2015/16 Budgets

Total Budget for the Cost Centres which have an Enforcement Function

	Gross Expenditure Budget (Including Recharges and Capital Charges) 2015/16	Income	Total Salaries	Number of FTEs in Cost Centre 2015/16	Original - Estimated FTEs in scope (have an Enforcement function) Based on 2014/15 Staffing	Number of Enforcement FTEs in Scope - Provided by Service	Enforcement Salaries in Scope - Based on FTE budgets	Comments from Service Area
LHRR								
Cluster 1								
Building Control (H0651)	676,818	-568,000	489,434	10	11.0	0	0	Service area has deemed this Service to be out of scope as it is not a full enforcement service with only 0.2 FTE enforcement requirement. Project Board agreed exclusion from review. The service has submitted that this may change to 0.2 FTE for the limited enforcement function that is undertaken presently.
Planning Enforcement (H0634)	1,396,627	-2,131,865	991,295	20	10.0	7	324,383	100% of the roles have been identified as Enforcement.
Cluster 2								
Trading Standards (H0150)	625,331	-28,000	414,001	8	8.0	8.0	414,001	100% of the roles have been identified as Enforcement activity related.
Licensing (H0650)	743,232	-581,400	576,850	13	13.0	4.0	196,419	A total of 4 roles have been identified as 100% Enforcement Activity related. A further 4/5 Technical support roles may also be identified from the wider structure but these are not presently included. This figure makes a distinction between the processing of applications and
Environmental Health (H0403)	874,036	-21,000	569,107	11	11.0	11.0	569,107	100% of the roles have been identified as Enforcement.
Health and Community Services								
Cluster 3								
Environmental Enforcement (H0050)	910,310	-49,003	613,290	14	14.0	13.5	587,182	Allowance made for policy role of team leader post in context of wider LEQ and waste strategy. An allowance has not been made for current direct support to environmental operations. The service has highlighted the following recommendation: "retain all waste related functions together (including enforcement) to ensure a fully integrated delivery for collection, disposal, statutory responsibilities and reporting
Parking Enforcement (H0200, H0202, H0203, H0204)	10,425,969	-15,517,529	3,201,605	78	39.0	25	949,555	Comment from Service 'The Reps/Appeals and Permit teams are under review 15/16/17 and 200k savings has been identified and offered in 16/17 Financial Year'. Budget is estimated as this was not included in the return. The service has requested the following comment be highlighted "The Service strongly recommends that the successful end to end approach be retained. However it has identified 20-25 post that should remain in scope to support joint working etc. It should be noted that some of these posts are already planned for reduction as part of the 2016/17 and 2017/18 savings proposals'.
Other Services								
Parks	4,698,315	-505,900			1.5	1.5		The 1.5 FTE indicated is a proportion of the Parks Rangers role that contributes to the current enforcement process (Not directly undertaking enforcement activities) The service is subject to a review at this time. The programme has identified the potential need for a higher level of enforcement activities in parks. Parks budgets at present also pay for externally provided "security" teams. During the next phase that "need" will have to be clarified to identify the cost to the Parks budget for effective enforcement provision in parks.
Markets (H0151)	825,059	-748,329	193,617	5	6.0	0	0	70% of market officers' duties are non-enforcement. The majority of work their work is issuing licences, allocating pitches, liaising with traders and internal stakeholders, i.e. waste, trading standards etc. The Markets service in recent years has been changed to achieve a more
Street Scene Enforcement (H0300)	3,049,532	-2,066,810	2,486,391	58	5.2	0	0	AD has stated that there is no enforcement in the team. Highways related enforcement is undertaken by other services including Parking, Licensing and Environmental Enforcement. Project Board agreed exclusion from review.
Hygiene Services (H0100)	694,255	-727,345	402,701	11	0.0	0	0	The service now has no enforcement responsibilities following previous reviews.
Shop Front Trading (H0152)	262,776	-226,507	206,919	5	4.0	0	0	As above for markets. Enforcement of shop front licences is undertaken now by Environmental Enforcement.
Chief Executives								
Cluster 4								
Community Safety/ ASB Mgt (H0000)	2,047,640	-217,141	1,451,777	29	27.7	19.1	915,634	A proportion of some posts include Emergency Planning, Domestic Violence, Prevent and Counter Terrorism, Community Safety etc, so have been excluded from total figure. Noise and Pollution Management were subsumed into this budget line 2013/14 - further Air, Land and Water were transferred out to Joanna Sumner but have no
The Wardens Service (H0007)	763,061	-146,600	593,527	15	12.0	13.0	508,527	E85k funded from reserves (assume 2 posts) for 2015/16. Numbers have been adjusted for this and also to reflect that a proportion of some posts include Emergency Planning.
General Fund Housing								
Private Sector Housing (H0713)	1,375,827	-148,030	1,050,831	22	22.0	15.8	804,751	100% of the roles have been identified as Enforcement.
Total	29,368,788	-23,683,459	13,241,345	298	184.4	117.9	5,269,559	

25% = 1,317,390

The Hackney Homes Anti-Social Behaviour Team is also in scope however it is funded from the Housing Revenue Account.

