

COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE MEETING

Date: Tuesday 17 October 2017
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Barned (Chairman), M Burton, Joy, D Mortimer (Vice-Chairman),
Perry, Mrs Ring, Mrs Robertson, Webb and Webster

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3. Urgent Items	
4. Notification of Visiting Members	
5. Disclosures by Members and Officers	
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7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.	
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9. Presentation of Petitions (if any)	
10. Questions and answer session for members of the public (if any)	
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Issued on Monday 9 October 2017

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

PUBLIC SPEAKING

In order to book a slot to speak at this meeting of the Communities, Housing and Environment Committee, please contact 01622 602743 or by email to committeeservices@maidstone.gov.uk by 5 pm one clear working day before the meeting. If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

ALTERNATIVE FORMATS

The reports included in Part I of this agenda can be available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact committeeservices@maidstone.gov.uk or 01622 602743**. To find out more about the work of the Committee, please visit www.maidstone.gov.uk

MAIDSTONE BOROUGH COUNCIL

COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 18 JULY 2017

Present: Councillor Barned (Chairman), and
Councillors M Burton, Joy, D Mortimer, Perry,
Mrs Robertson, Round, Webb and Webster

23. APOLOGIES FOR ABSENCE

It was noted that apologies had been received from Councillor Mrs Ring.

24. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Round was substituting for Councillor Mrs Ring.

25. URGENT ITEMS

There were no urgent items. However, due to an emergency situation in the town centre the Chairman had agreed to take the report of the Head of Housing and Community Services related to the Housing Allocations Scheme Review before the Work Programme agenda item in order that the Officer could assist with the incident.

26. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

27. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members and Officers.

28. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

29. EXEMPT ITEMS

RESOLVED: That all items on the agenda be taken in public.

30. MINUTES OF THE MEETING HELD ON 20 JUNE 2017

RESOLVED: That the minutes of the meeting held on 20 June 2017 be approved as a correct record and signed.

31. PRESENTATION OF PETITIONS

There were no petitions.

32. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

33. REPORT OF THE HEAD OF HOUSING AND COMMUNITY SERVICES - HOUSING ALLOCATIONS SCHEME REVIEW AND UPDATE

The Head of Housing and Community Services presented a report on the Housing Allocations Scheme Review and Update.

The Committee noted that amendments to the scheme were being proposed ahead of the Homelessness Reduction Act that was planned to be introduced next year. The framework set out how priority was given to those who join the Housing Register.

The Head of Housing and Community Services detailed the amendments to be made as set out in Appendix I to the report.

In response to questions from Members, the Head of Housing and Community Services advised that:-

- That the number of those families that had previous or current rent arrears equivalent to a minimum of 8 weeks rent were not common but did cause difficulties in nominating to housing providers.
- The number of exceptional circumstances that occurred where the Head of Housing and Community Services has had to use his discretion to accept an application that does not meet any of the Housing Need criteria had been very rare.
- Allowing an applicant access to the Housing Register when they are threatened with homelessness at 56 days should not cause difficulties in relation to the regulations related to preventing retaliatory evictions.
- The sum of £16,000 of capital, investments and savings constitutes having sufficient funds to rent privately or buy a property would include shared ownership.

RESOLVED: That the proposed changes to the Housing Allocations Scheme be approved.

Voting: Unanimous

34. COMMITTEE WORK PROGRAMME

The Committee considered the Committee Work Programme.

RESOLVED: That the Committee Work Programme be noted.

35. REPORT OF THE HEAD OF ENVIRONMENT AND PUBLIC REALM - REVIEW OF WASTE STRATEGY 2014 - 2019

The Head of Environment and Public Realm presented a report on the review of Waste Strategy 2014-2019.

The Committee noted that the Council adopted its second 5 year waste strategic in 2014 with the objective to provide services which focussed on waste reduction, reuse and recycling. The recycling rate was reviewed last year and was reduced from 60% to 55% by 2019.

It was noted that over the past 12 months the recycling rate had increased to 49.9% from 47.79%. However, despite the recent successes of various food waste collection campaigns including the 'No Food Waste' stickers being placed on refuse bins, which had resulted in a 28% increase in the amount of food waste recycled, it was clear that the Council would not be able to achieve a 55% recycling rate by 2018/19 by engagement alone as it would require a substantial service change to achieve the targets as set out in the current Waste Strategy.

The Head of Environment and Public Realm therefore proposed that a new Waste Strategy for 2018 – 2023 be prepared and presented to the Committee for approval by April 2018. In order to achieve this it was recommended that a workshop be held in September/October which would be open to all Members (and be mandatory for Members of the Communities, Housing and Environment Committee).

In response to questions from Members, the Head of Environment and Public Realm advised that:-

- Whilst there was merit in setting up a Working Group, it was thought more beneficial to hold a Workshop in the first instance in order that experts in the field could be brought in to inform Members.
- An operative from Biffa be requested to attend the Workshop to give their perspective.
- There was a problem of contaminated bins where residents or carers of those residents were not familiar with what goes in which bin. A similar problem was evident where there were communal bins. The Waste Team would be working on a wider communications campaign to address the issue.

RESOLVED:-

1. That the progress made so far against the objectives set out in the Waste Strategy 2014-2019 be noted.
2. That the current Waste Strategy 2014-19 no longer delivers the Council's ambition for its Waste and Recycling Services and that a new Waste Strategy for 2018-23 would be prepared and presented

to the Committee by April 2018.

3. That a workshop be held in September/October for all Members and to be mandatory for the Communities, Housing and Environment Committee to shape the new Strategy and determine the level of ambition, investment and appetite for bold service changes.

Voting: For: unanimous

36. REPORT OF THE HEAD OF ENVIRONMENT AND PUBLIC REALM - WASTE COLLECTION - PROPOSED NEW CHARGES

The Head of Environment and Public Realm presented a report on Waste Collection – Proposed New Charges.

The Committee noted that in 2013 the Council entered into a partnership with Ashford and Swale Borough Councils and Kent County Council to let a 10 year waste collection contract, which was awarded to Biffa Municipal Ltd. Every April an annual review was carried out to identify contract growth, which included changes in household numbers, garden waste subscriptions, bulky and clinical waste collections as well as a calculation of the annual indexation. The annual indexation is calculated through a complex equation which included average weekly earnings index, CPI and DERV (Diesel).

It was noted that over the past three years the annual indexation applied had been + 0.383%, - 1.184% and – 2.012% respectively and the number of properties increased by 2,500. For 2017/18 the indexation is +5.577% and when combined with property growth, will equate to an additional cost of £180,000 compared with the previous year.

The Head of Environment and Public Realm advised that in order to close the gap between the original budget estimate and the uplifted contract costs, the current fees and charges had been reviewed.

In response to questions from Members, the Head of Environment and Public Realm advised that:-

- Should the fee for the collection of 1 white good be £10 then the Council would be making a loss as the cost charged by Biffa was £15.50 which would equate to a £6,000 deficit per annum.
- That the provision of bins for residents on a new development was paid for by the developers. However, those residents moving into an existing property where the bins had been taken would have to pay for new bins.
- The Council does have a statutory duty to collect clinical waste but could make a charge.
- The Council does not provide the sharps bins, these are obtained by users from their doctor's surgeries. It was noted that the majority

of residents already stockpiled them in readiness for a collection which was invariably twice a year.

