



ENFORCEMENT SERVICE DELIVERY PLAN 2018/19

**CORPORATE COMMITTEE
MEETING DATES 2018/19**

10th July 2018

CLASSIFICATION:

OPEN

**If exempt, the reason will be listed in the
main body of this report.**

WARD(S) AFFECTED

All Wards

GROUP DIRECTOR

Kim Wright, Neighbourhoods & Housing

1. INTRODUCTION AND PURPOSE

- 1.1 The Enforcement Service Delivery Plan sets out the objectives of the Service and demonstrates how they are linked to the Mayor's Priorities and Hackney's Sustainable Community Strategy.
- 1.2 It also sets out the key areas relating to the service of environmental enforcement, addressing anti-social behaviour including the Night Time Economy and statutory nuisance, the management arrangements and resources that have been allocated for this work by the local authority and the key targets.
- 1.3 In fulfilling its duties, the service provides support to individuals, communities and businesses in the borough.
- 1.4 This is first service delivery plan presented to the Corporate Committee since the implementation of a new Community Safety, Enforcement and Business Regulation Service, which was introduced on the 3rd of May 2017.
- 1.5 Enforcement in Hackney will continue to receive a holistic approach including environmental enforcement which looks at issues as littering and fly tipping together, so that the most appropriate action and legislation can be taken based upon the circumstances of the particular case. The new service area brings together a wide range of enforcement services providing greater resilience and ability for specialists to collaborate and cases to be prioritised.

2. RECOMMENDATION(S)

2.1 The Corporate Committee is recommended to:

Note the level and scope of work being carried out to meet the requirements of the plan.

3. REASONS FOR DECISION

- 3.1 It was agreed that the Enforcement Service Delivery Plan is presented to Corporate Committee to ensure local transparency and accountability.
- 3.2 The Plan ensures there is a programme of enforcement activity undertaken to address issues relating to environmental enforcement, anti-social behaviour (ASB) and statutory nuisance in particular.

4 BACKGROUND

- 4.01 The Enforcement Service was established in May 2017 as part of the Community Safety, Enforcement and Business Regulation Service and

therefore this is the first full service plan which details the scope and activities of the service and provides detail on the expected performance of the service for 2018/19.

- 4.02 The Service is split into two Teams North and South each headed by a Team leader with each Team comprising of five ward based Principal Officers (non-uniformed), one Principal Waste Enforcement Officer dealing with unregulated and commercial waste, two Technical Support Investigation Officers and 14 uniformed Enforcement Officers with two apprentices having recently been appointed, one in each Team.
- 4.03 The ward based Principal Officer service deals with a variety of complex cases and casework such as eliminating through enforcement activity ingrained ASB, repeated larger scale fly tipping activity and complex domestic noise complaints. Most of this type of complex activity will be delivered in close co-operation with a variety of other services mainly the Police, Community Safety, Housing, Environmental Protection Service, Housing and Adult and Child Safeguarding. Principal Officers operate on a Ward based distribution where they act as single points of contact for their Ward areas.
- 4.04 The uniformed service has no formal limits other than those imposed by legislation and by its own resource. The main stay of the service is to provide a highly visible protective and proactive service that can be deployed easily and quickly according to need. Naturally this is constrained through law on employment and particularly on health and safety. For example it cannot respond directly to those activities concerning crime more usually dealt with by the police e.g. stabbings, drug dealing etc, although it may have a supportive role.
- 4.05 The Service is also expected support some it's provision through its own enforcement activities in preventing and tackling ASB, waste and other nuisance type violations that occur on the Borough's public spaces and streets. This is usually determined as a tool for behaviour change, where they can have considerable impact on the casual disposal of litter on the Boroughs streets.
- 4.06 The Enforcement Officer interactions will usually be one-off offences and are dealt with at the time of the offence. More complex and ingrained activity is passed to the relevant ward based Principal Officer. The Enforcement Officers are also tasked on a daily and weekly basis to prevent and investigate instances of nuisance and ASB on the Borough's streets and Estates. One of the key indicators on this is the administration of Fixed Penalty Notices and other types of enforcement tools such as formal cautions and prosecutions.
- 4.07 Given the above, both elements of the service work through a close proactive and reactive intelligence based tasking process which is continually adjusting to ensure that resources are directed and managed to the best most efficient effect. Consequently they work very closely with the Intelligence Hub and the other statutory services in and throughout the Council.

