

**London Borough Barnet  
Street Scene Enforcement  
Trial Summary**

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# Street Scene Enforcement Trial Summary

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# Street Scene Enforcement Trial Summary

## 1. Introduction and Background

### 1.1 Background

On the 8th of March 2016, Environment Committee resolved to test a new approach to Street Scene enforcement through a trial with a third party specialist supplier. The third party specialist would undertake the provision of Street Scene enforcement across the Barnet for least six months. Through the trial, there would be an increase in proactive enforcement action against individuals and businesses who commit enviro-crimes within Barnet such as littering, fly tipping and duty of care violations. The rationale for this enforcement of enviro-crimes was because they have a detrimental effect on our environment; especially on our streets, parks and back alley ways.

### 1.2 Aim of the trial

The aim of the trial was to gain a range of information to inform the Committee Decision on how Street Scene enforcement can be delivered in the future. This included but was not limited to:

- The costs and benefits of street scene enforcement
- The number and type of FPNs issued during the trial period
- The areas FPNs are issued in during the trial period
- The impact on street cleansing in the Barnet
- Public opinion on the use of increased street scene enforcement

### 1.3 Scope of the trial

The Street Scene Enforcement Trial had three key stages:

- Communications
- Direct Enforcement
- Monitoring and Evaluation.

The key elements and their timing can be seen below in figure 1:

# Street Scene Enforcement Trial Summary

July 2016	Aug 2016	Sept 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017
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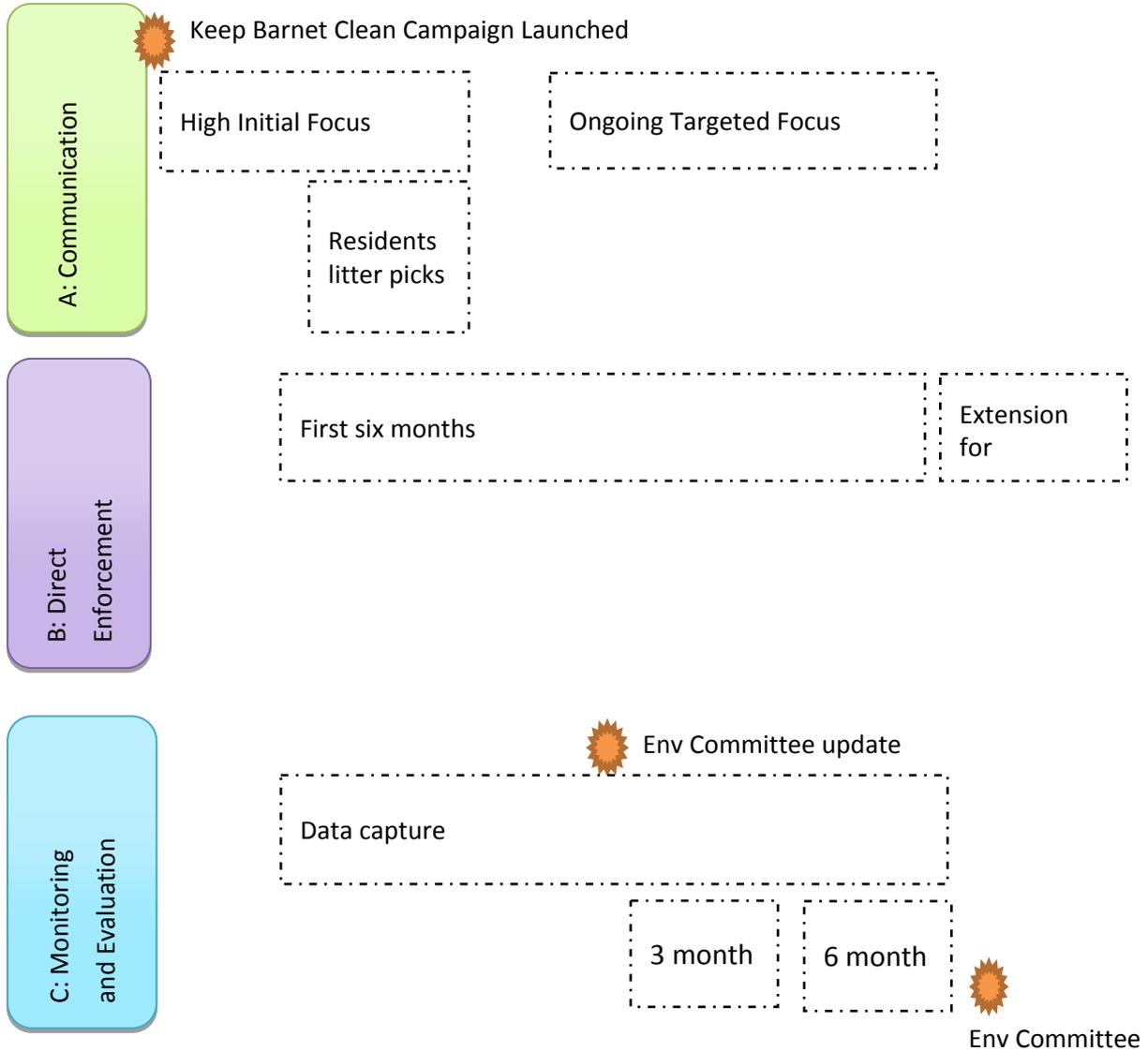


Figure 1: Key milestones for the Street Scene Enforcement trial

# Street Scene Enforcement Trial Summary

## 2 Keep Barnet Clean Communications and Engagement

### 2.1 Communications Strategy

The communications strategy that underpinned this campaign aimed to demonstrate that littering is unacceptable in Barnet and that you will be fined for littering. Reinforcing this was a desire to develop a sense of civic pride within the residents. To reach our audience, we used geo-targeting to identify litter hotspots across the Barnet, including high streets, bus shelters and outside tube/rail stations. The strategy was delivered in three phases over the course of the trial:

1. **Education:** Barnet has a no-nonsense approach to littering. **Report it!**
2. **Community engagement:** working with local community groups to help clean up the streets. **Report it!**
3. **Enforcement:** If you litter in Barnet, you could be fined £80. **Report it!**

### 2.2 Creative concept and theme

The purpose of this campaign was to educate, inform and engage. As such, the creative for the campaign needed to encapsulate these messages. Options considered for the creative included shaming, enforcement and civic pride.

Barnet residents are proud of where they live. Many of them feel that the appearance of their local area is important. The council does its part to keep the borough clean and we wanted to encourage taxpayers of and visitors to the borough to not litter by challenging those that they might see committing enviro-crime. We also utilised the information that a large proportion of littering takes place within close proximity of a bin.

The concept created was the 'Excuse Me' campaign. The campaign used statements demonstrating that litter is rubbish and should be in a bin. It reinforced the message that you will be fined if you drop litter. The work was versatile, covered a range of litter issues and was suitable for different channels (including bus shelters, leaflets etc). The artwork demonstrated a clear rationale and consistency, linking the concept together. We concluded each poster asking for residents to Report It if they see a problem.

### 2.3 Campaign Launch

To launch the event, two-days' worth of fly tipped materials was stored from across the borough and then "dumped" in a public place, to show the sheer volume. The enforcement team, the Street Scene team and Cllr Cohen attended the photoshoot. This event generated positive coverage and provided an excellent platform to kick off the campaign.