- A comparison was made with some Kent Authorities and whilst it was not known if flytipping had increased as a result of those charges, this could be explored further.
- The Council would be running a 'know where your waste goes' campaign as part of the Litter Strategy.
- The flytipping statistics would continue to be monitored and in particular fridges/freezers would be noted if part of any flytipping to be reported back to the Committee.

Councillor Perry arrived at 7.15 p.m. during the discussion of this item.

RESOLVED:

1. That a new charge of £20 for the collection of a hazardous white goods item (Fridge or Freezer), as part of the Bulky Waste Collection Service be introduced.

Voting: For: Unanimous

2. That the Subsidised Bulky Charge be changed to offer those in receipt of Council Tax Reduction Benefit either one hazardous white goods item (Fridge/Freezer) or one 1-4 item collection per year.

Voting: For: 5 Against: 0 Abstentions: 4

3. That the annual provision of black sacks to properties not suitable for wheeled bins be withdrawn.

Voting: For: Unanimous

4. That a limit of two free collections per year be introduced for the collection of Clinical Waste Sharps Boxes and a charge of £5 be made for additional requests.

Voting: For: 8 Against: 1 Abstentions: 0

5. That a register of interest for a seasonal weekly garden waste service as a supplement to the existing fortnightly collections be carried out to determine its viability.

Voting: For: Unanimous

37. DURATION OF MEETING

6.30 p.m. to 7.50 p.m.

2017/18 WORK PROGRAMME - CHE COMMITTEE

Report Title	Work Stream	Committee	Month	Lead	Report Author
Local Health Care - Oral Update	Updates, Monitoring Reports and Reviews	CHE	Oct-17	John Barned	Fay Gooch (Oral Update)
First Quarter Budget Monitoring	Corporate Finance and Budgets	CHE	Oct-17	Ellie Dunnet	Paul Holland
Q1 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	CHE	Oct-17	Angela Woodhouse	Anna Collier
Future Enforcement Options	Updates, Monitoring Reports and Reviews	CHE	Oct-17	Jennifer Shepherd	Martyn Jeynes
CCTV Review including Mobile CCTV	Changes to Services & Commissioning	CHE	Nov-17	John Littlemore	Matt Roberts
Parish Services Scheme Review	Changes to Services & Commissioning	CHE	Nov-17	Mark Green	Matt Roberts
Mid Kent Waste Contract Review & Clean and Safe Strategy	Updates, Monitoring Reports and Reviews	CHE	Nov-17	Jennifer Shepherd	Jennifer Shepherd
Voluntary Sector Service Level Agreement Review	Changes to Services & Commissioning	CHE	Nov-17	John Littlemore	Tony Stewart
Second Quarter Budget Monitoring	Corporate Finance and Budgets	CHE	Nov-17	Ellie Dunnet	Paul Holland
Q2 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	CHE	Nov-17	Angela Woodhouse	Anna Collier
Review of the Council's Temporary Accommodation Strategy	Updates, Monitoring Reports and Reviews	CHE	Dec-17	John Littlemore	Tony Stewart
National Litter Strategy	Updates, Monitoring Reports and Reviews	CHE	Dec-17	Jennifer Shepherd	Martyn Jeynes
Review of the Council's Allocation Scheme	Updates, Monitoring Reports and Reviews	CHE	Dec-17	John Littlemore	Tony Stewart
Fees & Charges	Corporate Finance and Budgets	CHE	Jan-18	Mark Green	Ellie Dunnet
Medium Term Financial Strategy & Budget Proposals 2018/19	Corporate Finance and Budgets	CHE	Jan-18	Mark Green	Ellie Dunnet
Strategic Plan Action Plan 2018/19	Corporate Planning	CHE	Jan-18	Angela Woodhouse	Angela Woodhouse
Setting new Key Performance Indicators (please note that there will be workshops with each committee prior to the report in January/February)	Corporate Planning	CHE	Feb-18	Angela Woodhouse	Anna Collier
Q3 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	CHE	Feb-18	Angela Woodhouse	Anna Collier
Homelessness Reduction Act	Updates, Monitoring Reports and Reviews	CHE	Feb-18	John Littlemore	Tony Stewart
Community Toilet Scheme	Updates, Monitoring Reports and Reviews	CHE	Mar-18	Jennifer Shepherd	John Edwards
Supporting RSLs	Changes to Services & Commissioning	CHE	Mar-18	William Cornall	John Littlemore
Crime and Disorder Overview and Scrutiny	Updates, Monitoring Reports and Reviews	CHE	Mar-18	John Littlemore	Matt Roberts
Fleet maintenance arrangements	Changes to Services & Commissioning	CHE	TBC	Jennifer Shepherd	Ian Packer / John Edwards
Commercial Waste Future Proposal	Regeneration and Commercialisation	CHE	TBC	Jennifer Shepherd	John Edwards
Safeguarding Policy Update	Updates, Monitoring Reports and Reviews	CHE	TBC	John Littlemore	Matt Roberts
West Kent CCG Forward Plan/Maidstone and Tunbridge Wells NHS STP	Updates, Monitoring Reports and Reviews	CHE	TBC	TBC	TBC

Communities, Housing & Environment Committee

17 October 2017

Is the final decision on the recommendations in this report to be made at this meeting?

No

KPI Performance Report Quarter 1 2017/18

Final Decision-Maker	Policy & Resources Committee
Lead Head of Service	Head of Policy, Communications & Governance
Lead Officer and Report Author	Anna Collier, Policy & Information Manager. Alex Munden, Performance and Business Information Officer
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

1. That the summary of performance for Quarter 1 of 2017/18 for Key Performance Indicators (KPIs) be noted.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all
- Securing a successful economy for Maidstone Borough

Key Performance Indicators monitor the delivery of the Council's Corporate Priorities as set out in the Strategic Plan 2015-20. The Performance Plan provides progress against the Council's key strategies which deliver the Council's corporate priorities.

