



ENVIRONMENT AND SUSTAINABILITY SCRUTINY COMMITTEE – 19TH JULY 2023

SUBJECT: MOBILISING TEAM CAERPHILLY: ENFORCEMENT AND ASSOCIATED COMMUNITY ENGAGEMENT – SERVICE REVIEW

REPORT BY: CORPORATE DIRECTOR FOR ECONOMY AND ENVIRONMENT

1. PURPOSE OF REPORT

- 1.1 To consider and endorse a draft Terms of Reference to provide the framework for a service review on enforcement and associated community engagement carried out by the council.
- 1.2 To offer comment on the proposed scope of the service review – initially focussing on 'environmental protection and community behaviour' enforcement activity. The proposed scope focuses on elements of enforcement carried out by community safety wardens, including anti-social behaviour, environmental health 'enviro-crime' enforcement, waste and recycling compliance, and civil parking enforcement.
- 1.3 Through adopting the Terms of Reference, support a programme of review activity to explore key elements of enforcement and associated engagement activity. This includes current resource, enforcement activity undertaken currently, support arrangements and potential future resource requirements to support members' aspirations.

2. SUMMARY

- 2.1 The council's 'Budget Proposals for 2023/24' report to Cabinet and Council in February 2023 highlighted that 'due to the unprecedented levels of inflation, the current economic outlook, and the range of temporary measures that are proposed for the 2023/24 financial year, it is clear that the Council will continue to face significant financial challenges moving forward. With this in mind the Medium-Term Financial Plan (MTFP) has been updated based on a range of assumptions, resulting in a potential savings requirement of £48.335m for the two-year period 2024/25 to 2025/26'.
- 2.2 It also reaffirmed that 'a key element of the 'Team Caerphilly – Better Together' operating model is that of service reviews. Each Head of Service is required to review their service areas through the new operating model lens, demonstrating how the service can be delivered more efficiently and effectively. Annual financial targets will

be provided to each Corporate Director and respective Heads of Service to help frame the overall requirement’.

- 2.3 Enforcement and associated community engagement is one such service area to be the subject of a comprehensive service review through the remainder of 2023.
- 2.4 This report and the appended draft Terms of Reference proposes a scope for the service review – initially focussing on ‘environmental protection and community behaviour’ enforcement activity. The proposed scope focuses on elements of enforcement carried out by community safety, environmental health ‘enviro-crime’ enforcement, waste and recycling compliance, and civil parking enforcement.
- 2.5 Clearly the term ‘enforcement’ is far-reaching and extends beyond the remit of environmental enforcement, e.g. unauthorised school absences, tenancy enforcement and planning enforcement, so the requirement to confirm an initial scope for this service review is key.
- 2.6 The draft Terms of Reference that would provide the framework for a programme of review activity for cross-service enforcement and associated community engagement within the scope of ‘environmental protection and community behaviour’ enforcement are at Appendix One for members’ consideration.

3. RECOMMENDATIONS

- 3.1 That Environment and Sustainability Scrutiny Committee members support the establishment of a service review on enforcement of environmental protection and community behaviour related activity and associated community engagement delivered by the council.
- 3.2 That the Committee comment on and endorse the proposed scope of the service review – initially focussing on ‘environmental protection and community behaviour’ enforcement activity including elements of enforcement carried out by community safety, environmental health ‘enviro-crime’ enforcement, waste and recycling compliance, and civil parking enforcement.
- 3.3 That the Committee comment on and endorse the draft Terms of Reference for the review at Appendix One.
- 3.4 That the Committee endorse the establishment of an informal Member working group to support the review.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To support the Council's Medium Term Financial Plan and transformational ambitions, while ensuring the future vision for enforcement activity and associated community engagement is in line with the members’ aspirations and the needs of our communities.
- 4.2 To ensure the Council has a clear vision for the future remit and role of enforcement and engagement activity across Caerphilly County Borough Council.