### 2.4 Outputs

- Outdoor Advertising – Bus panel poster and Six Sheet high street posters

# Street Scene Enforcement Trial Summary

From the campaign launch on 5 July 2016 to the 27 September 2016, five different campaign posters were held in bus shelters and high streets across the borough. The posters made use of consistent messaging using the campaign creative, but each poster focused on a different material frequently littered by Barnet residents. Over the course of the campaign, the Keep Barnet Clean artwork was viewed over 27 million 'opportunities to see'. Images of these posters can be seen below and on the following pages.



Figure 2: Keep Barnet Clean campaign posters

## Street Scene Enforcement – Summary of the trial

**EXCUSE ME,  
THAT'S RUBBISH!**

DROPPING LITTER  
WILL COST YOU  
**£80** A POP



#keepBarnetclean  
Report litter by calling 020 8369 4600 or visit  
[www.barnet.gov.uk/keepbarnetclean](http://www.barnet.gov.uk/keepbarnetclean)  
Please do your bit to help keep Barnet clean.



**EXCUSE ME,  
YOU DROPPED SOMETHING!**

DROP LITTER AND  
YOU'LL BE STUCK WITH  
AN **£80** FINE

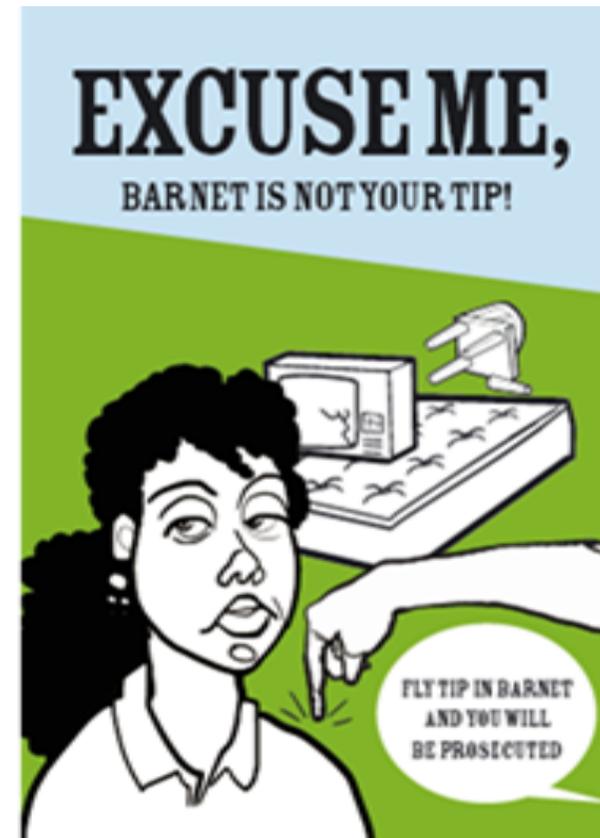


#keepBarnetclean  
Report litter by calling 020 8369 4600 or visit  
[www.barnet.gov.uk/keepbarnetclean](http://www.barnet.gov.uk/keepbarnetclean)  
Please do your bit to help keep Barnet clean.



**EXCUSE ME,  
BARNET IS NOT YOUR TIP!**

FLY TIP IN BARNET  
AND YOU WILL  
BE PROSECUTED



#keepBarnetclean  
Report fly tipping by calling 020 8369 4600 or visit  
[www.barnet.gov.uk/keepbarnetclean](http://www.barnet.gov.uk/keepbarnetclean)  
Please do your bit to help keep Barnet clean.



Figure 3: Keep Barnet Clean campaign posters

# Street Scene Enforcement – Summary of the trial

Bus backs, passenger panels and a large 16 sheet poster at Finchley Central Station. As part of the campaign, a number of posters were designed to sit on the back of buses which travel across the Borough. Information obtained following the campaign highlighted that the bus backs and interior passenger panels had 126 million opportunities to see (OTS), with each resident seeing the campaign material an average of 4.76 times.

## 2.5 Media Releases

Throughout the course of the campaign five separate media releases were issued. These were picked up by the local newspapers (Barnet Times and the Barnet Press). The media releases were also posted on our social media channels and held on the homepage of the Barnet Council website. The Barnet Times experiences a readership of 137,066 residents, and the Barnet Press 69,374 residents (as of late 2016). Each press release picked up on a different theme of the Keep Barnet Clean campaign:

- [Why Council is Taking Tough Stance to Keep Barnet Clean](#)

This first release was issued to the local media at the beginning of the campaign, with aim of encouraging residents to get involved through social media channels using the campaign hashtag #KeepBarnetClean. The article received positive pick up from a number of local news outlets, including: [This is Local London](#), the [Barnet Press](#) and the [Cypriot Weekly Newspaper](#). The article in 'This is Local London' generated ten comments from residents which saw mixed responses – many of the responses commented on the fact that Barnet Council were planning a reduction in the street cleansing budget but one or two comments did acknowledge that the campaign was much needed in changing some residents' behaviours in terms of litter and fly-tipping.

- [Community Litter Picks to Keep Barnet Clean](#)

- [Barnet Gets Tough on Fly-tipping Over Winter to Keep Barnet Clean](#)

- [Barnet Enforcement Officers to Wear Body Cams](#)

The last press release issued as part of the Keep Barnet Clean Campaign advised residents that the NSL Enforcement Officers were wearing body cameras. The angle of the release was that the cameras were there to protect both the NSL Enforcement Officers and residents whilst providing transparency. Articles were issued in the [Barnet Times](#) and the [Ham and High](#) newspapers. Neither article generated comments from residents.

## 2.6 Keep Barnet Clean webpages

A webpage was created at [www.barnet.gov.uk/keepbarnetclean](http://www.barnet.gov.uk/keepbarnetclean) as part of the trial. Google analytics report that the campaign page was viewed 1,872 times which peaked at the start of the campaign, experienced a slight drop in October 2016 but has since maintained a steady level. The average time spend on the page was 1 minute and 53 seconds:

# Street Scene Enforcement – Summary of the trial

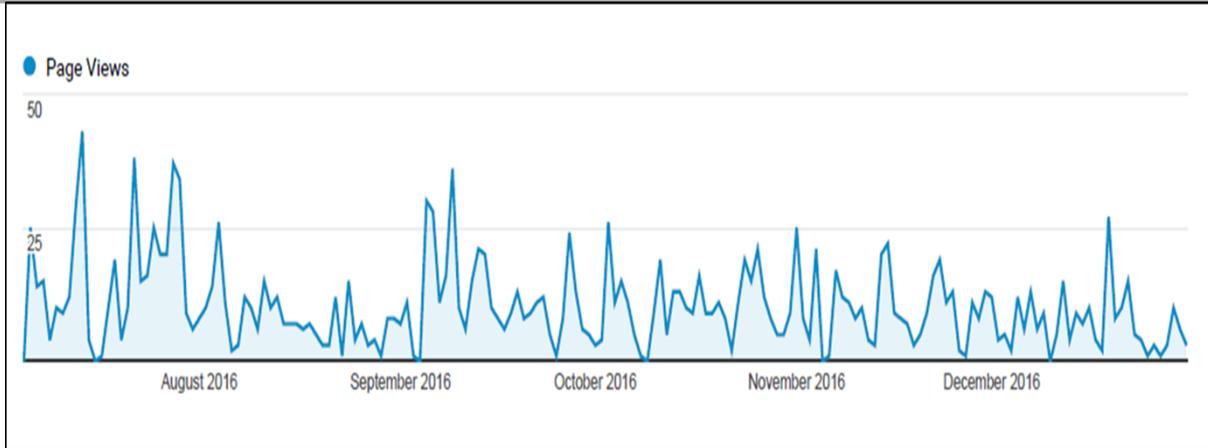


Figure 4: Page view data regarding the Keep Barnet Clean webpage

## 2.7 Social Media - Twitter

From the campaign launch date at the beginning of July, through to 31 December 2016, the residents were encouraged to take part in the campaign by using the #KeepBarnetClean hashtag. Over the course of the campaign, 212 tweets and replies were issued through Barnet Council’s Twitter account. 168 replies were generated from tweets originally sent out by the Council’s twitter account and also from residents who responded to tweets or entered into discussions with each other. Out of the 212 tweets, 144 were re-tweets and 109 followers liked the campaign tweets. The most popular tweets are displayed below:



Figure 5: Popular tweets in relation to the Keep Barnet Clean campaign

## 2.8 Social Media - Facebook

Twitter is the most common social media tool used by Barnet residents, and so much of the social media focus was on this channel. However, when the campaign was launched a series of posts were issued on the Council’s Facebook page. The campaign

## Street Scene Enforcement – Summary of the trial

launch Facebook post reached 62 residents and received two likes; a follow-up post reached 33 residents and received four likes and one comment. The comment praised the work being done by the council to help keep the borough clean.