Timetable

Meeting	Date
Wider Leadership Team	8 August 2017
Heritage Culture & Leisure Committee	5 September 2017
Strategic Planning, Sustainability & Transport Committee	12 September 2017
Policy & Resources Committee	20 September 2017
Communities, Housing & Environment	17 October 2017

KPI Performance Report Quarter 1 2017/18

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Communities, Housing & Environment Committee is asked to review the progress of key strategies, plans, and performance indicators that support the delivery of the Strategic Plan 2015-2020. The Committee is also asked to consider the comments and actions against performance to ensure these are robust.
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2. INTRODUCTION AND BACKGROUND

- 2.1 Having a comprehensive set of actions and performance indicators ensures that the Council delivers against the priorities and actions set in the Strategic Plan.
 - 2.2 Following the refresh of the Strategic Plan for 2017/18 the Committees agreed 28 Key Performance Indicators in April 2017.
 - 2.3 Performance indicators are judged in two ways. Firstly on whether performance has improved, sustained or declined, compared to the same period in the previous year. This is known as direction. Where there is no previous data, no assessment of direction can be made.
 - 2.4 The second way is to look at whether an indicator has achieved the target set and is known as PI status. If an indicator has achieved or exceeded the annual target they are rated green. If the target has been missed but is within 10% of the target it will be rated amber, and if the target has been missed by more than 10% it will be rated red.
 - 2.5 Some indicators will show an asterisk (*) after the figure. These are provisional values that are awaiting confirmation. Data for some of the indicators were not available at the time of reporting. In these cases a date has been provided for when the information is expected.
 - 2.6 Contextual indicators are not targeted but are given a direction. Indicators that are not due for reporting or where there is delay in data collection are not rated against targets or given a direction.
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3. Quarter 1 Performance Summary

- 3.1 There are 28 key performance indicators (KPIs) which were developed with Heads of Service and unit managers, and agreed by the four Service Committees for 2017/18. Nine of these relate to the Communities, Housing and Environment Committee.
- 3.2 Overall, 57% (4) of targeted KPIs reported this quarter achieved their target for quarter 1. For 50% of indicators, performance improved

compared to the same quarter last year, where previous data is available for comparison.

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	4	0	3	2	9
Direction	Up	No Change	Down	N/A	Total
Long Trend	3	0	3	3	9
Short Trend	3	0	3	3	9

4. Performance by Priority

Priority 1: Keeping Maidstone Borough an attractive place for all

- 4.1 The Environmental Services team attended 131 reports of litter during the first quarter of 2017/18. The litter reports were predominantly for Tovil, Fant, and Shepway. The Cleansing Manager is reviewing litter bin placements and cleansing schedules to identify possible improvements, and reduce the number of service requests we receive.
- 4.2 The Environmental Services team also responded to 88.8% of fly-tips within two working days. Changes are currently being made to the Enforcement and Street Cleansing team to create a new Waste Crime Team. The new team will work collaboratively to gather intelligence and remove fly-tips more quickly. The majority of fly-tips occur in urban and residential areas, and the new team will explore ways to tackle this. We are also planning to increase awareness of Duty of Care requirements for residents and businesses, and warning against the risks of using un-licensed collectors.
- 4.3 We sent 52.67% of household waste for reuse, recycling, and composting in April and May of 2017. This is above the target of 52.5% due to increasing levels of garden waste and mixed dry recycling. The contamination rate reduced to 7% in June as a result of ongoing communication campaigns and engagement. The recycling of street sweeper arisings is also boosting the composting rate, and plans are in progress to increase the recycling of litter through new on-street recycling bins. We currently have the second best recycling rate in Kent and are above the national target of 50%.
- 4.4 During quarter one, 10% of fly-tips with evidential value resulted in enforcement action. The enforcement action rate for the first quarter was low due to staff absence and the transfer of responsibilities to the Waste and Street Scene team. Changes have now been implemented to the Environmental Enforcement team with a Waste Crime Officer based within the Waste and Street Scene team. This has already resulted in an increase in collaborative working, the sharing of intelligence, and a number of enforcement actions being taken. It is expected the action rate will be above target for the rest of the year.
- 4.5 The Housing and Enabling team have spent or allocated 23.4% of the Disable Facilities Grant budget in quarter 1. A total of £237,208 was allocated or spent against a total annual budget of £1,013,000.

Priority 2: Securing a successful economy for Maidstone Borough

- 4.6 There were 39 affordable home completions for the first quarter of 2017/18, against a target of 50. We forecast there to be over 200 completions for the financial year, and expect performance to improve throughout the year. The remaining quarters should make up the shortfall, and we expect that the target of 200 completions for the year will be achieved.
- 4.7 We housed 124 households through the housing register during quarter one of 2017/18. We have not achieved the quarterly target of housing 150 households. This is due to a lower number of properties becoming available through Registered Providers, and a smaller amount of new build units being completed.
- 4.8 133 households were prevented from becoming homeless during the first quarter of 2017/18. This is higher than the target of 75, and a significant increase on the 27 preventions that took place in the same quarter last year. This is made up of 46 preventions from housing advice, 77 assistances with discretionary housing payments, and 10 with support from the Sanctuary Scheme.
- 4.9 There were 84 households in temporary accommodation on the last night of quarter one. This has seen a steady decrease since quarter two of 2016/17, despite the service seeing a 59% increase in homelessness applications. Of these 84, 62 are in nightly paid accommodation, with the remainder in stock owned by the council, or units provided by Registered Providers.
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5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The Strategic Plan Performance Update will be reported quarterly to the Service Committees; Communities Housing and Environment Committee, Strategic Planning, Sustainability and Transport Committee, and Heritage, Culture, and Leisure Committee. The report will then go to Policy & Resources Committee following these meetings, with any feedback from the other Committees.
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6. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 6.1 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements, such as the frequency of reporting. This is not recommended as it could lead to action not being taken against performance during the year, and the Council failing to deliver its priorities.
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7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The key performance indicators and strategic actions are part of the Council's overarching Strategic Plan 2015-20 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.	Angela Woodhouse, Head of Policy & Communications
Risk Management	The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.	Angela Woodhouse, Head of Policy & Communications
Financial	Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. The financial implications of any proposed changes are also identified and taken into account in the Council's Medium Term Financial Plan and associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting process.	Section 151 Officer
Staffing	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place.	Angela Woodhouse, Head of Policy & Communications
Legal	None identified.	Legal Team
Equality Impact Needs Assessment	The Performance Indicators reported on in this quarterly update measure the ongoing performance of the strategies in place. If there has been a	Equalities and Corporate Policy Officer

	change to the way in which a service delivers a strategy, i.e. a policy change, an Equalities Impact Assessment is undertaken to ensure that there is no detrimental impact on individuals with a protected characteristic.	
Environmental/Sustainable Development	A number of performance indicators relate to our performance in environmental services. This has a significant effect on our ability to monitor the Environment in Maidstone. This is also important as one of our key priorities is to provide a clean and safe environment.	Policy and Information Manager
Community Safety	We have Key Performance Indicators that relate to important areas of community safety. These ensure that the work being done by the Community Safety Unit is relevant, and that key areas such as safeguarding are being developed.	Policy and Information Manager
Human Rights Act	None identified.	Policy and Information Manager
Procurement	Performance Indicators and Strategic Milestones monitor the any procurement needed to achieve the outcomes of the Strategic Plan.	Policy and Information Manager
Asset Management	Performance Indicators that measure our commercial activities monitor our use of our assets. Good performance shows good management of our assets, or can highlight where assets can be utilised more efficiently.	Policy and Information Manager

8. REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix I: KPI Performance Report Q1 2017/18
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9. BACKGROUND PAPERS