5. THE REPORT

- 5.1 In the Summer of 2019, Cabinet adopted its 'Team Caerphilly – Better Together' Transformation Strategy as a means of creating and implementing a new operating model for the Council.
- 5.2 The whole organisation transformation programme was essentially based on three main pillars; service reviews, commercialisation and Placeshaping as well as a range of additional programmes intended to create the culture and environment to deliver the overarching concept of 'Team Caerphilly – Better Together'.
- 5.3 The council's 'Budget Proposals for 2023/24' report to Cabinet and Council in February 2023 highlighted that 'due to the unprecedented levels of inflation, the current economic outlook, and the range of temporary measures that are proposed for the 2023/24 financial year, it is clear that the Council will continue to face significant financial challenges moving forward. With this in mind the Medium-Term Financial Plan (MTFP) has been updated based on a range of assumptions, resulting in a potential savings requirement of £48.335m for the two-year period 2024/25 to 2025/26'.
- 5.4 It also reaffirmed that 'a key element of the 'Team Caerphilly – Better Together' operating model is that of service reviews. Each Head of Service is required to review their service areas through the new operating model lens, demonstrating how the service can be delivered more efficiently and effectively. Annual financial targets will be provided to each Corporate Director and respective Heads of Service to help frame the overall requirement'.
- 5.5 Enforcement of environmental protection and community behaviour related activity and associated community engagement is one such area to be the subject of a 'Mobilising Team Caerphilly' service review through the remainder of 2023.
- 5.6 The importance of effective enforcement and associated engagement – what our communities are telling us:

Through the council's ongoing community engagement programme, 'The Caerphilly Conversation', the importance of tackling key environmental issues including dog fouling, littering and illegal parking continue to be among the highest priorities for Caerphilly county borough's communities.

Some insights from recent engagement activities include:

- 94% of respondents to the 'What matters to you?' survey felt that **prioritising community safety** was as important or more important to them than 12 months ago
- 87% of respondents felt that the need for **work to support environmental issues** is as important or more important to them than 12 months ago
- 58% of respondents felt that tackling **illegal parking** is as important or more important to them than 12 months ago
- Key themes that elicited a large number of comments included the importance of **tackling litter and environmental problems (behaviour change), dog fouling, fly-tipping, community safety, anti-social behaviour and road safety** (particularly in relation to illegal parking)

Further, an objective of the councils emerging Waste and Recycling Strategy is to increase engagement and education with the public, community groups and schools. This includes a proposal to implement a comprehensive education programme to support increased participation and engagement with recycling and most notably the food waste service.

5.7 Service structures within scope of service review:

Head of Public Protection, Community and Leisure

Head of Infrastructure

| Roles | Community Safety Wardens | General Enforcement, Environmental Health | Civil Parking Enforcement | Waste and recycling engagement |
|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Full Time Equivalent Posts (FTEs) | 10 FTE including 1 Supervisor | 8 FTE | 8 FTE Number of managers - 1 Number of supervisors - 1 | 5 FTE |
| Current Functions | Patrol and enforce to tackle anti-social behaviour in hotspot areas. Use of a mobile CCTV van, issue fixed penalty notices for offences including littering, dog fouling, smoking and breach of a PSPO. Accredited with Police powers. | Patrol, investigate and enforce for littering, fly-tipping, abandoned vehicles, dog fouling and dog control. Issue Fixed Penalty Notices and compile prosecution cases for the above. | Carry out enforcement of all parking restrictions on the public highway and Council owned car parks in accordance with the Road Traffic Regulation Act 1984 and Traffic Management Act 2004. Note - Part 6 of the Traffic Management Act requires CEOs to wear such uniform as may be determined by the enforcement authority in accordance with guidelines issued by the appropriate national authority, and (b) must not exercise any of those functions when not in uniform. | Promote waste minimisation/recycling/composting to householders and businesses across the County Borough via education and enforcement. Responsible for the promotion and sale of commercial waste and recycling contracts and advise non-compliant businesses on the legal requirements and potential penalties in relation to commercial waste and licensing. |

5.8 The service review:

This service review, as with all undertaken through this process, will follow the five strategic review stages within the council's Service Review Methodology. While listed individually, some stages may run concurrently such as consultation and engagement, which are required throughout all five phases. These are:

1. **Initiation** (the current stage of this review):

- The theory of change – what problem are we trying to solve?
- Establish Terms of Reference and scope of service review
- Identify stakeholders and develop engagement strategies
- Set up steering group

2. **Data collection:**

- Collect performance data, policies, impact assessments, reporting schedules and costs
- Review customer feedback – including complaints, compliments and consultation responses
- Compare with others – benchmarking and good practice examples
- Explore strengths, weaknesses, opportunities and threats
- Identify areas for potential improvement/effectiveness/efficiency

