

Appendix 1

GENERAL PURPOSES COMMITTEE

On 10TH March 2009

Report Title. Restructuring Environmental Crime	
Report of Niall Bolger, Director of Urban Environment	
Signed :	
Contact Officer : Robin Payne, Head of Enforcement Contact details: Telephone: 0208 489 5513	
Wards(s) affected: All	Report for: [Key / Non-Key Decision] Non-Key Decision
<p>1. Purpose of the report</p> <p>1.1. This report outlines a proposed restructuring of the Environmental Crime service, in the Urban Environment Directorate, to create a new Street Enforcement Service. The investment for this was agreed as part of the council's budget setting report on 23rd February 2009. Formal consultation will begin towards the end February 2009.</p>	
<p>2. Introduction by Cabinet Member (if necessary)</p> <p>2.1. N/A</p>	
<p>3. State link(s) with Council Plan Priorities and actions and /or other Strategies:</p> <p>3.1. Priority one of 'Going Green' Haringey's Greenest Borough Strategy 2008 – 2018' is 'Improving the urban environment'. To achieve this we want to "create safe and sustainable streets, buildings and urban spaces which foster a sense of local pride and that people want to use". The Environmental Crime service supports clean and safe streets, public spaces and gateways to the borough.</p>	

Restructuring of Environmental Crime into a new Street Enforcement Service will support this priority through working with communities to resolve the problems they have and to foster with them a sense of belonging and pride.

4. Recommendations

- 4.1. That Members note the contents of this report and agree the proposed steps for introducing a Street Enforcement Service that will replace the existing Environmental Crime Service.
- 4.2. That Members agree to receive a further report following consultation with staff and unions which reflects how the results of consultation.

5. Reason for recommendation(s)

- 5.1. Restructuring of the service will allow us to develop a more broadly based service that will provide a named Street Enforcement Officer per ward. The intention is that we develop our area based working and generate local action plans that focus on ward level priorities. The service will maintain its use of powers where appropriate but will develop a problem solving approach and joint agency working with other council services and external partners.

6. Other options considered

- 6.1. Options were considered as part of the budget setting process. This option reflects the agreed level of investment.

7. Summary

- 7.1. The Urban Environment Directorate is proposing to restructure our Environmental Crime Service to create a new borough wide Street Enforcement Service. This report outlines the principles for the structure chosen and provides the proposed service structures and establishment. Consultation is planned for March and the report proposes to report back on the outcomes of this consultation and implementation planning.

8. Chief Financial Officer Comments

- 8.1. The total cost of the proposed structure is estimated to be approximately £1.2m including on-costs. This is within the available budget including an additional investment of £160,000 recently agreed by Council. This is however dependent on continued funding of £389,000 Area Based Grant and income of £98k from Fixed Penalty Notices.

9. Head of Legal Services Comments

- 9.1. The Head of Legal Services has been consulted in the preparation of this report, and makes the following comments.
- 9.2. The proposed reorganisation of the service must be carried out in compliance with the Council's procedures regarding organisational change, redeployment and redundancy. Consultation must take place with both the staff affected and the relevant trade unions concerning the proposals.
- 9.3. It is noted that the report indicates at Paragraph 19.1 that consultation with staff and trade unions is due to commence in the week beginning 23 February 2009.

10. Head of Procurement Comments – [Required for Procurement Committee]

- 10.1. Not Applicable

11. Equalities & Community Cohesion Comments

- 11.1. The service will seek to engage fully with community groups and ensure that priorities we operate to reflect these views. Service resources will be skewed to ensure that areas of greatest deprivation have the highest levels of resource.

12. Consultation

- 12.1. Formal consultation on these proposals with staff and employeeside will commence in the week beginning 23rd February 2009. Consultation will be for 28 days.

13. Service Financial Comments

- 13.1. Revenue investment of £160k in 2009/10 has been agreed as part of the Council's budget setting process to support this proposed restructuring. Further capital funding is planned that will support ward based mobile working.
- 13.2. In 2010/11 there is £110k of planned savings to be taken.
- 13.3. The existing Environmental Crime service budget is supported by Fixed Penalty Notice income, Street Trading Account income and Area Based Grant.

14. Use of appendices /Tables and photographs

- 14.1. None used

15. Local Government (Access to Information) Act 1985

- 15.1. [List background documents]
- 15.2. [Also list reasons for exemption or confidentiality (if applicable)]

16. Introduction

16.1. The Environmental Crime service began in 2005 and initially included 5 Warden schemes, a small Environmental Response team and a small Heavy Enforcement team. In 2006 a new Street Enforcement service was launched to provide a uniformed presence delivering a broad range of enforcement interventions with one officer per area Assembly Area and additional response officers dealing with complaint and hotspot issues . This has been a successful service producing high volumes of enforcement activity and playing an important role in improving environmental quality and tackling eyesores and crime hotspots.