We were not the only people posting about the campaign. The Mill Hill Neighbourhood Forum also ran a Facebook post about the campaign and added the campaign imagery into their post, receiving three likes and three comments. Similarly, the Facebook group 'Barnet Updates' also ran a Facebook post encouraging their followers to get involved in litter picks and to use the campaign social media hashtag. This post received two likes.

### 2.9 Barnet First

A double page spread was included in the July 2016 issue of Barnet First – the residents' magazine which goes out to approximately 140,000 households across the borough. The article was styled using the campaign artwork and included an introduction to the campaign, some fun facts and figures as to how long it takes for items of frequently dropped litter to break down and also some 'did you know' facts about littering in Barnet. As a call to action, residents were encouraged to take part in a community clean up event by contacting the Parks team. In October a further article was used showcasing a series of images from community members who had taken part in a local litter pick.

### 2.10 Community Engagement and Fostering Civic Pride

As part of the campaign, residents were encouraged to take part in community clean ups across the borough and organised these in partnership with the Streetscene Delivery Unit. The aims of the litter picks were to evoke civic pride and encourage residents to get involved in looking after their local community. The clean ups were very popular, with **ten litter picks taking place across the borough, with 99 residents and one primary school taking part**. During the litter picks, 94 bags of litter were collected.



Figure 6: Image from a community litter pick

# Street Scene Enforcement – Summary of the trial

## 2.11 Residents Perception Survey

The council undertakes a Residents Perception Survey twice each year to understand how residents feel about their local area and how they feel the council are performing in delivering local services. The autumn 2016 Residents Perception Survey highlighted that 48% of residents recognised the Keep Barnet Clean campaign. This can be viewed as being a highly successful surpassing the objective from the trial was that 35% of residents recognise the Keep Barnet Clean campaign.

## 2.12 Internal Communications

40% of council staff are also Barnet residents and as a result, they were encouraged to get involved and support the Keep Barnet Clean campaign. Staff also participated in a litter pick as part of the sports day.

## 2.13 Internal Communications - First Team and Chief Executive Weekly Message

An article regarding the trial was included in the First Team e-newsletter on both the 13th July 2016 and the 7th September 2016, the newsletter is sent out electronically to 3,000 Council colleagues. The 13th July 2016 article was read by 1,684 staff members, whilst the 7th September 2016 article was read by 1,564 staff members. Moreover, the campaign was also referenced in the Chief Executive's weekly message on two occasions, which also goes out via email, to 3,000 staff members. The weekly message on the 22nd July 2016, was read by 1,724 staff members, whilst the weekly message on the 9th September 2016 was read by 1,603 staff members.

## 2.14 Internal Communications - Intranet Article

In addition, articles about the Keep Barnet Clean campaign were also published on the council's intranet system. Analysis shows that the intranet article published on the 25th July 2016 was read by 74 staff members, whilst the intranet article published on the 19th September 2016 was read by 157 staff members.

A summarised version of the inputs, outputs, outtakes and the outcomes of the communications strategy is set out in the Appendix.

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## 3 Direct Enforcement

Direct enforcement began on the week commencing the 25th July 2016 and was undertaken on a borough wide basis, with specific attention being placed on the following key retail centres.

Brent Cross	Edgware	High Barnet
Burnt Oak	East Barnet	Mill Hill
Central Finchley	East Finchely	North Finchley
Childs Hill	Friern Barnet	Temple Fortune
Collindale	Golders Green	Totteridge and Whetstone
Cricklewood	Hendon	West Hendon

### 3.1 What did we enforce

Throughout the duration of the trial, NSL issued FPNs for the following environmental crimes:

- **Littering:** £80 FPN or £50 if paid within 10 days  
Dropping litter anywhere is an offence. Litter is everything from food packaging, to cigarette butts, chewing gum, spitting and urination . Littering has been the environmental crime that the most FPNs have been issued for.
- **Dog fouling:** £80 FPN or £50 if paid within 10 days  
If your dog fouls in a public place and you fail to pick it up, this is an offence.
- **Urinating:** £80 FPN or £50 if paid within 10 days  
It is an offence to urinate on public surfaces, roads, pavements or streets.
- **Spitting:** £80 FPN or £50 if paid within 10 days  
It is an offence to spit on public surfaces, roads, pavements or streets.
- **Flyposting:** £80 FPN or £50 if paid within 10 days  
Displaying of advertising material on buildings and street furniture without the consent of the owner, this is an offence.
- **Graffiti:** £80 FPN or £50 if paid within 10 days  
This is an illegal activity which creates a negative impression of an area and contributes to people's fear of crime.
- **Fly tipping:** £400 FPN or £300 if paid within 10 days  
The illegal dumping of waste. It can vary in scale significantly, from a bin bag of rubbish to larger bulky waste items dumped, such as mattresses or white goods.
- **Commercial waste duty of care:** £300, £180 if paid within 10 days  
Every business has a commercial waste duty of care to deal responsibly with any waste that it produces. This has been the case since the Environmental Protection Act 1990 became law, requiring establishments or businesses to take responsibility for ensuring that their waste is properly disposed of. Establishments and businesses who do not comply with the law, can be issued with a FPN.

## Street Scene Enforcement – Summary of the trial

Enforcement of commercial waste duty of care was introduced into the trial in November 2016 and a process was created which enabled the council to authorise NSL to request duty of care documentation from establishments and businesses across the. Moreover, the process also authorised NSL to issue FPNs to establishments or businesses who did not provide any duty of care documentation directly to NSL within the designated time period.

As with the other areas of enforcement, our approach to commercial waste has not focused solely on direct enforcement. There has been a strong emphasis on educating establishments and businesses about their commercial waste duty of care requirements. As a result, the council has become an ambassador for the national campaign *'Right Waste Right Place?'* This campaign aims to help sole traders and small businesses understand their responsibilities around waste and recycling. As such, a link to this campaign has been placed on the Councils commercial waste web page to help publicise it.

Moreover, an easy to understand brochure *'A simple guide to duty of care for your waste'* has been created by the council to educate businesses about their commercial waste duty of care obligations. NSL have been distributing these brochures to establishments and businesses across the Borough.