This page is intentionally left blank

Appendix 2

Enforcement Savings 2010/11 to 2015/16

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Safer Neighbourhoods - increasing the Licensing Service fee income by effective enforcement of licensed premises and above inflation fee increase following benchmarking with neighbouring councils.	24						24
Safer Neighbourhoods - Co location of police officers with ASB officers		44					44
Safer Neighbourhoods - Wardens Management saving		60					60
Environmental Health and Consumer Protection Service Review - additional pest control work with more pest control contracts.		37					37
Trading Standards - increased income from prosecutions and POCA		12					12
Environmental Health and Trading Standards - reduction in staff travel expenses.		12					12
Hygiene and Trading Standards		35					35
Restructure of Technical Administration unit in Planning and Regeneration		96					96
Licensing - reduce contribution to provisions and reserves		15					15
Licensing - re- grading of gambling officer		18					18
Management restructure of Regulatory Services within Public Realm			209				209
Management restructure of Public Realm and Regulatory Divisions (LHRR)			172				172
Licensing				106			106
Trading Standards				50			50
Environmental Health (£89k = Salaries, remainder is increase in income target)					117		117
Technical Business Support					16		16
Total	24	329	381	156	133	0	1,023
Parking Services							
Public Realm - Parking Services VFM review	280						280
Parking Savings			1,069				1,069
Continuation of Parking Service Review				547			547
Parking Income Adjustment						1,329	1,329
Parking Income Adjustment						150	150
Total Parking Services	280	0	1,069	547	0	1,479	3,375

This page is intentionally left blank

Appendix 3 - Cross Cutting Enforcement Programme – High Level Programme Plan

Phase Title	Deliverables	Deadline/ Timescale	Update
1. Programme Initiation and scope	Commence fact finding in preparation for scoping report and definition phase <ul style="list-style-type: none"> - Commence engagement with Key stakeholders (Members, CD's, AD's, HOS) - Collate current change plans - Capture business plans, strategies etc. 	Oct – Dec 2014	Commenced Oct 2014
	Appoint Programme Manager	Oct 2014	Programme Manager appointed Nov 2014
	Prepare scoping report including: Initial gap analyses of services, Financial position, Programme organisation and governance and Programme objectives	Oct 2014	Drafted and completed Oct 14
	Programme scope reported to HMT	Oct 2014	Approved at HMT 14 Oct 2014
	Programme scope reported to Cabinet/HMT	Nov 2014	Approved at Cabinet HMT 8 Dec 2014
	Engage with Members and establish Members steering board	Dec 2014	Initial board membership established, TOR created – First meeting undertaken 3 Feb 2015 and further monthly meetings established
	Establish programme boards/groups	Dec 2014	Initial board membership established, TOR created – First meeting undertaken 29 Jan 2015 and further monthly meetings established
	Phase complete	Dec 2014	Phase Complete
2. Programme definition phase	Commence Phase 2	Dec 2014	Commenced 9 Dec 2014
	Engage with services to establish: Structures, budgets, service plans, Analysis of service demand, savings achieved and impact of further savings, Productivity, Statutory and discretionary services and priority assigned, Horizon scan and other impacts	Dec/Jan 2015	Series of meetings undertaken with internal stakeholders. Service feedback questionnaire submitted to services and feedback provided
	Research and benchmarking	Dec/Jan 2015	Completed high level research and benchmarking
	Gap analyses and development of future "blueprint"	Jan 2015	Complete
	Target operating model developed	Jan 2015	Developed and shared
	Benefits mapped, aligned to outcomes and benefits profiles completed	Jan 2015	Draft complete and shared
	Stakeholder engagement and communications plan developed	Jan 2015	Complete (Ongoing updates – board)
	Identification of potential high level quick wins	Jan 2015	Completed Feb 15
	Fast Track projects - action plans developed with services and commence actions	Mar 2015	4 Selected Quick Wins
	Major and minor change projects identified	Feb 2015	Identified – PIDs to be produced post completion of this phase.
	Complete Definition report - summarising the findings from phase 2 and establishing the basis for progression in phase 3.	Feb 2015	Revised to Jun 15
	Project leads identified and assigned	Mar 2015	Complete

	Phase complete	Mar 2015 (Revised to Jun 15)	Phase Complete
3. Design, Delivery and Implementation phase	Project business cases/PIDs developed	Jun 2015	Complete
	Project plans developed and incorporated into programme plan and Actions Commence <ul style="list-style-type: none"> - Detailed work expected on structure in response to model design - Deep dive into selected services, end to end reviews and business process redesign 	Jun 2015	Complete
	Draft Integrated Enforcement Policy/Strategy developed	Sept 2015	
	Draft Structure Produced	Sept 2015	
	Delegated Powers Report – Structure, Service Plans and Changes	Oct 2015	
	Commence change and implementation process	Nov 2015	
	Integrated Enforcement Policy/Strategy reported to HMT/Cabinet HMT	Nov/Dec 2015	
	Integrated Enforcement Policy/Strategy reported to committee	Dec 2015	
	New operating model launch/live	May 2016	
	Phase complete	May 2016	The phase is progressing to plan
4. Evaluation phase and the future	Evaluation of operation post implementation <ul style="list-style-type: none"> - Bedding in - Performance 	Q1/Q2 2016/17	
	Report progress to Cabinet/HMT and Programme Closure (hand over to BAU)	Jul 2016	