16.2. The Environmental Crime Service currently comprises of 27 posts.

- 10 Street Enforcement Officer posts
- 6 Street Enforcement Wardens – includes 3 supervisors.
- 4 Street Wardens
- 3 Tactical Enforcement Officers
- 1 Animal Warden post
- 2 Team Leaders
- 1 Service Manager

16.3. The council is currently developing the way in which it works at an area level to involve and engage communities in improving service delivery. The aim of the proposal is to provide a service that will help deliver solutions to the environmental problems that face communities by better joining up our Frontline Services, applying problem solving tools together with enforcement powers and improving partnership working. Specifically the service will be reconfigured to –

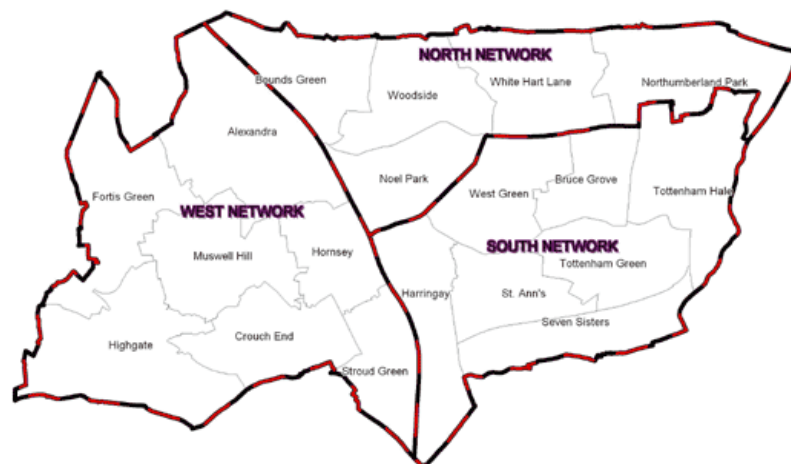
- Increase our visibility and on the ground enforcement capacity by providing a named contact per ward.
- Develop more effective local partnerships that will improve our effectiveness and perception of the Council.
- Improve coordination of cross service interventions by investment in support functions.

- Work with local residents and councillors to identify and deliver local priorities and use problem solving tools to sustain improvements.
- Improve communication on where and how we have been active.
- Increase our hours of routine operation by investment in unsociable hours payments to rota in patrols and operations from 8am to 8pm.
- Make more effective use of people who are out of the office by capital investment in mobile working.

17. Area Based Working and Organisation

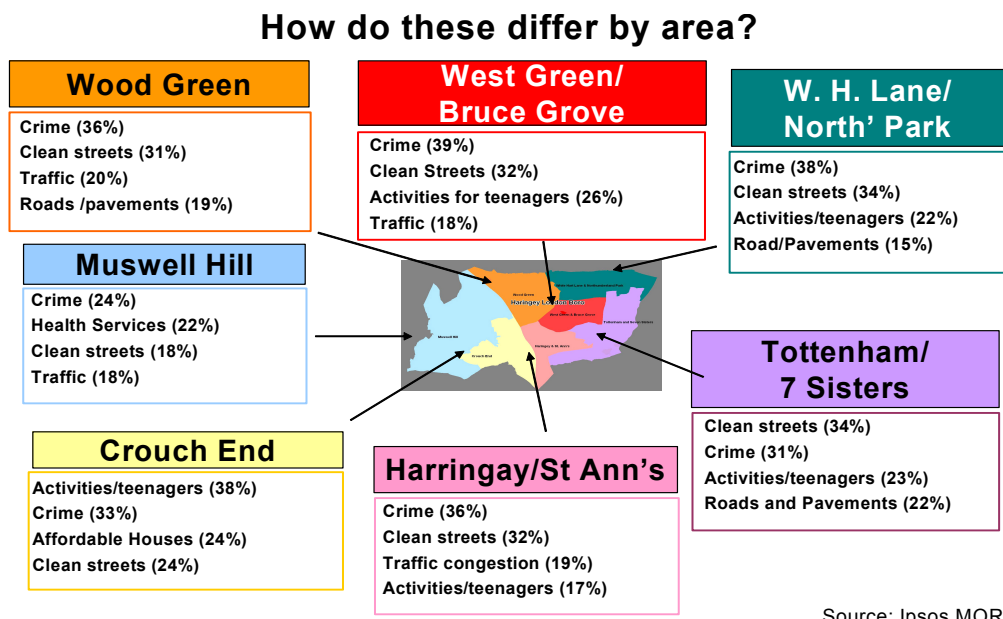
17.1. The proposal for the restructure of the Environmental Crime Team is to have two teams aligned to the Children's Network and Area Assemblies. The map in Figure 1 below shows how the area assemblies also clearly align to the three areas.