- **Breach of Community Protection Notice (CPN):** £100 FPN or £70 if paid within 10 days  
These are intended to deal with environmental anti-social behaviour that spoil the quality of life for a communities and have a detrimental effect on the quality of life for others. They can include the poor condition of premises, or noise emitting from machinery or vehicles. If they are breached, FPNs can be issued to individuals as well as organisations and businesses. During the trial period, no CPNs were issued.
- **Breach of Public Space Protection Order (PSPO):** £100 FPN or £80 if paid within 10 days  
These are intended to deal with a particular nuisance or problem in a particular area that is detrimental to the local community, by imposing conditions on the use of that area which apply to everyone. They are designed to ensure that the law-abiding majority can use and enjoy public spaces without experiencing anti-social behaviour. If these are breached, FPNs can be issued. During the trial period, no PSPOs were issued.

### 3.2 Who is enforcing?

The trial was undertaken by a third party specialist supplier NSL Ltd. NSL were commissioned to undertake the trial on behalf of the council for an initial six-month period, with the possibility of an extension of up to six months.

As part of this commission, a one off initial start-up fee of £9,950 was paid to NSL at the commencement of the trial. This enabled NSL to install the relevant infrastructure to carry out the trial. Moreover, all other financial overheads (up until any prosecutions) were paid for by NSL, these included staff costs, payment systems, administration, uniform and cameras, back office functions etc. All financial revenue

## Street Scene Enforcement – Summary of the trial

generated through the payment of Fixed Penalty Notice (FPNs) was retained by NSL to cover all the operational costs of undertaking the trial.

To ensure that the trial was sufficiently resourced, NSL deployed six Environmental Enforcement Officers, who are undertook a variety of 8 hours shifts between the hours of 07:00 and 21:00 Monday to Saturday, as well as working Sundays and Bank Holidays. All Environmental Enforcement Officers received a full training package before they began their roles. Staff wore branded uniforms that can be seen below:



Figure 7: Environmental Enforcement Officer uniforms

To ensure that the trial was progressing in an appropriate manner, robust governance structures were set up. A monthly contract review meeting was held, which included individuals from NSL, Barnet Council Commissioning Unit and Barnet Council Delivery Unit. NSL provided a monthly update on the progress of the trial, which included intelligent data about the different types of enviro-crimes that were being enforced, where they were being committed and who were committing them.

The contract management meeting enables Barnet Council representatives to raise any issues in regards to the trial and to feedback any information regarding litter 'hotspots' to NSL, who can incorporate these into their forward work plans. Furthermore, it enabled Barnet Council and NSL to work collaboratively in setting out the future direction and aspirations of the trial

# Street Scene Enforcement – Summary of the trial

## 3.3 Body Worn Cameras

In November 2016, the use of Body Worn Cameras by the Environmental Enforcement Officers was introduced into the trial. Body Worn Cameras have never been used by the council before, therefore the Street Scene Enforcement trial became the first use of such devices by Barnet Council. However, they have been introduced by a number of other public sector agencies such as the Police and Fire Service.

The main reasons why the Body Worn Cameras were introduced are listed below:

- Safety for Officers
- Evidence Gathering
- Increase the integrity of the trial
- Reduce complaints
- Increased likelihood of compliance

Practically, the Body Worn Cameras are portable recording devices worn on the clothing of an Environmental Enforcement Officer. They are operated manually by the Officer and record both audio and video. They have been used to record interactions with members of the public suspected of committing enviro-crimes.

A robust process has been developed between the council and NSL to ensure that the Body Worn Cameras are used in the correct manner; thus ensuring that the Body Worn Camera is only switched on after an offence has occurred, the member of the public is informed that they are being recorded as soon as possible and the recording is ceased once the interaction between the Environmental Enforcement Officer and the member of the public is complete.

Moreover, through collaborative working with the Information Management team, the council has been ensuring that NSL adhere to all Data Protection stipulations in relation to the recorded information, which are set out in the Data Protection Act 1998.

Since the introduction of the Body Worn Cameras into trial in November 2016, there have been no Subject Access Requests (SARs) received by the Council from members of the public in relation to viewing footage.

Section 7 of the Data Protection Act enables individuals to make a SAR to view a copy of the recorded information an organisation holds about them.

# Street Scene Enforcement – Summary of the trial

## 4 Monitoring and Evaluation

### 4.1 Fixed Penalty Notices issued per month

The monitoring of Fixed Penalty Notices (FPNs) was a key part of the trial as the council was trying to reduce the number of businesses, residents and visitors who commit enviro-crimes in Barnet. All information enclosed in this sector cover the period from the start of the trial at the end of July 2016 until the end of January 2017.

Since the beginning of the trial up to the end of January 2017, 2,366 FPNs have been issued in total. The break down per month can be seen below:

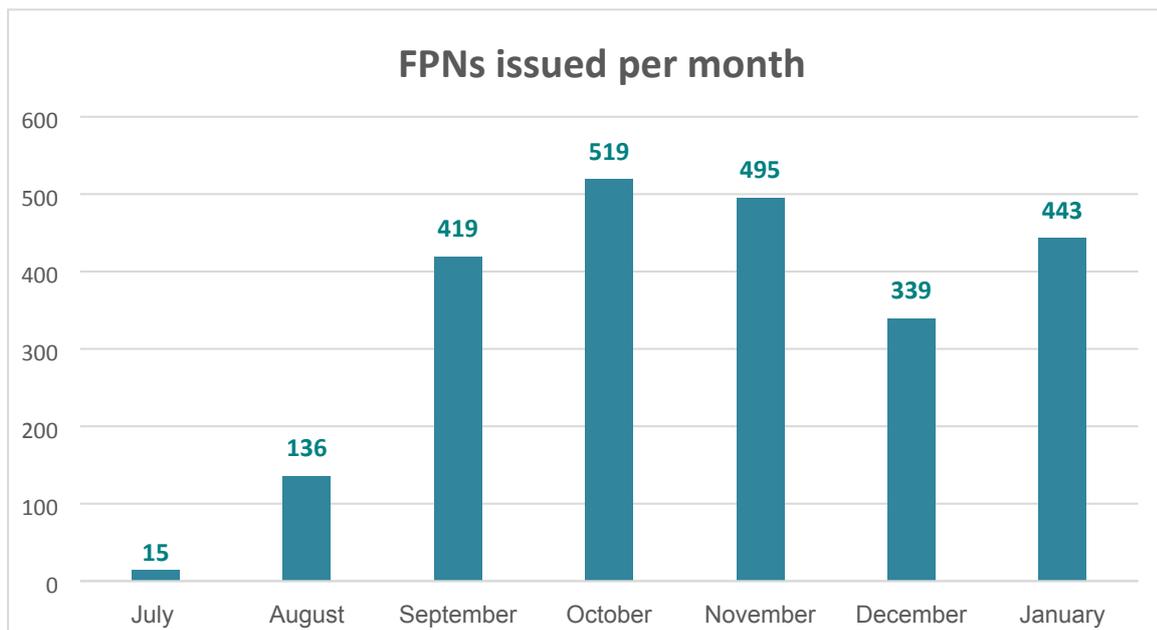


Figure 8: FPNs issued per month

Based on the data presented in the chart above, the average monthly number of FPNs issued during the trial was 392. This figures covers the period from August 2016 to January 2017, excluding July 2016 as enforcement actions were only undertook for a small number of days at the end of the month.

The FPN issue figure for August 2016 is considerably smaller than the following months of the trial. This can be attributed to the fact that NSL were still recruiting Environmental Enforcement Officers during this month, who were required to undertake the mandatory training and familiarise themselves with the borough. Therefore, a truer reflection of the average monthly number of FPNs issued during the trial would be 443, as this covers the period from September 2016 to January 2017.

NSL have stated that the slight drop in FPNs issued in December 2016, was a combination of increased levels of Environmental Enforcement Officer sickness, as well as a reduction of residents in the commercial centres.

