

Appendix 3

Enforcement and Inspection Programme

1. Objective of the Enforcement and Inspection Programme (EIP)

As part of the council's overall Neighbourhoods and Communities Programme the Enforcement and Inspection programme is reviewing these functions across the council with the objective of reduce costs whilst giving a better service to our communities across the City.

The proposal is to deliver a new operational delivery model that has regard to

- Environmental Improvement and Quality of Life.
- Community Safety
- Protecting Public Health

We will adopt a new model of delivery where we work across services to deliver more effective and efficient enforcement and inspection work programmes. We will focus on task and function rather than individual service delivery areas.

We will strengthen and develop links with external partners, communities and residents, to come together to collaborate more effectively. Together, we will continue to focus on enforcement and inspection activities not only where there is a statutory duty also community needs and priorities. Our delivery and focus will vary to reflect the different characters and profiles of our diverse communities.

2. Background

Three categories of Enforcement and Inspection have been identified:-

1. *High Level Statutory Programmes and/or Complex Complaints where there is a statutory duty to respond:* specialist highly skilled work and complex cases often driven by national performance targets, for example risk based food safety inspections and contaminated land investigations. This category is generally provided by the Council.
2. *Low Level Reactive Enforcement and Inspection:* can be statutory with or without fixed penalty provision but also demand led with fast response times responding to community needs and priorities. This category can be provided by the Council and private partners. Some of this work is currently provided by our partner enforcement team, 3 GS. This category includes, for example, gathering intelligence in relation to drainage issues, dog fouling, car and premises alarms and unauthorised advertisements and fly posting. Trends of enforcement activity will feed into preventative workstreams and initiatives that will bring about long term behaviour change.
3. *Education and Behaviour Change:* can still be statutory but also demand led. Proportionate response builds in the need for behaviour change, evolves into community collaboration and enables communities to help themselves. This

supports and connects with the other 2 Neighbourhood and Communities programmes as well as the recent modernisation programme on redefining the role of LATS (Local Action Teams). This category includes for example overgrown gardens, waste management and low level antisocial behaviour.

All enforcement activities are underpinned by the Council's [Enforcement Policy](#)

3. Progress to Date

The enforcement and inspection function is split across several individual services, which means that the Council's initial response can be duplicated by several services, leading to several officer visits to determine what the issue is.

This split can splinter the problem across a variety of service delivery models and processes:

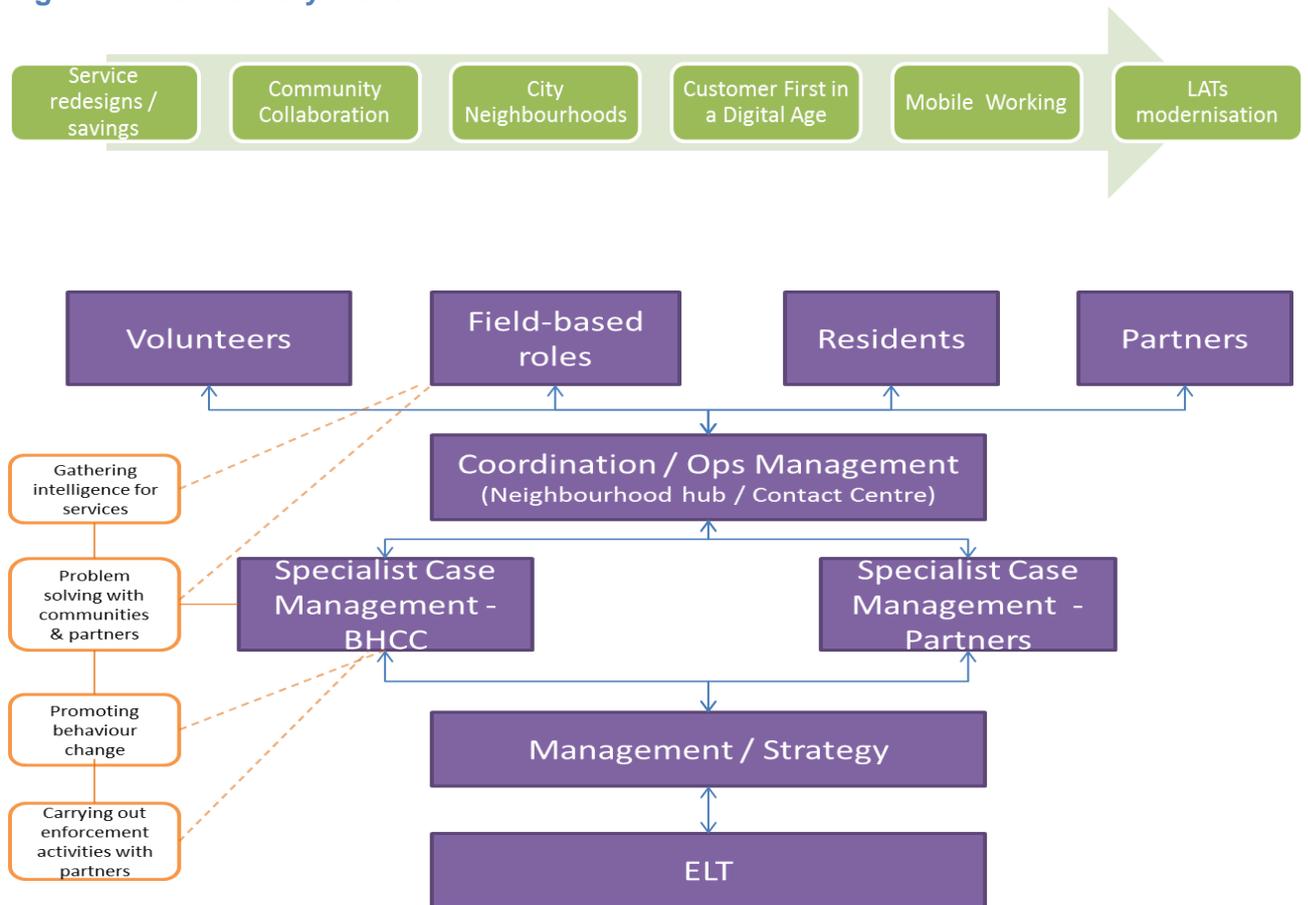
- Various methods of referring
- Various methods of prioritising
- Various response times
- Various IT system – that do not/cannot interface with each other