Enforcement Service scope and activities

Functions	Activities and Comments
Area co-ordination and forward deployment of resources through the co-ordinated management arrangements with Business Regulation.	This is achieved through having a shared common management structure where common objectives and working can ensure co-ordinated responses and planning.
Intelligence material sourced from the Community Safety Team's Intelligence Hub used directly to inform tasking and problem solving with partners across the Council and Police.	Regular weekly tasking and action centred management meetings ensure this is maintained and delivered.
Fulfilling specific requirements as set out in the Service Level Agreement (SLA) between the service and the Housing Department, primarily focused in dealing with unauthorised waste disposal, ASB, and ingrained noise problems other smaller matters and issues such as the removal of pirate radio aerials and paraphernalia whilst providing a uniformed patrolling deterrent.	The SLA is vital to the functionality of the service and regular contact with Housing ASB team ensure that the work is relevant and is continuity adjusted to need. It works through tasking and other linkages to ensure complete functionality. The Enforcement service leads on the Anti-Social Behaviour Panels which primarily but not exclusively deals with Hackney Housing Tenants.
Managing complex and local ward based through enforcement case management (for all areas of non-compliance but especially noise and ASB).	This is ongoing work that concern complaint resident derived cases, for example include noisy cockerels to extreme cases of continual noise pollution in a particular locality from one individual playing amplified music and complex ASB issues such as Gillette Square, Dalston Square and Wilberforce Road. These can become complex matters which although local in nature can cause considerable harm and reputational damage to the council if not dealt with adequately.
Joint operations with the Police and Partners; some ad hoc 'on the night' and others with considerable forward planning involving cross border and	Joint operations have targeted issues such as kerb crawling operations or weapon sweeps planned through tasking or help in eliminating noise

<p>working through tasking processes. This can include planned activity in controlling the noise and ASB issues in localised cultural events.</p>	<p>pollution through entry and seizure of noise emitting equipment arranged on the night.</p>
<p>The deployment of uniformed generic based enforcement and patrols to deal with and prevent low level ASB casework and noise nuisance issues.</p>	<p>This is regular reactive activity mainly at late night to deter and deal with noise pollution and other ASB problems especially at night in the Dalston and Shoreditch areas.</p>
<p>Dealing with and preventing environmental ASB and waste including fly tipping, highway obstructions, street urination and littering through intelligence based tasking and formalised patrolling.</p>	<p>This is a regular service activity and results in increased levels of on the spot enforcement activity. It is an essential tool in achieving compliance in ensuring a visible deterrent especially in the fly tipping of waste by business outside authorised times and limits.</p>
<p>Night and weekend enforcement including basic Premises Licensing enforcement in conjunction with police, Trading Standards and Licensing.</p>	<p>Joint tasked activity arising from intelligence of business noncompliance such as trading beyond authorised hours and selling age controlled products (e.g. Alcohol) to juveniles.</p>
<p>Highways Licensing Enforcement including skips and scaffolding through patrols and intelligence feeds from Street Scene.</p>	<p>The Uniformed Service will generally patrol areas of the Borough where there are suspected highway obstructions such as unlicensed skips. Street Scene will also provide intelligence relating to highway obstructions.</p>
<p>Uniformed service dealing with non-compliant issues such as unauthorised street trading, unlicensed external tables and chairs and A boards.</p>	<p>These non-compliances usually generated by businesses and are reactive in nature although focused operations are planned when resources allow. Officers are proactive in dealing with A Boards.</p>
<p>Large scale unauthorised waste dumping through fly tipping and other waste related issues and problems e.g. accumulated waste from vacated traveller camps.</p>	<p>Two Officers are embedded with the Waste teams located at Millfields Depot although managed by the service investigate these matters. Proactively and reactively they are working solely on these issues</p>