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## 4.2 Number of FPNs issued for different offences

Furthermore, in regards to the 2,366 FPNs issued since the beginning of the trial, the table below demonstrates the breakdown of what offences FPNs have been issued for:

Offence	July	Aug	Sept	Oct	Nov	Dec	Jan	TOTAL
Littering	15	132	417	516	477	278	326	<b>2,161</b>
Fly tipping	-	2	2	3	2	2	7	<b>18</b>
Business Waste Compliance	-	-	-	-	16	59	110	<b>185</b>
Fly posting	-	2	-	-	-	-	-	<b>2</b>
<b>TOTAL</b>	<b>15</b>	<b>136</b>	<b>419</b>	<b>519</b>	<b>495</b>	<b>339</b>	<b>443</b>	<b>2,366</b>

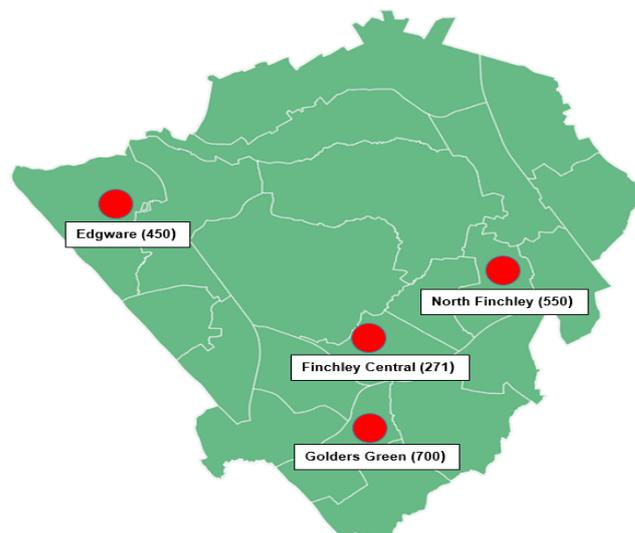
Figure 9: FPNs issued per different offence

Littering (2,161 FPNs issued) is clearly the offence that received the largest amount of FPNs throughout the duration of the trial. Since the introduction of commercial waste duty of care enforcement in November 2016, 185 FPNs have been issued to businesses that are in breach of their duty of care requirements.

## 4.3 Borough ‘hotspots’ for FPNs being issued

The map of Barnet below highlights the ‘hotspots’, where the largest numbers of FPNs have been issued since the trial began.

As the map displays, locations across the borough that have key transport infrastructures and commercial centres such as Golders Green, North Finchley, Edgware and Finchley Central are areas that receive a high number of FPNs due to the large influx of people to these locations through transport hubs. (Figure 10: Borough map of FPN ‘hotspots’)



## Street Scene Enforcement – Summary of the trial

The trial, however, was not solely focused on these areas and the project team were keen to ensure that the whole of Barnet was covered. This resulted in FPNs being issued across the whole borough, from Burnt Oak (87 FPNs issued) to East Barnet (8 FPNs issued).

### 4.4 Breakdown of FPNs issued per age group

To assist the council in understanding who is committing environmental crimes, the age range of offenders has been collated. The information in the pie chart below depicts the percentage breakdown of FPNs issued per age range throughout the course of the trial:

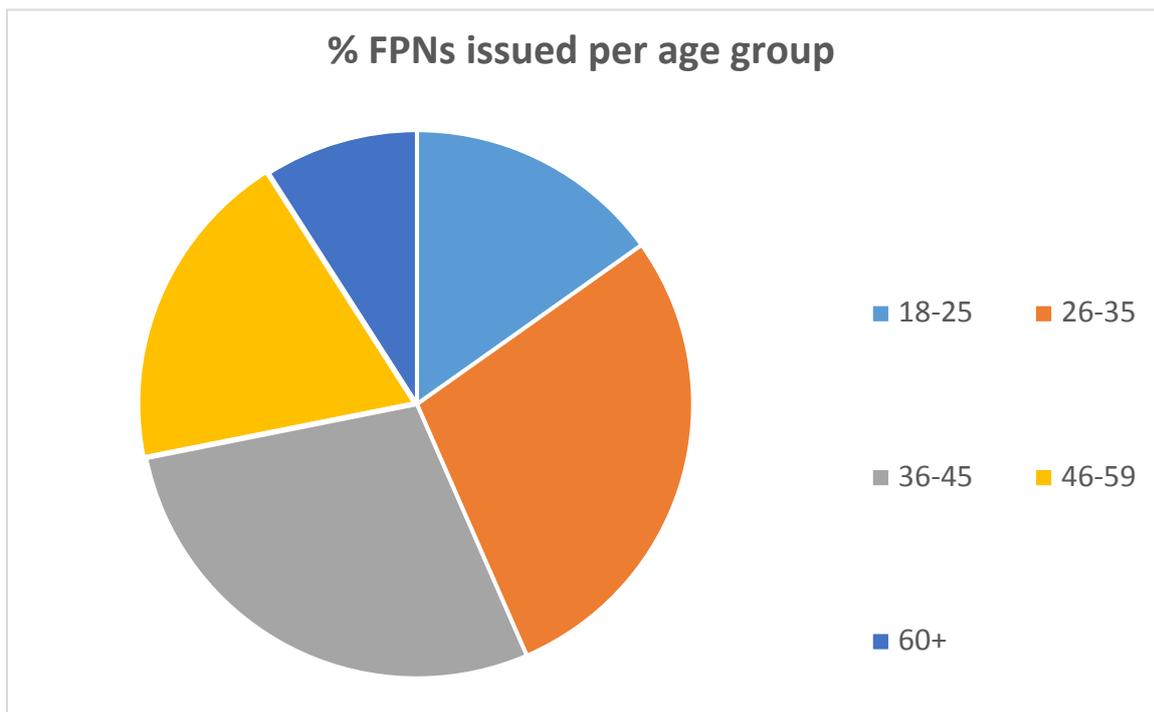


Figure 11: Percentage of FPNs issued per age group

- 18 – 25 age range (15.1% FPNs Issued)
- 26 – 35 age range (28.3% FPNs Issued)
- 36 – 45 age range (28.3% FPNs Issued)
- 46 – 59 age range (19.1% FPNs Issued)
- 60+ age range (9.0% FPNs Issued)

What is apparent from the data collected, is that individuals within both the 26-35 and 36-45 age ranges are the main offenders.

Moreover, what is interesting is that anecdotally within society often those under 25 are often touted as being the significant litterers. Within in trial the 18-25 age received fewer FPNs than the 26-35 age range, the 36-45 age range and the 46-59 age range.

# Street Scene Enforcement – Summary of the trial

## 4.5 Breakdown of FPNs issued per gender group

In regards to the gender of the offenders, the table below depicts the percentage breakdown of FPNs issued per gender group:

Gender Group	% FPNs Issued
Male	65.9%
Female	27.3%
Unknown	0.1%
Company	6.6%

Figure 12: Breakdown of FPNs issued per age group

What is clear from the table above is that Males are the main offenders, with just under two thirds of all FPNs issued, being issued to Males.

## 4.6 Breakdown of FPNs issued per ethnic group

Supplementing the information developed in regards to the age range and gender group, the ethnicity of offenders has also been collated to gain a better understanding of those who receive FPNs. The table breaks down the percentage of individuals who received FPNs based on their ethnicity:

Ethnic Groups	% FPNs Issued
IC1 – White European	59.1%
IC2 – Mediterranean Europe	4.7%
IC3- Afro/Caribbean	6.6%
IC4 – Indian/Pakistani Asian	11.4%
IC5 – Oriental Asian	4.4%
IC6 – Arab/North African	6.6%
IC7/0 - Unknown	7.1%

Figure 13: Breakdown of FPNs issued per ethnic group

What is clearly apparent is that White Europeans are the main ethnic group being issued with FPNs, as they account for approximately 59% of all FPNs that have been issued.