None

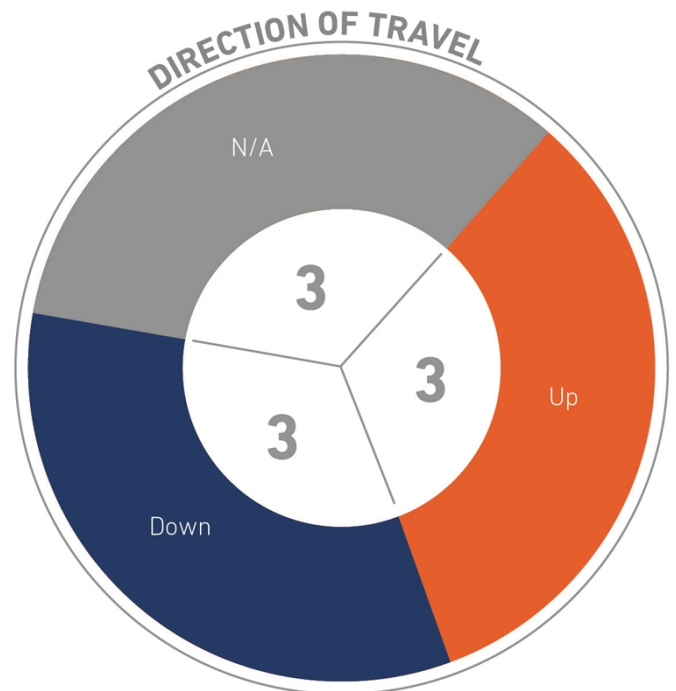
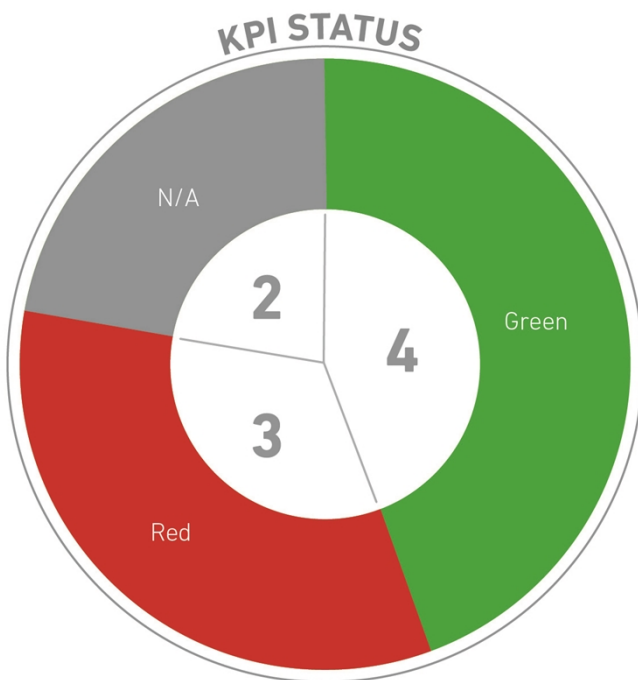
Performance Summary

This is the quarter 1 performance update on Maidstone Borough Council’s Strategic Plan 2015-20. It sets out how we are performing against Key Performance Indicators that directly contribute to the achievement of our priorities. Performance indicators are judged in two ways: firstly, whether an indicator has achieved the target set, known as PI status. Secondly, we assess whether performance has improved, been sustained or declined, compared to the same period in the previous year (long term) and previous quarter (short term), known as direction.

Key to performance ratings

RAG Rating	
	Target not achieved
	Target slightly missed (within 10%)
	Target met
	Data Only










Direction	
	Performance has improved
	Performance has been sustained
	Performance has declined
	No previous data to compare




RAG Rating	Green	Amber	Red	N/A	Total
KPIs	4	0	3	2	9
Direction	Up	No Change	Down	N/A	Total
Long Trend	3	0	3	3	9
Short Trend	3	0	3	3	9

Priority 1: Keeping Maidstone Borough an attractive place for all

Providing a clean and safe environment














Performance Indicator	Value	Target	Status	Long Trend	Short Trend
Number of litter reports attended to	131			N/A	N/A
Percentage of fly-tips cleared or assessed to within 2 working days	88.78%	88.00%			
Percentage of household waste sent for reuse, recycling and composting (NI 192)	52.67%	52.50%			
Percentage of fly-tips resulting in enforcement action	10%	20%		N/A	N/A

Encouraging good health and wellbeing

Performance Indicator	Value	Target	Status	Long Trend	Short Trend
Percentage spend and allocation of Disabled Facilities Grant Budget (YTD)	23.4%	20.0%		N/A	N/A

Priority 2: Securing a successful economy for Maidstone Borough

A home for everyone

Performance Indicator	Value	Target	Status	Long Trend	Short Trend
Number of households housed through housing register	124	150			
Number of affordable homes delivered (gross)	39	50			
Number of households prevented from becoming homeless through the intervention of housing advice	133	75			
Number of households living in temporary accommodation last night of the month (NI 156)	84				

COMMUNITIES, HOUSING & ENVIRONMENT COMMITTEE

17 October 2017

Is the final decision on the recommendations in this report to be made at this meeting?

No

First Quarter Budget Monitoring 2017/18

Final Decision-Maker	Communities, Housing & Environment Committee
Lead Head of Service	Director of Finance and Business Improvement
Lead Officer and Report Author	Mark Green – Director of Finance and Business Improvement (Lead Officer) Paul Holland - Senior Finance Manager Client Accountancy (Report Author)
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

That the revenue position at the end of the first quarter and the actions being taken or proposed to improve the position where significant variances have been identified be noted.

This report relates to the following corporate priorities:

The budget is a statement, in financial terms, of the priorities set out in the strategic plan. It reflects the Council's decisions on the allocation of resources to all objectives of the strategic plan. The issues raised in this report identify areas where financial performance is at variance with priority outcomes.

Timetable	
Meeting	Date
Policy & Resources Committee	20 September 2017
Communities, Housing and Environment Committee	17 October 2017

First Quarter Budget Monitoring 2017/18

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides the committee with an overview of the revenue budget and outturn for the first quarter of 2017/18, and highlights financial matters which may have a material impact on the Medium Term Financial Strategy or the Balance Sheet.
 - 1.2 As at the 30 June 2017, this Committee was showing an overall negative variance of £300,000. The individual variances for each service area are detailed within **Appendix I**.
 - 1.3 The position for the Council as a whole at the end of the first quarter shows a positive variance but there are still a number of underlying pressures across all the Committees that need to be addressed to ensure that this position continues throughout the year.
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2. INTRODUCTION AND BACKGROUND

- 2.1 The Director of Finance & Business Improvement is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice, day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.
- 2.2 The Medium Term Financial Strategy for 2017/18 onwards was agreed by full Council on 1 March 2017. This report advises and updates the Committee on the current position with regards to revenue expenditure against the approved budgets.
- 2.3 Attached at **Appendix I** is a table detailing the current budget and expenditure position for this Committee's services in relation to the first quarter of 2017/18, to June 2017. The appendix details the net budget per cost centre for this Committee. Actual expenditure is shown to the end of June 2017 and includes accruals for goods and services received but not yet paid for.
- 2.4 The columns of the table in the Appendix show the following detail:
 - a) The cost centre description;
 - b) The value of the total budget for the year;
 - c) The amount of the budget expected to be spent by the end of June 2017;
 - d) The actual spend to that date;
 - e) The variance between expected and actual spend;
 - f) The forecast spend to year end; and
 - g) The expected significant variances at 31 March 2018.