Dealing with and preventing sources atmospheric pollution and other detriments to air quality.	This is a fast developing area of work and there will be a focus on the reactive and proactive work on problems such as idling vehicles and the use of non-smokeless fuels.
Special activity or projects focused on particular local areas of concern for example the prevention of noise and air pollution in London Fields over the summer.	A Special team has been set up to be set up and tasked with this on weekend afternoons and evenings over 21 weeks in Summer 2018.
Leading and Coordinating Antisocial Behaviour Action Panels; dealing with localised individual ASB problems especially in association with Housing ASB officers.	This is regular specialised cross departmental activity led by Enforcement Team Leaders to ensure individual cases are dealt with.
Public Reassurance achieved through regular visible patrolling through town centres and estates.	This is self-descriptive and is an important element of the service for example there may be issues with ASB outside a school and therefore distinctively uniformed officers can be tasked to be in the vicinity to provide public reassurance at school leaving time.
Dealing with and providing customer responses to enquiries and complaints (including freedom of information matters and members enquiries).	The section receives a large quantity of incoming complaints and enquiries which need to be researched and responded to this is done in the main by Team Leaders and Principal Officers.

4.1 Policy Context

4.1.1 The Plan is prepared in accordance with Council guidelines and it sets out how the Council is going to discharge its responsibilities in relation to Enforcement.

4.1.2 The performance of the Service is measured against its fulfilment of the Plan.

4.2 Equality Impact Assessment

N/A

4.3 Sustainability

N/A

4.4 Consultations

N/A

4.5 Risk Assessment

4.5.1 The Enforcement Service Delivery Plan sets out how the Enforcement Service will take actions that contribute to achieving corporate priorities and desired outcomes. Without these agreed, clearly stated priorities and this plan, the service will be at risk of not effectively focussing its work and efficiently directing limited resources.

4.5.2 **Rate of growth** – Business and household growth in the borough has been significant and will continue. Keeping up with this rate of growth is a particular challenge for the service within its current resource provision especially relating to waste management and sustaining local environmental quality. This includes controlling the environmental impacts from businesses such as litter and waste throughout their operating hours and managing appropriate commercial and household waste enforcement.

4.5.3 Officers and partners are managing this through measures including more night time weekend activities, improving behaviour of patrons, undertaking proactive patrols in relation to the Night Time Economy, highway obstructions such as A Boards and ensuring businesses and households have correct arrangements for the waste containment and disposal/recycling.

4.5.4 **Administering the enforcement process** – Mobile ICT working solutions and business intelligence software are currently being managed through Public Realm ICT delivery programmes. These provide Council services with new technology that assists in ensuring efficiency and effectiveness of delivery. Enforcement is part of this programme particularly in relation to the service of Fixed Penalty Notices.

4.5.5 **Resource deployment** - Pressure to provide a visible presence on street impacts upon resource available for high priority case progression/investigation, sustainable problem solving and behaviour change initiatives. Getting the balance right between these is critical for the Council moving forward and the joint working approach currently being developed supports this. Communications both Borough-wide and locally needs to be further utilised alongside physical resources so that together they are directed in a way that maximises the feel of “Presence” whilst ensuring a keen focus on cost and effectiveness. Enforcement currently benefits from good corporate communications support.

4.5.6 The cross cutting enforcement programme picked up on measures to ensure coordinated and accountable processes for cross departmental problem solving. This in turn supports a cross departmental approach to managing problems in localities and neighbourhoods to bring about solutions that are not within the gift of a sole service to resolve. This approach helps address problems associated with the Night Time Economy and Environmental Crime. Partnership Tasking delivers this in part in relation to the crime and anti-social behaviour agenda; however it is not designed to take a holistic approach to problem solving relating to all the matters highlighted.

5. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES

5.1 This reports notes the level and scope of work being carried out to meet the requirements of Enforcement Service Delivery Plan 2018/19.

5.2 This report is for noting and has no direct financial implications. The aims and objectives described in the plan for 2018/19 will be delivered within the constraints of the existing Enforcement service budgets.

6. COMMENTS OF THE DIRECTOR OF LEGAL AND GOVERNANCE SERVICES

6.1 There are no immediate legal implications arising from this report.

APPENDICES

Appendix 1-Enforcement Service Delivery Plan

BACKGROUND PAPERS

None

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