Figure 1 – Map showing alignment of Children's Network and Area Assemblies



- 17.2. A key driver of the re-structure is to ensure that resources are allocated to areas most in need. Key data and performance information has been analysed in order to inform this decision.
- 17.3. Figure 2 below shows that lower crime, followed by cleaner streets, are by far our residents' main priorities for the improvement of their local area. These are the two factors they consider most important in making a place somewhere good to live. They are the also the two factors they believe need most improving locally. This emphasis on lower crime and cleaner streets is consistent with the findings of successive waves of BVPI surveys across English local authorities.

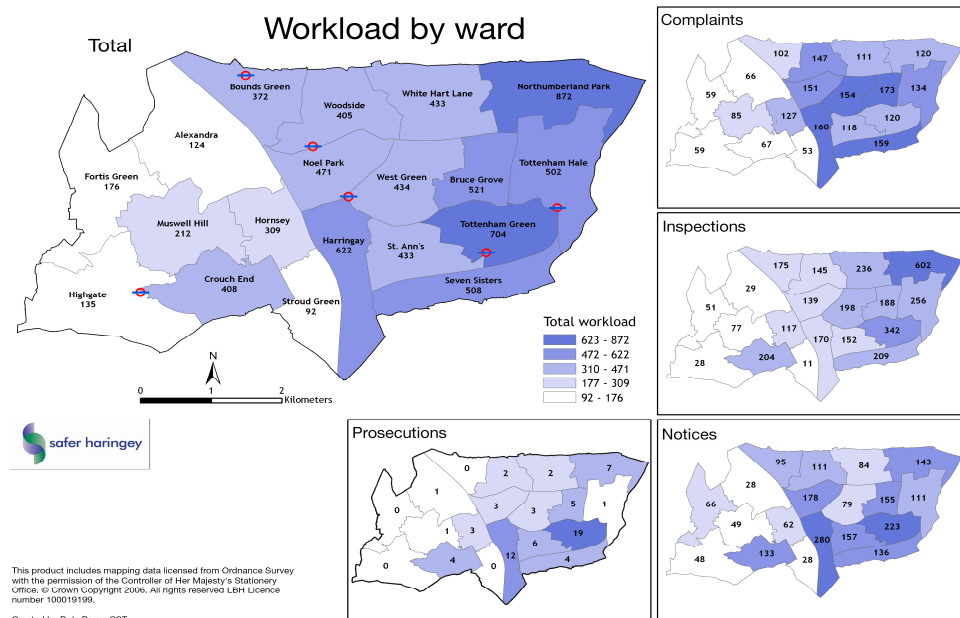
Figure 2 – Area Assembly Priorities



17.4. In all areas, crime and clean streets are often mentioned as things which need improvement. However, this is less the case in affluent parts of Haringey. Fewer people mention crime in Muswell Hill (24%) than White Lane/Northumberland Park (38%) or West Green/Bruce Grove (39%). Similarly, fewer people say the streets need to be cleaner in Muswell Hill and Crouch End (18% and 24% respectively) than in White Hart Lane/Northumberland Park (34%) or West Green/Bruce Grove (32%). It is clear from this data that the services that Frontline Services provide in conjunction with our partners are the most critical in addressing these priorities and there is clear evidence that these are of greater concern in the North and South areas.

17.5. Figure 3 below shows the level of Environmental Crime enforcement activity within the borough. As can be seen from the map the majority of activity has taken place within the North and South areas and these in fact account for over 80% of the workload. Activity has been targeted in these areas as they have been perceived as having the greatest need.

Figure 3 – Environmental Crime Workload by Ward



17.6. Based upon the Children’s Network Areas, the South had the highest levels of reported dumping at 11,027 (59%), compared with 5,083 (27%) in the North and 2,714 (14%) in the west.

17.7. The evidence here shows that there is a greater need for key Frontline Services resources to be allocated to the South area of the borough, particularly Enforcement and Environmental Resources. There is far greater potential for improved outcomes in these areas.

18. Proposed Structure

18.1. It is proposed to create two teams. One will combine West and North network areas to create a single area of 12 wards. A second team of 7 seven wards will be formed to the south. This will ensure that available resources are focussed on field staffing and allow for reduced staffing levels to be used flexibly across areas of less need.