- 2.5 **Appendix I** shows that of an annual budget of £8,002,360 there was an expectation that net expenditure of £1,842,368 would be achieved by the end of the first quarter. At this point in time the budget position for this committee as a whole is an under spend of £12,671, but the current forecast indicates that the outturn position for this committee will show an adverse variance of -£300,000 by the end of the year.
- 2.6 Explanations for variances within individual cost centres which exceed or are expected to exceed £30,000 are provided below in accordance with the council's constitution:

Communities, Housing & Environment Committee	Positive Variance Q1 £000	Adverse Variance Q1 £000	Year end Forecast Variance £000
Homeless Temporary Accommodation – An additional budget has been provided for temporary accommodation this year, but an overspend is still expected because (a) it has taken longer to bring into use Council owned properties for homeless families and (b) current trends indicate an increase in the numbers we will have to accommodate.		-50	-200
Pollution Control – General - The variance is as a result of an unspent £206,000 Defra Air Quality Grant. Any unspent grant at year end will be carried forward to the following financial year.	56		0
Recycling Collection - The variance is due to increased contract costs, resulting from a higher indexation increase than budgeted for. The Head of Service has plans to address this shortfall.		-35	0
Street Cleansing - The variance is a result of several reasons including unmet savings targets, increased refuse disposal costs and increased overtime and agency costs exacerbated by premium rates for shift work to cover staff sickness..		-61	-100

3. AVAILABLE OPTIONS

- 3.1 In considering the current position on the revenue budget at the end of June 2017 the committee can choose to note those actions and reconsider the outcomes at the end of the third quarter or it could choose to take further action.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The committee is requested to note the content of the report and agree on any necessary action to be taken in relation to the budget position.
-

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 This report is not expected to lead to any consultation.
-

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The first quarter budget monitoring reports were considered by the service committees in September 2017, apart from Communities, Housing and the Environment Committee where the meeting was cancelled, which culminated in a full report to Policy and Resources committee on 20 September.
- 6.2 Details of the actions taken by service committees to manage the pressures in their budgets will be reported to Policy and Resources committee at this meeting.
-

7 CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's medium term financial strategy which is linked to the strategic plan and corporate priorities.	Director of Finance & Business Improvement
Risk Management	The Council has produced a balanced budget for both capital and revenue expenditure and income for	Director of Finance & Business Improvement

	<p>2017/18 This budget is set against a backdrop of limited resources and an difficult economic climate. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives this committee the best opportunity to take actions to mitigate such risks.</p> <p>The issues set out in this report do not exhibit the level of potential risk identified in previous years.</p>	
Financial	<p>Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.</p>	Director of Finance & Business Improvement
Staffing	<p>The budget for staffing represents approximately 50% of the direct spend of the council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.</p>	Director of Finance & Business Improvement
Legal	<p>The Council has a statutory obligation to maintain a balanced budget this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.</p>	[Legal Team]
Equality Impact Needs Assessment	<p>The budget ensures the focus of resources into areas of need as identified in the Council's strategic priorities. This monitoring report ensures that</p>	Director of Finance & Business Improvement

	the budget is delivering services to meet those needs.	
Environmental/Sustainable Development	No specific issues arise.	Director of Finance & Business Improvement
Community Safety	No specific issues arise.	Director of Finance & Business Improvement
Human Rights Act	No specific issues arise.	Director of Finance & Business Improvement
Procurement	No specific issues arise.	Director of Finance & Business Improvement
Asset Management	Resources available for asset management are contained within both revenue and capital budgets and do not represent a significant problem at this time.	Director of Finance & Business Improvement

8 REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix I: First Quarter 2017/18 Revenue Monitoring – Communities, Housing & Environment Committee

9 BACKGROUND PAPERS

None

Communities, Housing & Environment Committee
APPENDIX I - First Quarter Budget Monitoring - Full Summary to June 2017

Cost Centre	Budget for Year	Budget to June	Actual	Variance	Forecast	Year End Variance	Explanation
	£	£	£	£	£	£	
Aylesbury House	23,500	7,908	1,611	6,296	23,500		
Building Safer Communities (BSC)	0	-12,900	-1,644	-11,256	0		
C C T V	192,350	53,363	71,739	-18,376	192,350		
Commercial Waste Services	-66,090	-16,523	-30,955	14,433	-66,090		
Community Safety	66,440	12,360	1,308	11,052	66,440		
Community Safety Co-ordinator Section	127,950	31,888	49,723	-17,835	127,950		
Contaminated Land	0	0	-75	75	0		
Delegated Grants	2,100	2,100	855	1,245	2,100		
Depot Services Section	569,930	142,483	135,966	6,516	569,930		
Dog Control	24,150	3,701	6,520	-2,819	24,150		
Drainage	31,700	7,925	486	7,439	31,700		
Environmental Enforcement	13,580	-4,312	-16,992	12,680	13,580		
Environmental Operations Enforcement Section	317,340	79,335	76,269	3,066	317,340		
Environmental Protection Section	237,370	59,343	43,435	15,908	237,370		
Fleet Workshop & Management	749,940	187,485	164,282	23,203	749,940		
Food and Safety Section	293,200	73,300	41,418	31,882	293,200		
Food Hygiene	8,840	1,381	0	1,381	8,840		
Grants	206,270	127,680	120,175	7,505	206,270		
Grounds Maintenance	66,790	7,718	36,303	-28,585	66,790	0	This budget head is being deleted as part of a restructure within Parks & Open Spaces and the variance will be dealt with as part of that process.
Head of Environment and Public Realm	86,660	21,665	20,523	1,142	86,660		
Head of Housing & Community Services	103,050	25,763	25,728	34	103,050		
Health Improvement Programme	8,800	2,200	7,688	-5,488	8,800		
Health Promotion	1,750	438	0	438	1,750		
HMO Licensing	-13,380	-3,345	-2,251	-1,094	-13,380		
Homeless Temporary Accommodation	417,570	104,393	154,442	-50,049	617,570	-200,000	An additional budget has been provided for temporary accommodation this year, but an overspend is still expected because (a) it has taken longer to bring into use Council owned properties for homeless families and (b) current trends indicate an increase in the numbers we will have to accommodate.
Homelessness Prevention	289,740	-204,735	-206,105	1,370	289,740		
Household Waste Collection	1,056,500	266,000	284,140	-18,140	1,056,500		
Housing & Enabling Section	270,490	67,623	57,194	10,428	270,490		
Housing & Health Section	282,600	70,650	69,190	1,460	282,600		
Housing & Inclusion Section	505,910	126,478	117,831	8,646	505,910		

