



## CRIME AND DISORDER OVERVIEW AND SCRUTINY SUB-COMMITTEE – 28<sup>th</sup> JULY 2021

<b>Subject Heading:</b>	Mobilisation of new enforcement service
<b>SLT Lead:</b>	Barry Francis
<b>Report Author and contact details:</b>	Karen Proudfoot Interim Head of Enforcement and Safety
<b>Policy context:</b>	The mobilisation of the agreed restructure of services within Neighbourhoods to create an integrated Enforcement and Safety service for Havering
<b>Financial summary:</b>	The total salary budget in 2020/21 for the service was £1,983,933, which is funded through General Fund, HRA and grants from Public Health and Children's and Young People Service.

### The subject matter of this report deals with the following Council Objectives

Communities making Havering	
Places making Havering	X
Opportunities making Havering	
Connections making Havering	

### Summary

1.1 This report presents information regarding the mobilisation of the new Enforcement and Safety Service which commenced on 1 June 2020 and seeks to provide information regarding;

- Confirmation of the new service structure, and how this compares to the previous structure.
- Operational capacity – considering the impact of Covid
- Training plan
- Performance Information
- Tasking Process

## **RECOMMENDATIONS**

- 2.1 The Sub-Committee are requested to note the report attached and decide on future reporting requirements.

## **REPORT DETAIL**

- 3.1 Tackling anti-social behaviour (ASB) and all aspects of environmental nuisance is a priority for the community and for Members and it was identified in 2017 that the Council's approach to enforcement had been fragmented and inconsistent.
- 3.2 After completing a detailed review and consultation it was agreed in December 2019 to proceed with the implementation of a new unified intelligence based enforcement and safety service structure.
- 3.3 Implementation of the new structure was slightly delayed due to a change in personnel in February and March and the outbreak of the COVID19 pandemic. However preparation for the mobilisation continued in April and May and included:
- Skills Audit undertaken to identify training needs
  - Completing Health and Safety Risk Assessments in consultation with staff
  - Updating the Scheme of Delegation
  - Agreeing and ordering uniforms
- 3.4 Mobilisation of the new structure, shown at Appendix A, commenced on 1 June 2020 and all existing staff were either assimilated or appointed to new roles within the new structure.
- 3.5 The main changes implemented with the restructure were:
- 3.5.1 Officers from the Community Warden, StreetScene Enforcement and Parks Protection Team being assimilated or appointed to the Environment Enforcement and Tactical Enforcement Teams. The three officers from the Parks Protection Team who have attested Constable authority in Parks, retained those powers and were assimilated to the Day-time Tactical Enforcement Team, although one has since left the Council.
- 3.5.2 Officers who had previously held subject specific posts dealing with ASB, Integrated Offender Management (IOM) and Violence Against Women and Girls (VAWG & Domestic Abuse) were assimilated to the

three Community Safety Officer roles to build capacity, resilience and enable a more flexible approach to changing needs.

- 3.5.3 The CCTV Service moving under the management of the Community Safety and Intelligence Manager.
- 3.6 A training matrix, shown at Appendix B, has been developed to ensure all officers have received all required mandatory training and any other appropriate training to enable them to complete their new roles successfully. The training is supported by a revised Standard Operating Procedure. Unfortunately the delivery of classroom based training has been delayed due to the COVID19 pandemic.
- 3.7 Performance Indicators have been collected, shown in Appendix C and D, however, these continue to evolve as new processes are developed to enable the accurate collection of data in the most streamlined manner.
- 3.8 An Enforcement and Safety Lead Officer matrix, Appendix E, has been established and shared with relevant Council and Police staff to enable the transition to the new structure to be as smooth as possible.
- 3.9 Whilst all Enforcement Officers have the same responsibilities they have been assigned to teams with distinct remits. These are:
- 3.9.1 The **Environment Enforcement team** is a high visibility borough-wide service, inclusive of Housing areas, consisting of three area based teams, each team consists of 4 Officers. The team is tasked to deal with reported issues and community concerns and provide high visibility enforcement service to address issues of anti-social behaviour, including noise, and a range of environmental issues such as fly-tipping and abandoned vehicles.

The Environment Enforcement Teams operate a shift rota which provides cover 5 days out of 6, covering Monday to Sunday and working shifts which provide cover between 7am and 3pm, 10am and 6pm and 11am and 7pm.

The table below shows the Wards covered by each team.

Environmental Enforcement			
	North	Central	South
Wards	<i>Mawneys</i>	<i>Brooklands</i>	<i>St Andrews</i>
	<i>Havering Park</i>	<i>Romford Town</i>	<i>Cranham</i>
	<i>Pettits</i>	<i>Squirrel's Heath</i>	<i>Upminster</i>
	<i>Heaton</i>	<i>Emerson Park</i>	<i>Elm Park</i>
	<i>Gooshays</i>	<i>Hylands</i>	<i>South Hornchurch</i>
	<i>Harold Wood</i>	<i>Hacton</i>	<i>Rainham and Wennington</i>

3.9.2 The **Tactical Enforcement Team** is made up of two teams, the day-time team and the night-time team. The day-time tactical enforcement team, which consists of officers with attested constable powers in parks and open spaces, has a particular focus on parks and open spaces although they will deal with issues in other areas as required. The night-time tactical enforcement team is focussed on addressing issues associated with the high footfall areas and the evening economy across the borough.

The day-time Tactical Enforcement Team providing cover 5 days out of 7, covering Monday to Sunday, and working 8 hour shifts, including their lunch break, with various start and finish times between 10am and 8pm.

The night-time Tactical Enforcement Team operate 5 days out of 6, covering Monday to Saturday, and working 8 hour shifts, including their lunch break, with various start and finish times between 1pm and 11pm.

3.10 The Teams are tasked at a fortnightly Tasking Meeting. Tasks are based on requests, information and intelligence detailing existing or emerging issues. This is also supported by an Enforcement Plan, which is a restricted document.

3.11 The Covid Pandemic has had a significant impact on the resourcing of the Enforcement teams, which have continued to work in a front-line capacity throughout the pandemic. Six (6) Enforcement Officers were required to Shield and have therefore been working from home in a different capacity to their substantive operational roles, such as supporting the calling of vulnerable residents. Three (3) officers have had long-term absences and 4 officers have left the service. Some vacancies and absences have been covered by agency staff.

3.11.1 The table below shows the front line operational capacity for the teams since June 20. Please note this is an average does not include absence for reasons such as annual leave or training.

	Environment Enforcement	Tactical Enforcement – Day	Tactical Enforcement – Night
Full Capacity	12	4	4
June 20	8	4	0
July 20	8	4	0
August 20	7	3	0
September 20	6	3	0
October 20	6	3	0
November 20	6	4	0
December 20	5	4	0
January 21	7	4	0

February 21	8	4	0
March 21	9	4	0
April 21	9	4	1
May 21	11	5	1

- 3.12 Service Level Agreements have been agreed with Housing for the provision of enforcement and ASB case management services. This includes the funding of 40% of the costs for the operation of the Environment Enforcement Service and the part or full funding of some posts with the Service, such as the Tactical Analyst.

## IMPLICATIONS AND RISKS

### **4. Financial implications and risks:**

- 4.1 None arising from this report.

### **5. Legal implications and risks:**

- 5.1 None arising from this report

### **6. Human Resources implications and risks:**

- 6.1 None arising from this report

### **7. Equalities implications and risks:**

- 7.1 No equalities and social implications arising from this report. Equality implications were considered as part of this restructure.