Therefore, based on the information provided by NSL, the ‘typical’ individual who commits environmental crime within Barnet is currently a White European Male aged between 26-45 years of age.

# Street Scene Enforcement – Summary of the trial

## 4.7 Payments Levels of FPNs

When individuals or businesses have been issued with a FPN, the various payment options available to them are displayed on the physical FPN for them to avail of. Presently there are two payment options:

- An online payment system hosted NSL ([www.fpnpay.co.uk](http://www.fpnpay.co.uk))
- A 24-hour automated payment telephone line (03300 081 659)

Full instructions on how to pay the FPN are provided when you access either option.

## 4.8 Percentage rate of payments v FPNs issued

The percentage rate of FPNs that have been paid, in relation to the overall amount of FPNs issued throughout the duration of the trial is **approximately 57%**. This, however, does not take into account that a number of FPNs that have been issued are still in the payment period and could still be paid. If we take this into account, the percentage rate is **approximately 74%**.

## 4.9 Preferred payment method

Following on from the percentage rate of FPNs being paid, it is important to understand what is the preferred method of paying for the FPN, ether online or via telephone. Since the commencement of the trial, the breakdown of how people have paid is displayed in the pie chart below:

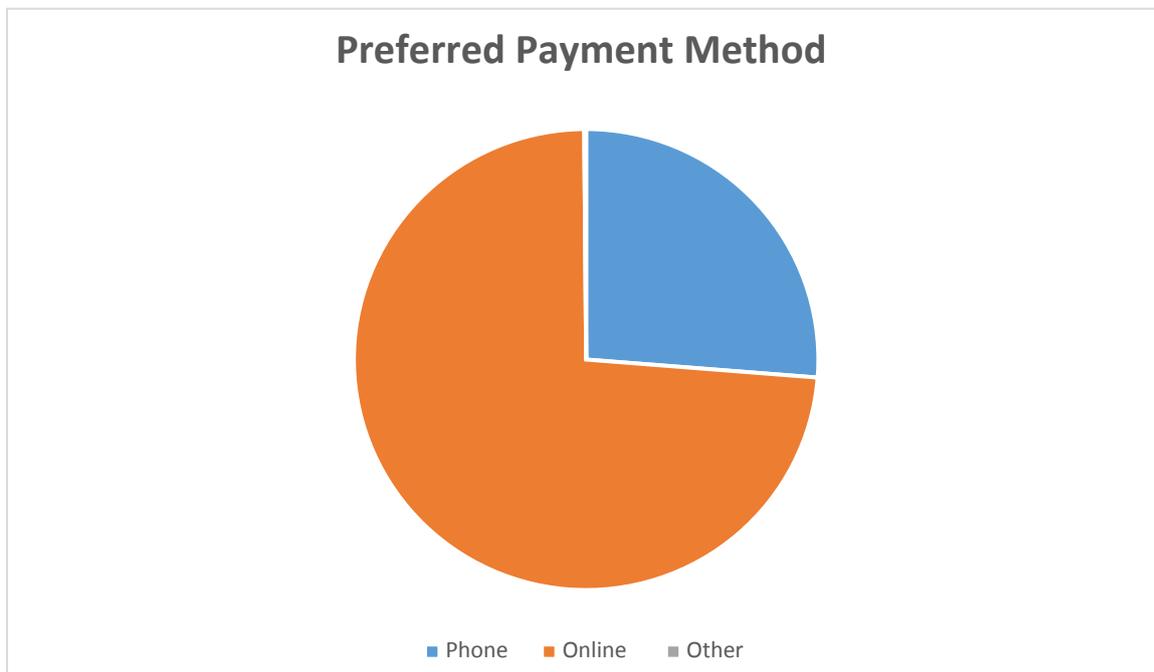


Figure 14: Preferred payment method

As the pie chart above depicts, 70% of FPNs are paid online. Two postal order payments have also been received and processed, even though this payment method has not been advertised and is not part of the scope of the trial. This payment method, however, is used within the parking enforcement service.

# Street Scene Enforcement – Summary of the trial

## 4.10 Breakdown of discounted rate v. full rate

As previously stated, if individuals or businesses pay their FPN within 10 days of it being issued, for some offences they are offered an early payment discount. In the specific case of littering, individuals only have to pay a reduced rate of £50. If they fail to pay the FPN within this time period, they are then charged the full rate of £80.

The pie chart below depicts the number of FPNs that have been paid at the reduced rate compared to the number of FPNs that have been paid at the full rate. What is clearly evident is that the vast majority of individuals are paying within the first 10 days (84%) and availing of the reduced rate.

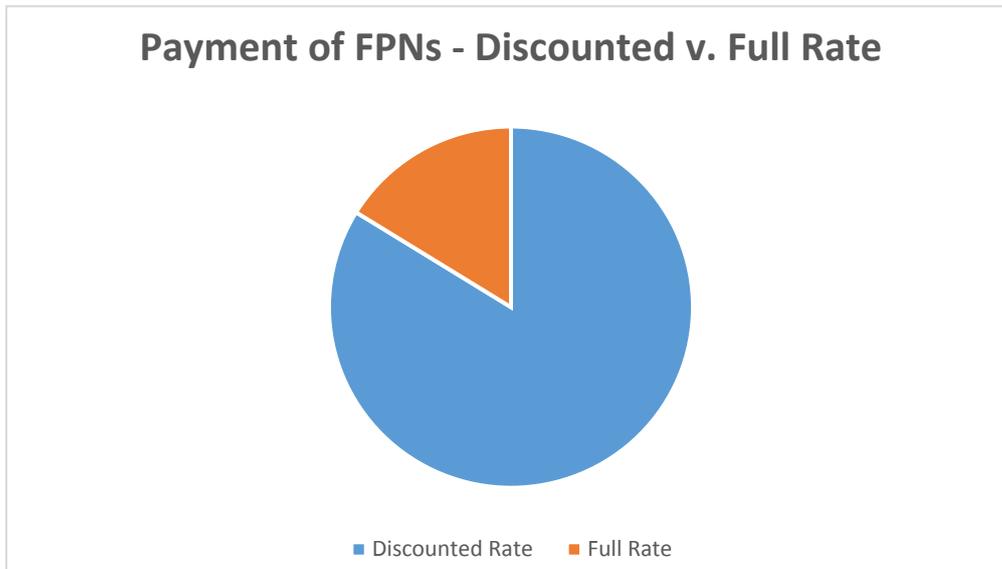


Figure 15: Payment of FPNs - Discounted v. Full Rate

## 4.11 Income from FPNs

For the 6-month period that the trial has been in operation, currently £70,680 of income has been generated through the payment of FPNs that have been issued to businesses and individuals across the borough.

However, it is anticipated that this level of income will increase as payments for FPNs issued in January will continue to be processed. Therefore, the projected total income for the six-month trial is expected to be £86,780.

As agreed at the onset of the trial, all income derived from the FPNs was maintained by NSL and used to cover the costs of the trial. The cost v income levels can be seen in Section 5.

## 4.12 Legal Process

When individuals or businesses are issued with FPN, there are no formal grounds to appeal, an FPN is an invitation for the individual or business to discharge their liability to prosecution. In essence this means that although they are not admitting their guilt, they are agreeing that an offence has been committed and that by paying the FPN, no further action will be undertaken by or on behalf of Barnet Council. This method of dealing with offences not only saves time involved for everyone in prosecuting cases

## Street Scene Enforcement – Summary of the trial

at court, but the cost associated with a FPN is likely to be substantially lower than any fine imposed by the courts.