Cost Centre	Budget for Year	Budget to June	Actual	Variance	Forecast	Year End Variance	Explanation
Housing Register & Allocations	10,000	8,500	10,873	-2,373	10,000		
Infectious Disease Control	960	240	240	0	960		
Licences	-6,800	-1,423	-3,505	2,082	-6,800		
Licensing - Hackney & Private Hire	-68,400	-14,567	-30,780	16,213	-68,400		
Licensing Non Chargeable	7,030	1,758	1,828	-71	7,030		
Licensing Section	104,550	26,138	24,531	1,607	104,550		
Licensing Statutory	-71,040	-7,030	9,441	-16,472	-71,040		
Magnolia House	-8,000	-4,975	-5,460	485	-8,000		
Marden Caravan Site (Stilebridge Lane)	19,020	4,865	5,211	-346	19,020		
Marsham Street	37,080	9,270	18,239	-8,969	37,080		
MBS Support Crew	-59,920	-14,980	-3,904	-11,076	-59,920		
Noise Control	1,160	140	115	25	1,160		
Occupational Health & Safety	23,670	4,751	-838	5,589	23,670		
Parish Services	130,170	65,085	65,000	85	130,170		
Pest Control	-12,000	-3,000	-3,149	149	-12,000		
Pollution Control - General	231,940	59,400	3,389	56,011	231,940	0	The variance is as a result of an unspent £206,000 Defra Air Quality Grant. Any unspent grant at year end will be carried forward to the following financial year
Private Sector Renewal	-47,370	658	11	647	-47,370		
Public Conveniences	129,740	36,528	32,454	4,074	129,740		
Public Health - Misc Services	13,620	3,405	-14,242	17,647	13,620		
Public Health - Obesity	0	-1,373	-17,350	15,978	0		
Recycling Collection	580,000	150,933	186,223	-35,289	580,000	0	The variance on this cost centre, is due to increased contract costs, resulting from higher indexation increase than budgeted for. The Head of Service has plans to address this shortfall.
Sampling	3,300	550	0	550	3,300		
Social Inclusion	65,050	16,263	7	16,255	65,050		
St Martins House	0	0	-2,885	2,885	0		
Strategic Housing Role	28,500	6,800	4,495	2,305	28,500		
Street Cleansing	1,000,940	252,485	313,735	-61,250	1,100,940	-100,000	The variance is a result of several reasons including unmet savings targets, increased refuse disposal costs and increased overtime and agency costs exacerbated by premium rates for shift work to cover staff sickness.
Sundry Temporary Accommodation (TA) Properties	7,180	1,795	7,065	-5,270	7,180		
Ulcombe Caravan Site (Water Lane)	6,930	-938	422	-1,359	6,930		
	8,002,360	1,842,638	1,829,967	12,671	8,302,360	-300,000	

Communities, Housing and Environment Committee

17 October 2017

Future Enforcement Options - On-street Enforcement Team

Final Decision-Maker	Communities, Housing and Environment Committee
Lead Head of Service/Lead Director	William Cornall Director of Regeneration and Place
Lead Officer and Report Author	Jennifer Shepherd Head of Environment and Public Realm
Classification	Public
Wards affected	All Wards

Executive Summary

Following the end of the litter enforcement contract in August 2017, a number of wider objectives have been identified for the service. These include tackling broader environmental issues and anti-social behaviour which is of growing concern. This report examines the options for delivering these objectives, including offering an in-house service or outsourcing it to a private contractor. The options present a number of opportunities to contribute to a *clean and safe environment* however are not without risk. The recommendation is to pursue an 18 month trial of an in-house On-street Enforcement Team to review the impact it has, the income it brings in and the potential to expand the service to other authorities or take on additional duties.

This report makes the following recommendations to this Committee:

1. That a new in-house On-street Enforcement Team is introduced for an 18 month period to carry out the enforcement of litter, other waste related crimes, anti-social behaviour and Public Space Protection Orders (PSPO);

Timetable

Meeting	Date
Communities, Housing and Environment Committee	17 October 2017

Future Enforcement Options - On-street Enforcement Team

1. INTRODUCTION AND BACKGROUND

- 1.1 Prior to 2010, litter enforcement was carried out as part of the duties of the Council's Environmental Enforcement Team. As a result very few Fixed Penalty Notices (FPNs) were issued for littering as they did not have the resource to carry out regular patrols.
- 1.2 The Litter Enforcement Service was outsourced in 2010 as it was identified the impact littering of cigarette ends was having on the appearance of the Town Centre and this offered a cost effective solution. In addition, a key benefit of out-sourcing the service was that the majority of the financial risk was passed to the contractor.
- 1.3 The Service operated successfully for over 7 years, generating a surplus which was reinvested in the street cleansing service and used for educational initiatives such as "Love where you learn". The Service also had a positive effect on behaviour, with very few repeated offenses and a decline in the number of FPNs issued over the past few years.
- 1.4 In August 2017, a mutual decision was taken by Maidstone Borough Council and Kingdom Security not to extend the existing contract as it no longer offered the best solution to the issues faced by the Council around environmental and more specifically the growing concerns regarding anti-social behaviour. It was identified that whilst tackling littering was still important, it was no longer the sole environmental and behavioural concern in the Town Centre and across the Borough as a whole, and therefore a more comprehensive solution was required.
- 1.5 The contract with Kingdom Security has now ended and as an interim measure, the level of littering in the Town Centre is being monitored on a daily basis to determine whether any immediate enforcement action is required. There are a number of authorised officers across the Waste and Street Scene Team and Community Protection Team, who are able to carry out patrols and issue FPNs if required. However this could not be carried out in the long term as it would detract from their investigative function, reduce capacity to deal with other demands and place them under increased pressure due to their already high caseloads.

Objectives

- 1.6 The primary objective for the Litter Enforcement Contract in 2010 was to reduce the level of cigarette litter and therefore improve the appearance of the Town Centre street scene. It is clear that the Contract had a positive impact in the Town Centre, however with litter being successfully controlled, other issues have become more evident and need to be addressed in order to achieve the Council's priority of *a Clean and Safe Environment*.

1.7 Therefore the future options for on-street enforcement need to achieve a number of wider objectives in addition to litter enforcement:

- Address anti-social behaviour
 - Proactive enforcement of PSPO(s)
 - Reduce fly tipping across the Borough Increase awareness of Duty of Care requirements
 - Increase awareness of Commercial Waste requirements for businesses
 - Reduce fly posting
 - Reduce dog fouling
-

2. AVAILABLE OPTIONS

2.1 Five options have been identified for the future of this service:

- Do nothing
- Retender Litter Enforcement Contract
- Introduce an in-house on-street enforcement team
- Let a contract for an on-street enforcement team
- Work in partnership with a neighbouring authority to deliver an on-street enforcement team

2.2 However it is not recommended that the first two options are implemented as they do not support the Council's priority for a *Clean and Safe Environment* and would not achieve the wider objectives set out above. These options would result in the Council having limited resource to assist in enforcement of the Town Centre PSPO and new dog control measures, reducing the effectiveness of these enforcement tools and placing the day to day enforcement of the PSPO with the Police who have limited resources themselves.

2.3 Whilst the newly formed Community Protection Team and Waste Crime Officer based at the Depot are tasked with addressing many of these problems, with the end of the Litter Enforcement Contract there is a very limited resource for on-street proactive enforcement. The existing teams will simply not achieve the quantity of low level actions (i.e. FPNs) needed to change behaviour as a street-based team.

2.4 The other three options would deliver a more robust enforcement approach across the wider environmental and anti-social behaviour spectrum. However will provide more significant financial challenges.

