

# Environmental Enforcement - Future Service Delivery Models

## Options Appraisal

### Option 1 – In-house service maintained at the current resource level.

The current in-house service will continue to enforce environmental offences, car parking and dog fouling offences. Education and campaigns will be introduced to raise awareness and promote responsible behaviours within communities in relation to littering and no specific patrols will be undertaken for this offence.

The authority currently employs 1 Enforcement Supervisor, and 7 Enforcement Officers (2 vacant posts). This resource level will be maintained with the back office tasks controlled by the Supervisor, with the support of the Streetscene Administration team.

Education and campaigns will be used as an effective way of raising awareness and promoting responsible behaviours within communities. For example - It is evident that cigarette related offences continues to be the predominant littering type in the County and it is widely considered that smokers do not consider cigarette ends to be classed as litter. In this case preventative strategies will be developed with local public house and club owners, which specifically address local issues for the purpose of behavioural change for their customers.

The working rota of the Officers will be changed to provide a more flexible approach, this will include a 6am and 7pm shift each day of the week. The purpose of this is to ensure a sufficient level of presence is available to manage dog control and other PSPO enforcement types, as well as addressing the needs of local communities.

Cost Impact	Benefit	Risk
<p><b>Cost Neutral</b> - The service has budget for the existing level of Enforcement Officers.</p> <p>All revenue generated through FPN's and PCN's will be retained by the authority, although limited revenue will be generated from littering offences.</p>	<p>Public perception – Low level in-house operations will not receive the level of criticism received by the Business Partner.</p> <p>The promotion of campaigns rather than enforcement will be seen as a proactive means to tackle littering.</p> <p>Community engagement with T&amp;CC's and local County Councillors will be beneficial.</p>	<p>The effectiveness of the education campaign will not be supplemented with enforcement and the move away from a zero tolerance approach could see an increase in littering offences. This could potentially affect the scale and cost of other services, such as litter picking and managing complaints.</p> <p>Regional campaigns will focus on the advantages to clean neighbourhoods, as well as the likely penalties for non-compliance. The ending to Zero Tolerance in Flintshire will mean that the authority will need to develop its own campaigns.</p> <p>HR issues - There are clear differences with managing a contract with a private Business Partner, and</p>

		<p>managing a contract of employment with leave and sickness absences creating service delivery problems. Maintaining a consistent presence throughout the year may prove problematic in some instances.</p> <p>Lack of resilience in respect of the back office work.</p> <p>Increased littering on the street if the deterrent and risk of fine is removed.</p>
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## Option 2 – Enhanced in-house service provision

All low level environmental enforcement such as dog fouling and littering, will be undertaken by Officers employed by Flintshire County Council, in addition to the activities currently undertaken by the service. This will include the back office support required to deal with the administration of the FPN's, including collecting the payments, building prosecution packs, complaints and dealing with appeals.

The authority currently employs 1 Enforcement Supervisor, and 7 Enforcement Officers (2 vacant posts) and the service would appointment a minimum of 2 further Enforcement Officers to deliver a service which will cover the whole County with some level of consistency. The back office tasks will be controlled by the Supervisor, with the support of the Streetscene Administration Team.

Clear guidelines will be issued to Officers to specify the principles on which the service will operate. This will include a requirement for a minimum level of service for all enforcement activities. An improvement in the relationship between communities and the Enforcement Service will be formed, officers will be required to attend local Environmental Visual Audit's to focus and target enforcement around the concerns and needs of the local community.

The focus of the previous Business Partner was to concentrate predominantly on the enforcement of littering offences. The need to continue enforcing against this behaviour has been identified, however the Authorities in-house Officers will be responsible for a number of other enforcement activities, and the level of presence for littering offences alone cannot be maintained, even with the enhanced number of officers. Officers will be empowered to issue an FPN should they witness any littering thus maintaining the 'Zero Tolerance' principals in this area. The authority will engage with other North Wales Authorities to develop regional education campaigns, developing preventative strategies to ensure a consistent approach across the region.