When an individual or business is issued with an FPN, if they do not pay it within 14 days from the date of issue, they receive a Final Warning letter to remind them that the payment is overdue. The Final Warning letter allows a further seven days to pay the FPN at the full rate. If it is not paid within this period, the case is referred for prosecution.

To ensure that these cases are dealt with in a timely manner, a process has been developed by the Council, their legal partner HB Public Law and NSL. On a monthly basis, NSL compile each case from that month where no payment has been received and seven days has passed since the Final Warning Letter into a prosecution file. Each of these prosecution file contains a number of relevant documents to the case. These prosecution file files are then forwarded to the Strategic Lead for Clean and Green to both review and authorise the prosecution process to begin. Once this occurs, the final authorised to prosecute files are forwarded to HB Public Law who commence the legal prosecution process that will results in each case going to court.

Since the trial commenced at the end of July 2016, there has been 150 prosecution files forwarded to HB Public Law to commence the legal prosecution process. The table below highlights the monthly number of files forwarded to HB Public Law from the Council since the trial commenced:

Month	'Court bundle' files forwarded to HB Public Law
July	3
August	13
September	34
October	100

Figure 16: Monthly number of files forwarded to HB Public Law

The remaining court bundles for the duration of the trial will continue to be forwarded to HB Public Law for prosecution in the forthcoming months.

The three cases from July and the 13 cases from August were presented to Court on the 10<sup>th</sup> November 2016. From these 16 cases:

- One defendant appeared at Court on that date. The Magistrate took into account all the information provided from both the defendant and NSL. As a result, the Court ordered an absolute discharge for this specific defendant.
- One defendant submitted a guilty plea by post, stating that they intended to make an early payment but could not afford to do so. As a result, the Court ordered a £50 fine, £30 victim surcharge and no costs.
- The remaining 14 defendants made no response or payment and the offence was proved in their absence. As a result, the Court ordered a £100 fine, £150 costs, a £30 victim surcharge and a collection order. **Totalling £280 each.**

## Street Scene Enforcement – Summary of the trial

The 34 cases from September were presented to Court on the 21<sup>st</sup> February 2017. From these cases:

- Three cases were withdrawn as payments for the FPNs were received.
- One case was withdrawn due to ineffective service, whereby the documents were returned to HB Public Law as the address was incorrect and an alternative address could not be sourced.
- One case was adjourned as initially the documents were returned to HB Public Law as the address was incorrect. A new address for the defendant was sourced and in this circumstance, HB Public Law requested a two-week adjournment to allow re-service of the documents which was granted by the Magistrates. This case will be heard by the Court on the 7<sup>th</sup> March 2017.
- One case was adjourned as the defendant contacted the Court to confirm that they had only received the documentation on the morning of the 21<sup>st</sup> February 2017, as it had been sent to an incorrect address. The defendant noted both that they were unable to attend Court and that they had been declared Bankrupt. The Court felt that they should give the defendant the opportunity to attend, should they wish or at least put proof of their personal and financial circumstances before the Court. HB Public Law agreed to contact the defendant via post to ask for proof of their Bankruptcy, as if this was provided, the Council may wish to review the case as to whether it was in the interests of justice to pursue this in Court. This case will be heard by the Court on the 7<sup>th</sup> March 2017.
- The remaining 28 defendants made no response or payment and the offence was proved in their absence. As a result, the Court ordered a £200 fine, £200 costs, a £30 victim surcharge and a collection order. **Totalling £430 each.**

38 cases from October, specifically those relating to littering offences, were presented to court via a process known as the Single Justice System on the 23<sup>rd</sup> February 2017. The outcome for these will not be known until March 2017, as the Court will be notifying HB Public Law of the outcomes and there is a two week waiting period.

The remaining 62 cases from October are expected to be presented to Court in March 2017, though a specific date has not yet been set.

In regards to the payments ordered by the Court for each case, the victim surcharges and the fines are held by the Court, whilst the costs are awarded to the Council. Specifically, in relation to the costs, these can take quite a considerable amount of time to be received by the Council. If a collection order is also in place, this means that it is the responsibility of the Court to retrieve all payments.

### 4.13 Collaborative working with stakeholders

As the trial has progressed, NSL and the council have begun to build positive relationships with a variety of stakeholders, both internally and externally. This has helped to increase the profile of the trial and has enabled greater enforcement action:

## Street Scene Enforcement – Summary of the trial

- **Transport for London (TfL)** – NSL have approached TfL and through this, they have received permission to carry out enforcement activities on TfL Busses property outside of enclosed areas, such as inside the stations. TfL ongoing discussions are still taking place for similar agreement with TfL underground.
- **Met Police** - NSL have been involved in constant dialogue with the Met Police across the whole borough. This has enabled NSL to integrate their operations with the Police, as a result this has helped to improve both the service and efficiency of the services both parties offer. Joint operations with the police have also been organised, to show a public presence and to increase the understanding between parties of how to work together efficiently.
- **Community Safety** – NSL and the councils' community safety team have worked collaboratively throughout the trial. The community safety team have provided information to NSL regarding areas across the borough where they believe environmental crime is being committed. As such, NSL have specifically visited these areas to undertake enforcement activities.
- **Delivery Unit** – NSL and the street scene delivery unit have worked collaboratively on the trial in a variety of issues. Specifically, in cases of fly tipping, the Delivery Unit have been informing NSL of incidents of fly tipping which they have then gone to investigate. Once these investigations have been undertaken, NSL have then contacted the Delivery Unit to arrange for them to collect and dispose of the fly tipped waste.
- **Trading Standards** – NSL and the council's trading standards team have worked collaboratively throughout the course of the trial. The trading standards team have been providing NSL with information regarding specific businesses who they believe do not have the required commercial waste duty of care documentation. As a result, NSL have been able to target these businesses and ensure that they are adhering to commercial waste duty of care requirements.
- **Parking Services (DVLA)** – NSL and the council's parking services team have worked collaboratively throughout the trial. This has specifically been for incidents of fly-tipping, where the offenders have been in vehicles whilst committing this environmental crime. As a result, NSL have supplied the vehicle registration numbers to the Council, who have been able to access the DVLA database to decipher the name and address of the owner of the vehicle. This information has then been passed onto NSL who have been able to issue FPNs to these individuals.

### 4.14 Feedback from residents and businesses within the borough

Obtaining feedback from residents is an important part of the Street Scene Enforcement trial, as it will help inform the council regarding the perception of the trial across the borough. As a consequence of this, on the web page dedicated to the (Keep Barnet Clean) Street Scene Enforcement Trial a feedback form and email address has been provided. Through these options, individuals and businesses can provide feedback on both the enforcement staff and the overall enforcement policy.

## Street Scene Enforcement – Summary of the trial

In the initial six-month period of the trial, a total of six feedback contacts were received as well as one stage one complaint (this was not progressed any further).

Moreover, broad feedback has also been received from other sources including the Barnet Council twitter page and anecdotal feedback from residents. The general themes of this feedback have been split into positive and negative comments in the table below:

Positive Feedback Areas	Negative Feedback Area
The posters that have been displayed are really eye catching	The number of options and cost of having large bulky items collected for reuse or disposal
It is positive to see the Council taking a proactive approach to litter in the Borough	Issues using the Report a Problem package on the Council website or gaining feedback about the report
Suggestions of good areas to target for littering and fly tipping	Littering is a trivial offence (from a small number of people who have been fined)

Figure 17: Positive and Negative resident feedback regarding the trial

### 4.15 Feedback from the suppliers of the trial (NSL)

NSL believe that the contract has been smoothly operated and that the joint working relationship between the council and NSL has ensured that enforcement has been at the forefront of all activities.