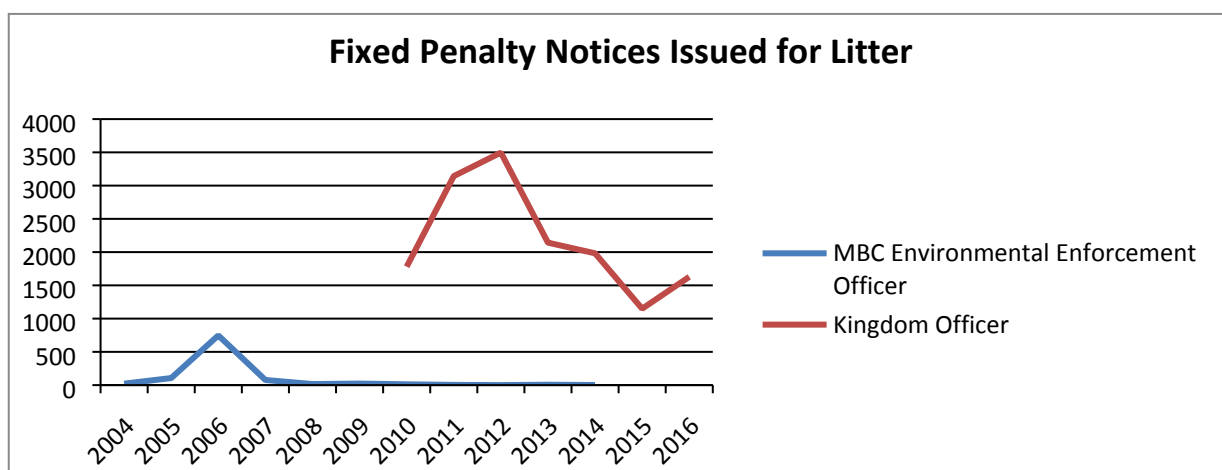
In-house On-street Enforcement Team

2.5 The key difference between this and the litter enforcement contract is that this model would need to be focused on impact as opposed to income, as tackling these wider issues would not generate the level of income previously achieved. A demand-led service would be needed to ensure that time is allocated for all

target behaviours. The approach taken and powers used to tackle anti-social behaviour does not necessarily result in an FPN being issued to resolve the matter. In fact getting to the point of issuing a FPN would be considered a failure as we have not managed to address the behaviour through other means, i.e. a positive intervention.

2.6 However in order to make the team financially viable, a significant amount of time would need to be focused on litter enforcement. Without this, the whole cost of the team would need to be funded by the Council, which would be in the region of £75,000 per annum.

2.7 The graph below shows the number of littering FPNs issued by Council employed officers compared with the contracted staff. This highlights the challenges of motivating and retaining the staff that are predominately tasked with issuing littering FPNs. The officers provided by a private company are performance driven and managed accordingly.



2.8 Therefore it would be necessary to have a clearly defined delivery model for the service with allocated time and performance measures for litter enforcement whilst tackling wider environmental and anti-social behaviours.

2.9 The table below outlines the potential income which could be generated from utilising a team of two officers for 70% of their operational hours to issue littering FPNs.

	Litter Enforcement	Other Environmental / Anti-social Enforcement
Staff	2 FTEs	
Operational days	227 operational days (5.5 hours/day)	
Division of duties	70%	30%
Total FPNs issued	951	66
Value (Paid only)	£53,280	£10,560
Total Income	£63,840	
Costs	£75,000	
Total deficit	£11,160	

- 2.10 However the cost of two officers including management overheads would be approximately £75,000 meaning there would already be a deficit of just over £11,000 before legal costs are taken into account. Based on the figures above there would be a need to prosecute approximately 285 cases per year which would incur significant legal costs, in the region of £50,000. Upon successful prosecution, the Council would recover a significant proportion of these costs.
- 2.11 It should also be noticed that failure to pay an FPN issued for a breach of the PSPO or a Community Protection Warning would not result in a prosecution for the non-payment of the fine but for the original offence of breaching, meaning that there is no opportunity to recover the costs attached to the non-payment of the fine.
- 2.12 Therefore whilst operating an in-house team provides greater control and security around reputational risk, there is a financial risk that the service would not be cost neutral. There is also a risk regarding recruitment, retention and performance of staff which could also affect the financial viability of the service.

Outsource On-street Enforcement Team

- 2.13 An alternative option to tackle the wider enforcement issues is to outsource the provision of an on-street enforcement team. This would be on a similar basis to the Litter Enforcement Contract but with a wider remit. Based on the low quantity of FPNs likely to be issued for the other offences, the contract would need to include an hourly rate for the enforcement of those other offences.
- 2.14 The table below provides a projection of the likely costs and income from outsourcing the service to a private contractor, before legal costs.

	Litter Enforcement	Other Environmental / Anti-social Enforcement
Staff	2 FTEs	
Division of duties	1.5 FTE (paid per ticket)	20 paid hours per week
Total FPNs issued	1022	66
Value (Paid only)	£57,204	£10,560
Total Income	£67,764	
Costs	£70,350	
Total deficit	£2,586	

- 2.15 This shows that the service is still unlikely to generate sufficient surplus to cover all costs, although more of the financial risk is passed onto the contractor. These figures also do not include the legal costs which could be in the region of £50,000.

2.16 It is also important to highlight that the actual contract costs would not be known until the procurement process was undertaken and therefore could be higher than the current projection. The low level of service providers also can inflate the costs and reduce the level of competition within the tender process.

Partnerships

2.17 A number of local authorities in Kent now have on-street enforcement teams provided either in-house or by a private contractor. An alternative option for service delivery would be to provide an in-house service across multiple boroughs. This could either be operated by Maidstone in a borough that currently outsources the work, or operated in Maidstone by an authority with an in-house service already.

2.18 One Maidstone has also been trialling Street Marshalls in the Town Centre funded through a grant from the Safer Maidstone Partnership and the initial feedback has been very positive. This work has been outsourced to a private contractor, TMS Security. This has illustrated the benefits of a more outcome focussed presence over a hard-line enforcement approach to deal with a number of behavioural issues.

2.19 Unfortunately there is currently only limited funding to continue with this project. However it is likely that if the Business Improvement District (BID) is a success this would form part of the proposals. This would provide the opportunity for Maidstone to carry out this work on behalf of the BID.

Conclusions

2.20 The options present a number of opportunities and challenges and given the evolving nature of the work required to instigate behavioural change, it cannot be delivered without a financial risk to the Council.