The officer working rota will provide a more flexible approach to the times when enforcement officers are patrolling, this will include a 6am and 7pm shift each day of the week. The purpose of this is to ensure a sufficient level of presence is available to manage dog control and PSPO enforcement types, as well as addressing the needs of local communities.

Cost Impact	Benefit	Risk
<p><b>Cost Negative</b> - A further £60,000 per annum will be required for the additional team members although it is expected that £30,000 of this will be recovered through the additional revenue generated by FPN's.</p> <p>All revenue generated through FPN's and PCN's will be retained by the authority.</p>	<p>Public perception – The In-house operations will unlikely receive the level of criticism the service has previously received.</p> <p>Further control over patrolled areas, confidence that appropriate levels of presence will be maintained across the county, rather than a focus on vulnerable areas.</p> <p>Improved control over working processes in relation to legislation amendments, which will be difficult to manage within a fixed contract.</p> <p>Community engagement through T&amp;CC'S and local County Councillors.</p>	<p>Confrontational aspect of the role could make it difficult to recruit and retain officers.</p> <p>HR issues - There are clear differences with managing a contract with a private partner and managing a contract of employment, with leave, sickness absences needing to be covered. Maintaining a consistent presence throughout will may prove problematic.</p> <p>Increased littering on the street if the deterrent and risk of fine is removed.</p>

**Option 3 – Collaboration with neighbouring Authorities (regionally or sub- regionally) to undertake all enforcement activities on a regional basis, utilising in-house Officers.**

This option involves the Council's working with other Local Authorities to deliver all of the environmental enforcement services including car parking with in-house enforcement officers.

The option of a collaborative approach to enforcement will be presented to all six Authorities in North Wales, including the option to join the partnership at a later date. All enforcement activities including environmental and car parking will be undertaken by the collaborating Authorities, with an alignment of policies to ensure a consistent approach across the region.

The option provides the opportunity to move to alternative deliver model (e.g. TECKEL) at some point in the future, if a robust business case can be established.

Option for flexibility to move Officers across the region in the event of high level of absence or special events in particular areas would be provided by this option.

Cost Impact	Benefit	Risk
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<p><b>Cost neutral</b></p> <p>assuming no increase in the number of enforcement officers.</p> <p>Shared investment in the procurement of latest software require to deliver service.</p>	<p>Joint approach will ensure consistency in approach to enforcement activities across the region.</p> <p>The number of officers available to deliver service across the region will ensure resilience in high profile areas in the event of high profile campaigns.</p> <p>Option to hear appeals by independent authority staff.</p>	<p>The alignment of policies across different Authorities, particularly in relation to such a contentious subject matter will be challenging.</p> <p>Likely heavy presence in high profile areas could see a lack of enforcement in rural areas.</p> <p>A number of Authorities operate their enforcement services across different portfolios, with car parking services managed through their Streetscene service and environment crime through Public Protection. The collaborative may require service restructures from other Authorities.</p> <p>Public perception – Authorities are likely to face criticism if officers from neighbouring Authorities are patrolling within other Counties.</p>
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**Option 4 – Engage a Business Partner to undertake all low level environmental enforcement activities.**

The procurement of a single Business Partner to undertake the enforcement of low level environmental crime on behalf of the Council. A small residual team of Council employees will remain to deal with car parking, side waste and other more significant and time challenging environmental crime.

The contract will be tendered on a basis of a ‘no fee’ financial model, with all costs associated with the provision of the service met from the income generated by the issuing and collection of FPN’s. The authority would possibly retain a small percentage of all revenue generated through the FPN charging schemes.

The appointed contractor will be responsible for the back office systems required to deliver the service, including collecting the payments and building prosecution packs in readiness for formal action against those people who choose not to pay the FPN.