3. **Consultation:**

- Extensive engagement with stakeholders – including colleagues working within the scope of the service review, Trade Union colleagues, residents, councillors etc.
- What works well? What doesn't work so well? Where can we improve? What opportunities are there? What would we need to achieve this?
- Explore possible areas for encouraging innovation or commercialisation

4. **Project planning/implementation:**

- Expected benefits are confirmed, together with timescales
- Identification of risks and impacts associated with potential change
- Identify 'quick wins', short-medium term projects, longer term projects and potential invest to save/improve options
- Develop action plan for each priority workstream – fully costed and with timescales attached
- Strategic recommendations for member consideration

5. **Following the review - closure and handover**

- Benefits realisation
- Ongoing monitoring, evaluation and reporting on benefits realisation
- Share learning from review

5.9 The draft Terms of Reference that would provide the framework for a programme of review activity for cross-service enforcement and associated community engagement within the scope of 'environmental' enforcement are at Appendix One for members' consideration. The Committee are asked to consider the establishment of an informal Member working group to support the review.

5.10 With subsequent member endorsement, the review would progress through the remainder of 2023, with a series of recommendations anticipated for further consideration in early 2024 subject to the availability of sufficient resources.

6. ASSUMPTIONS

- 6.1 There are no assumptions associated with this report.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 This report proposes a Terms of Reference and framework for a programme of review activity for cross-service enforcement and associated community engagement within the scope of 'environmental' enforcement. The report is written at the outset of the service review.
- 7.2 Following member endorsement of the review's scope and Terms of Reference, a comprehensive Integrated Impact Assessment (IIA) will be developed and further updated as the review progresses. Stakeholder groups for engagement will also be identified through development of the IIA on this service review.

8. FINANCIAL IMPLICATIONS

- 8.1 The Team Caerphilly – Better Together model aligns with the Cabinet's Medium-Term Financial Plan (MTFP) savings principles, and the operating model remains a key element in ensuring that the council remains financially resilient moving forward.

9. PERSONNEL IMPLICATIONS

- 9.1 Other than the need for staff resources to support the review, there are no specific personnel implications directly resulting from this report. Should any direct staffing implications emerge through the development of this service review, these will be highlighted in a series of recommendations for member consideration in early 2024.
- 9.2 Engagement with relevant staff and Trade Unions throughout the review process will be key, particularly in clarifying any grading implications of any potential changes to roles.

10. CONSULTATIONS

- 10.1 This report was circulated to the consultees listed below. All comments received have been reflected in the report.
- 10.2 The councils' Consultation and Engagement Framework highlights key stakeholder groups that will be engaged with throughout, including colleagues within the scope of the service review. An overview of the stakeholders to be engaged in this review can be found here: [consultation-and-engagement-framework.aspx \(caerphilly.gov.uk\)](https://www.caerphilly.gov.uk/consultation-and-engagement-framework.aspx)

11. STATUTORY POWER

- 11.1 Local Government Act 1998. Local Government Act 2003.

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Consultees: Cllr Philippa Leonard, Cabinet Member for Planning and Public Protection
Cllr Chris Morgan, Cabinet Member for Waste, Leisure and Green Spaces
Cllr Nigel George, Cabinet Member for Corporate Services, Property and Highways
Cllr D.T Davies, Chair of Environment and Sustainability Scrutiny Committee
Cllr Adrian Hussey, Vice Chair of Environment and Sustainability Scrutiny Committee
Christina Harrhy, Chief Executive
Mark S Williams, Corporate Director – Economy and Environment
Rob Tranter, Head of Legal Services
Stephen Harris, Head of Corporate Finance and Section 151 Officer
Lynne Donovan, Head of People Services
Sue Richards, Head of Transformation
Hayley Lancaster, Transformation Manager – Engagement
Ceri Edwards, Environmental Health Manager
Hayley Jones, Waste Strategy and Operations Manager
Clive Campbell, Transportation Engineering Manager
Fiona Wilkins, Housing Services Manager

Appendices

Appendix One: Terms of Reference: Mobilising Team Caerphilly: Enforcement and associated community engagement – service review

Background Papers: Team Caerphilly – Better Together Transformation Strategy: [Team Caerphilly Better Together Transformation Strategy 2019](#)

Budget proposals for 2023/24: [of \(caerphilly.gov.uk\)](https://www.caerphilly.gov.uk)