2.21 The table below highlights the strengths, weaknesses, opportunities and threats for each of the options:

	Strengths/Opportunities	Weaknesses/Threats
Do Nothing	No cost	Littering likely to increase over time Does not address wider issues Reputational risk
Retender Litter Enforcement Contract	Likely to generate surplus to contribute to service	Does not address the wider issues Not highest priority Reputational risk Financial driver Limited service providers

In-house on-street enforcement team	Direct management of staff More flexible service Wider remit Commercial opportunity Demand-led service	Recruitment and retention of staff Motivation of staff HR difficulties Financial risk as no guaranteed income
Outsource on-street enforcement team	Financial risk passed to contractor HR impact passed to contractor	Reputational risk Financially driven staff
Partnership	Income opportunity Commercial venture Reduce costs	Limited opportunities at present time

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 The option which is likely to have the greatest impact on behaviour is an in-house on-street enforcement service; however this also has the greatest financial risk to the Council.
- 3.2 It is therefore recommended that the in-house service is trialled for 18 months. Whilst the financial modelling has identified a risk that the service would cost between £12,000 and £62,000, there are a number of factors which can mitigate this risk, including training of staff, immediate payment options and a reduced rate for quick payment. By trialling the service for 18 months the Council has the opportunity to review the impact it has had, the income it has brought in and the potential to expand the service to other authorities or take on additional duties.
- 3.3 This option enables the Council to proactively tackle the growing concern related to anti-social behaviour and more serious criminal activity and provide reassurance to members of the public and visitors to Maidstone.
- 3.4 Funding has been identified from last year's Council underspend to cover the cost for the 18 month trial.
- 3.5 The other options do not provide the Council with the flexibility and control over a service which is considered by many as controversial and poses a reputational risk if not managed closely.

4. RISK

- 4.1 A full risk assessment is included in Appendix A of this report.
- 4.2 Should the Committee decide not to agree the recommendation, there is a risk to the Council's priority of a *Clean and Safe Environment* if appropriate

enforcement powers are not used. This will be a low level risk and the purpose of this recommendation is to mitigate this risk.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 The Communities, Housing and Environment Committee previously supported the use of a private contractor to deliver litter enforcement in Maidstone, however was concerned about the reputational risk to the Council.
- 5.2 The recommendation takes into consideration feedback from both the public and Members around the future of the service and the opportunity to deliver it in-house.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Should the recommendation be agreed, it is proposed that the new on-street enforcement team is introduced by April 2018. This will enable the recruitment and training of staff to be carried out and for the systems to be put in place to manage issuing and payment of FPNs.
- 6.2 Work will be undertaken with the Communications Team to develop a communications strategy for the launch and delivery of the new service including publicising positive behavioural change and the wider work of the new team with environmental crime and anti-social behaviour.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Accepting the recommendations will materially improve the Council's ability to achieve <i>A Clean and Safe Environment</i> . We set out the reasons other choices will be less effective in section 2.	Head of Environment and Public Realm
Risk Management	The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. [That consideration is shown in this report in	Head of Environment and Public Realm

	Appendix A and 4.2]. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.	
Financial	Accepting the recommendations will demand new spending of £12,000, plus legal costs of which the majority should be recovered through the Courts. We plan to fund that spending as set out in section 3 [preferred alternative].	[Section 151 Officer & Finance Team]
Staffing	Accepting the recommendation will require an additional two members of staff to carry out the on-street enforcement.	Head of Environment and Public Realm
Legal	Acting on the recommendations is within the Council's powers as set out in the Clean Neighbourhoods and Environment Act 2005 and Anti-social Behaviour, Crime and Policing Act 2014. Work would need to be carried out with Legal Services to determine the level of support needed to operate the service in-house and prosecute when required.	Legal Team
Privacy and Data Protection		
Equalities	No impact at this stage. However, the equalities impact should be considered as part of the procurement process for a new enforcement provider should the decision be taken. This will ensure all contracts managed are compliant with the Council's values, in line with the Public Sector Equality Duty and as set out in the council's Equalities Policy and objectives 2017-21.	Equalities and Corporate Policy Officer
Crime and Disorder	The recommendation will have a positive impact on Crime and	Head of Environment

	Disorder. This is a joint initiative with the Community Protection Team.	and Public Realm
Procurement		

8. REPORT APPENDICES

Appendix A – Risk Management

9. BACKGROUND PAPERS

None

Appendix A – Risk Management

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Vulnerability/Risk	Trigger	Consequences	Current Rating
Service is not financially viable	<ul style="list-style-type: none"> - Unable to retain suitable staff to carry out work - Fail to issue FPNs - Low payment rate of FPNs - Legal costs are higher than expected 	Cost of the service cannot be recovered through FPNs and therefore has to be funded internally	Likelihood: 3 Impact: 3 Rating: 9
Reputation	<ul style="list-style-type: none"> - Poor training of staff - Staff turnover - Inappropriate behaviour - Financially driven service 	Negative publicity Lack of trust in the service Reduction in payment rate resulting in higher legal costs Service no longer tenable	Likelihood:3 Impact: 3 Rating: 9
Service is not deliverable	<ul style="list-style-type: none"> - Unable to recruit staff - Staff turnover - Unable to retain suitable staff - Systems not in place to operate i.e. issue FPNs - Low payment rate puts pressure on legal services 	Service fails to change behaviour as not seen as effective Cost of service cannot be recovered through FPNs and therefore has to be funded internally Negative publicity Lack of trust in service	Likelihood: 2 Impact: 3 Rating: 6
Incorrect prosecution	<ul style="list-style-type: none"> - Back office system is unable to reconcile payments - Management of FPNs is not robust 	Reputational risk to the Council Negative publicity Lack of trust in the service Legal action against Council	Likelihood: 2 Impact: 3 Rating: 6

No.	Current Rating	Target Rating	Risk		
1	9	6	Service is not financially viable		
Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
Modelling of costs based on historical	Good	Staff training Performance monitoring of staff	Jennifer Shepherd	Payment rate > 70% No. of FPNs issued	6 months from start of service

data 18 month trial proposed		Varied work for staff to ensure remain engaged Monthly reviews of income		No. of complaints received low	
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No.	Current Rating	Target Rating	Risk		
2	9	6	Reputation		
Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
Direct employment of staff New delivery model which tackles wider range of issues Service not financially driven	Fair	Recruitment of appropriate staff Training provided Performance management of staff	Jennifer Shepherd	Low level of complaints High payment rate of FPNs Positive behavioural outcomes	6 months from start of contract

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No.	Current Rating	Target Rating	Risk		
3	6	6	Service is not deliverable		
Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
Process map prepared Working with digital team to design technology solutions	Good	Training programme for staff Monthly team meetings Performance reviews Explore opportunities with technology	Jennifer Shepherd	Service implemented Staff recruited FPNs issued Payment rate > 70% Low level of complaints	6 months from start of service

<p>New delivery model which tackles wider range of issues offers staff range of duties Admin support already available for team Experienced staff within team</p>		<p>Offer opportunities for staff to progress within Waste and Street Scene Team to improve retention</p>			
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No.	Current Rating	Target Rating	Risk			
4	6	6	Incorrect Prosecution			
Control in place	Adequacy of controls	Required action/control		Responsible Officer	Success Factors	Date for Review
<p>Prosecution will not be sought without full reconciliation of the system Lower levels of tickets issued allows additional checks to be carried out Sufficient time allowed between issue of FPN and prosecution to enable checks to be completed</p>	Fair	<p>Appropriate Back office system used (included in costs) Explore other systems already used by MBC (i.e. Parking)</p>		Jennifer Shepherd	<p>Full reconciliation completed every month High Payment rate Low level of complaints</p>	Monthly