The contract will be structured so that a percentage of the revenue generated will be used to fund local education campaigns and additional dog fouling patrols. Strict control measures will be introduced to allow the authority to control the level of patrols within certain areas.

The authority currently employs 1 Enforcement Supervisor, and 7 Enforcement officers (2 vacant posts). The service would retain the Supervisor and 5 Enforcement Officers, who will be responsible for side waste, car parking and high level environmental enforcement. The

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<p><b>Cost Positive</b> - Reduction in staffing numbers will see a £60,000 saving per annum which would be used to generate more dog fouling patrols by the Business Partner.</p> <p>Zero cost contract would have no financial burden of the authority.</p> <p>Estimated revenue generated per year - £20k-30k which would again be used to generate more dog fouling patrols by the Business Partner.</p>	<p>HR issues - There are clear differences with managing a contract with a private partner, and managing a contract of employment, with leave, sickness absences covered, enabling a consistent presence through the terms of the contract.</p> <p>Despite the recent departure of the previous Business Partner, this approach has had a beneficial impact on the cleanliness of our town centres and open spaces, with a reduction in incidences of littering and dog fouling.</p> <p>Confidence that contentious and confrontational elements of the service will be undertaken with consistency across the County.</p>	<p>Current criticism and campaigns against the authority and any prospective Business Partner may continue in the new contractual arrangements.</p> <p>The need to introduce controls within the contract has been recognised however, a contractor will inevitably focus towards areas with high offence rates, controlling this could prove problematic.</p>

appointed contractor would be responsible for the enforcement of littering and dog control/dog fouling offences.

**Option 5 – Engage a regional/sub-regional Business Partner to undertake all low level environmental enforcement activities.**

The procurement of a single Business Partner to undertake the enforcement of low level environmental crime on behalf of the Sub-region or the wider North Wales region. A small residual team of Council employees will remain to deal with car parking, side waste and other more significant and time challenging environmental crime.

The contract will be tendered on a basis of a ‘no fee’ financial model, with all costs associated with the provision of the service met from the income generated by the issuing and collection of FPN’s. The authority would possibly retain a small percentage of all revenue generated through the FPN charging schemes.

The appointed contractor will be responsible for the back office systems required to deliver the service, including collecting the payments and building prosecution packs in readiness for formal action against those people who choose not to pay the FPN.

The contract will be structured so that a percentage of the revenue generated will be used to fund regional education campaigns. Strict control measures will be introduced to allow the authority to control the level of presence within certain areas.

The authority currently employs 1 Enforcement Supervisor, and 7 Enforcement officers (2 vacant posts). The service would retain the Supervisor and 5 Enforcement Officers, who will be responsible for side waste, car parking and high level environmental enforcement. The appointed contractor would be responsible for the enforcement of littering and dog control/dog fouling offences.

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<p><b>Cost Positive</b> - Reduction in staffing numbers will see a £60,000 saving per annum which would be used to generate more dog fouling patrols by the Business Partner.</p> <p>Zero cost contract would have no financial burden of the authority.</p> <p>Estimated revenue generated per year - £20k-30k which would again be used to generate more dog fouling patrols by the Business Partner.</p>	<p>HR issues - There are clear differences with managing a contract with a private partner, and managing a contract of employment, with leave, sickness absences covered, enabling a consistent presence through the terms of the contract.</p> <p>Despite the recent departure of the previous Business Partner, this approach has had a beneficial impact on the cleanliness of our town centres and open spaces, with a reduction in incidences of littering and dog fouling.</p> <p>Confidence that contentious and confrontational elements of the service will be undertaken with consistency across the region.</p> <p>Consistency of approach to enforcement activity across region.</p>	<p>Current criticism and campaigns against the authority and any prospective Business Partner may continue in the new contractual arrangements.</p> <p>The need to introduce controls within the contract has been recognised however, a contractor will inevitably focus towards areas with high offence rates, controlling this could prove problematic.</p> <p>Other Local Authorities may not wish to work in this manner.</p>