As a consequence the customer experience can result in mixed messages and ineffective referrals and signposting. Customers can become confused, anxious and sometimes distressed due to the impact of the issue on their quality of life. This can result in slow responses, unresolved issues and customers having to escalate complaints to the corporate complaint service, their Councillor, and or MPs. This is a risk to corporate reputation and on our communities' and residents' wellbeing and safety.

4. New Delivery Model

We are designing our new delivery model to support the development of new relationships between and with communities, citizens and public services, and to enable new forms of participation and engagement. Council officers across services are contributing to the work. The aim of this model is to work collaboratively with customers and communities to solve problems: this will help realise the objectives of the Community Collaboration programme while making use of the infrastructure developed by the City Neighbourhoods programme. Figure 1 below depicts the new delivery model that is being proposed.

Figure 1 - E&I Delivery Model



The most significant operational element of the new model is the introduction a new Field Officer role to focus resources into the correct delivery area and release resource to focus on more complex and specialist work streams and programmes.

The Field Officer's role will include:

- **Gather intelligence for services:** for example provision of evidence including photographs, mapping and measurements; gathering intelligence in relation to drainage issues, damaged grass verges and waste management; collect evidence on current noise cases; report dangerous parking.

- **Solve problems with communities:** for example work with Community Development workers, partners such as Fire Service volunteers and local community groups; act as 'eyes and ears' in the community and assist with reporting and solving issues; signpost to community groups, LATs, tenants associations and the Council as appropriate.
- **Promote behaviour change:** educate and raise awareness about waste and recycling, graffiti, low level antisocial behaviour, domestic bonfires
- **Carry out enforcement, working alongside partners:** parking, littering, dog fouling, fly posting, car alarms, buskers

In addition to working jointly with City Neighbourhoods and Community Collaboration we are also working with other corporate work programmes to design and refine the delivery model. This includes:

- **Customer First in a Digital Age Programme** – to use technology to improve our customers' experience; to improve access to information in the field and relay of information from the field to the service delivery, and linking sources of information.
- **Business Process Improvement Team** – to rationalise and redesign the processes used by a variety of services; to identify and remove inefficiencies and duplication.
- **LATS Modernisation Programme** – to continue the work to promote more resilient, collaborative, cohesive community framework, acting as a first point of contact to support Community Safety & Well-being priorities.
- **3 GS Enforcement Contract** – to explore options to contract out some enforcement tasks, which would enable the Field Officer role to focus more on working with communities
- **Corporate Volunteering Policy** – to work closely with and support volunteers.

5. Conclusion and Next Steps

A full business case to trial the new Enforcement and Inspection delivery model will be presented to the council's Corporate Modernisation Delivery Board this summer. It is proposed to start rolling out the delivery model in central areas and Hanover & Elm Grove. The latter are two of the four initial areas of work for the City Neighbourhoods programme. They cut across the eight council services involved in this work. These areas have a growing student population which brings service demands including noise, waste and HMOs.

The diversity of issues found in these geographical areas provides an opportunity to test this delivery model across all service areas and with partners and local communities before we develop this work further across areas of the city. This is the first phase of an evolving programme that the other workstreams will help to define.

Once the programme is delivering, resources will be refocused into the correct areas. The impact will be measured against existing KPIs and we will develop new performance indicators tailored to each community's needs and priorities alongside our statutory duties.