- Team North and West will include - Alexandra, Crouch End, Fortis Green, Highgate, Hornsey, Muswell Hill, Stroud Green, Bounds Green, Noel Park, White Hart Lane, Woodside and Northumberland Park (12).
- Team South will include – St Anns, Harringay, Seven Sisters, Bruce Grove, West Green, Tottenham Green and Tottenham Hale (7).

18.2. There will be seven Street Enforcement Officers in the South team, providing one per ward. The North West Team will have 8 Street Enforcement Officer for

12 wards. Deployment in the North and West Team will reflect where there is greatest need and some wards such as Northumberland Park and Noel Park will have at least one officer permanently deployed per ward..

- 18.3. All Street Enforcement Officers will be authorised to take enforcement action and will be trained in problem solving techniques. They will be supported by one Team Leader per Area and one Support Officer. Support Officer will be responsible for supporting local action planning, communications and systems.
- 18.4. It is intended that the service will introduce streamlined processes and mobile working solutions, so that their time can be maximised in the field. The service will operate 7 days per week and over an extended working day. Individual officers will be expected to work a percentage of their time outside normal working office hours and will receive a 10% supplement for unsociable hours working. We will consult with staff on how this can be introduced and would wish to retain flexibility so that we continue to reflect the needs of an area.
- 18.5. There will be 3 Tactical Enforcement Officers overall, with two in the South team. These officers will operate flexibly to tackle our most difficult cases where ever they arise, however it will also ensure that the South area has additional joint enforcement operations and a capacity to resolve more complex cases. It is estimated that each Tactical Enforcement Officer will be responsible for running a programme of approximately 50 joint operation per year. This will include operations to tackle fly tipping, nuisance garages and public eyesore locations.
- 18.6. The table below shows the establishment per team

North and West	South
Team Leader	Team Leader
8 Street Enforcement Officers	7 Street Enforcement Officers
1 Tactical Enforcement Officer	2 Tactical Enforcement Officer
1 Enforcement Support Officer	1 Enforcement Support Officer

- 18.7. We are proposing that a Dog Warden role, that replaces our previous Animal Warden, will be line managed through the North and West team.

19. Consultation

- 19.1. It is proposed to begin consultation on the new structure in the week commencing 23rd February 2009 with both affected staff and the employeeside. This will allow 28 days. All staff directly affected will have the option of a meeting with their Head of Service.

- 19.2. It is proposed that the management report back to this Committee the outcomes of consultation and more specific details of ring fences and implications to staff following the outcomes of staff and employeeside consultation. A verbal update will be provided to Members when this report is presented.

20. Implications for Staff

- 20.1. The service is currently operating with 8 vacancies resulting from staff leaving the service over 2008/9. There are currently three staff on acting up arrangements within the service. All acting up arrangements will cease to exist as the structure is rolled out.
- 20.2. All 17 Street Enforcement Officer posts will be required to operate unsocial hours. Although Street Wardens and one Street Enforcement officer already work unsocial hours in return for a 10% supplement, all currently uniformed staff will have changed terms and conditions.
- 20.3. There are three uniformed officers who do not currently have enforcement powers. Under the proposals all uniformed staff will be expected to undertake enforcement action.
- 20.4. There is currently one Team Leader and one Service Manager in post. It is expected that these post holders will be absorbed into equivalent posts and with no salary change.
- 20.5. Uniformed officers are currently on substantive grades from Scale 5 to P01. All current Street Enforcement Officers are on P01. Under proposals all Street Enforcement Officers will be on P01, although implications of single status may affect this.
- 20.6. All Tactical Enforcement posts are currently vacant. One substantive post holder is acting up to a Team Leader post and two Street Wardens are currently acting up to Tactical Enforcement posts.

21. Implementation

- 21.1. It is expected that the service will commence ring fence recruitment from April 2009 and that all vacancies will be filled by July 2009. A service launch is scheduled for September 2009.
- 21.2. As an interim measure we will align existing staff on existing terms and conditions to the new area groups and to use this as an opportunity to trial the new way of working. This will be subject to consultation and if possible will begin in March 2009.

22. Financial Implications

22.1. The proposed structure will be met from existing resources plus an investment of £160k as from April 1 2009. The service is currently funded by a combination of mainstream funding, £389k of Area Based Grant, and estimated £90k of fixed penalty notice income.

22.2. Legal Implications

22.3. The Council is not under a general duty to deliver street enforcement activity, however, the services delivered by environmental crime are considered to be essential services. Failure to deliver enforcement activity will leave the council at risk of a charge of maladministration and would have a serious impact on our performance measures relating to antisocial behaviour (NI 21 and 27) and cleanliness (NI 195 and 196).