NSL felt that the trial was well received across the whole Borough and that they displayed a positive level of customer service.

The relationships that NSL developed with a variety of stakeholders such as the Police ensured that the trial had greater exposure and widespread support.

Moreover, the introduction of the Body Worn Camera enabled NSL to monitor and quality check their operations. Whilst it has also reduced NSL wasting time interviewing Environmental Enforcement Officers on allegations made against them.

NSL have acknowledged that there have been issues with the recruitment of Environmental Enforcement Officers and this has negatively impacted the trial having a full complement of staff. However, NSL are currently building the environmental enforcement component of their business to counteract this.

NSL also believed that the trial could have been more successful if the Body Worn Cameras and the FPNs for commercial waste duty of care violations could have been introduced at the commencement of the trial.

NSL have suggested that going forward, a more efficient approach is developed in preparing their court bundles, with greater collaborative working with HB Public Law. Furthermore, they have suggested that a late evening mobile patrol unit is introduced to tackle off peak fly tipping.

# Street Scene Enforcement – Summary of the trial

## 5 Finance

The cost of the trial and the implications on the viability of a longer term scheme are highly important. This section looks at the expenditure and the income of the direct enforcement as well as the income and expenditure from communications and prosecutions.

### 5.1 Direct enforcement costs

The tables below highlight the various incomes and expenditures for NSL:

NSL income and expenditure	Cost
Expenditure - Staff	£91,316
Expenditure - Equipment and Sundries	£16,205
Income - Start Up contract payment	(£9,950)
Income – FPN payments (Paid)	(£70,680)
Income – FPN payments (Pending)	(£16,100)
<b>TOTAL</b>	<b>£10,791</b>

Figure 18: NSL Income and Expenditure

### 5.2 LBB costs

The tables below highlight the various incomes and expenditures for the Councils

LBB income and expenditure (excluding legal costs)	Cost
Expenditure - Start Up contract payment	£9,950
Expenditure - Communications	£17,900
Expenditure – Addition project support for trial set up and support	£20,000
<b>TOTAL</b>	<b>£47,850</b>

Figure 19: Council Income and Expenditure (excluding legal costs)

HB Public Law legal costs	Cost
Expenditure – Prosecutions per person	£104*
Income - Prosecution (paid) (average)	£0
Income – Prosecution (average (pending))	£154**

\* Client costs of managing and approving prosecutions, or NSL cost of preparing documentation are no included

\*\*Costs awarded to the Council to date £7,700

# Street Scene Enforcement – Summary of the trial

Figure 20: Council Income and Expenditure (Legal)

## 6 Conclusions

At the beginning of this document, we set out the aims of the trial “to gain a range of information to inform the Committee decision on how street scene enforcement can be delivered in the future” This included but was not limited to:

1. The cost and benefits of Street Scene enforcement
2. The number and type of FPNs issued during the trial period
3. The areas FPNs are issued during the trial period
4. The impact on street cleansing in the borough
5. Public opinion on the use of increased Street Scene enforcement’

### 6.1 The costs and benefits of Street Scene enforcement

As portrayed in the Finance section of this report (Section 5), financially, the direct enforcement component of this trial is close to breaking even, with only a small deficit projected. This has occurred even though the larger financial value FPNs (fly tipping/commercial waste duty of care) were only introduced later in the trial.

**Direct Enforcement:** When compared to the estimated cost v income the trial has shown that more individuals and businesses than expected paid at the early discount rate (84%). As such investigation into the FPN fines levels should be undertaken if enforcement activities continue. This would consider the levels which the FPNs would need to be set out to ensure that the enforcement was cost neutral, this would include the benefit of the early payment discount.

**Prosecution for non-Payment:** As shown in table 20 the legal costs associated with the prosecution of individuals and businesses who do not pay their FPNs, are currently cost neutral, based on the amount the courts have ordered individuals to pay. It should be noted however that cost from individuals via the courts can take some time to be fully paid

**Client Costs:** The trial has not generating enough income to cover the full client costs of setting up and administering the trial. These costs are larger per month during the set up and monitoring and evaluation needed for a trial. The costs per a month for an ongoing contract would be considerable less, and may be able to be aligned with a current team, should enforcement activities continue to be undertaken.

**Communication Costs:** When starting or increasing enforcement government guidance is clear that education and communication is vital. As such the council needed to undertake significant communications activities (as outlined in section 2). The trial has been beneficial to the council as it has helped to increase its reputation, portraying Barnet as a proactive council positively tackling environmental crimes. It has also helped to foster a sense of civic pride amongst residents, empowering them to take a greater role in ensuring the overall cleanliness of the Borough.

## Street Scene Enforcement – Summary of the trial

The trial has not generated enough income to cover the costs associated with the communications strategy, due to the large initial outlay. Going forward, although communications will continue, they will not be at the same level as at the commencement of the trial. It must be recognised however that the communications associated with the trial were very positively received by a large number of residents across the borough, and have had additional benefits.

**Was this aim achieved? Yes.**

### 6.2 The number and type of FPNs issued during the trial period

As the data detailed earlier in Section 4 of this document portrays, through the course of the trial, 2,366 FPNs were issued over the course of six months. Of these 2,366 FPNs, 2,161 were issued for littering, 185 for commercial waste duty of care breaches, 18 for fly tipping and 2 for fly posting.

The overall number of FPNs issued exceeds the number that would have been considered a success. Moreover, the trial has also enabled the council to obtain a range of invaluable information regarding who is committing environmental crimes and what environmental crimes they are committing.

**Was this aim achieved? Yes.**

### 6.3 The areas FPNs are issued during the trial period

As the data detailed earlier in Section 4 of this document portrays, the trial has enabled the council to track the areas where FPNs have been issued. This includes a significant amount of data which can be looked at on a street by street basis. The main areas where FPNs were issued were Golders Green (700 FPNs), North Finchley (550 FPNs), Edgware (450 FPNs) and Finchley Central (271 FPNs).

**Was this aim achieved? Yes.**

### 6.4 The impact on street cleansing in the borough

Specifically, in relation to littering, NSL have targeted litter ‘hotspots’ across the borough and issued a high level of FPNs for littering. Through this, the cleanliness of these ‘hotspots’ has improved and, as such, the levels of FPNs that NSL could issue in these areas has decreased. NSL have continued this cycle of movement across the borough, however when they return to a previously visited ‘hotspot’, the levels of cleanliness have returned to their original level. What this is highlighting is the positive effect that introducing specific resources have on street cleansing across the borough, but suggests that ongoing activity is needed.

In relation to commercial waste duty of care, since this element was introduced into the trial in November 2016, less issues are arising/being reported in some duty of care ‘hotspots’ such as Golders Way and Lambert Way.

It must be acknowledged, however, that the vast majority of evidence of these positive effects is so far, only anecdotal, as there is not enough data to categorically

## Street Scene Enforcement – Summary of the trial

state the level of improvement, especially long term, due to the relatively short nature of the trial.

**Was this aim achieved? Partially**

### 6.5 Public opinion on the use of increased Street Scene enforcement

Overall, the public reaction to the trial has been extremely positive. NSL in their feedback regarding the trial detailed in Section 4, highlight how the trial ‘was well received across the borough’. Moreover, also detailed in Section 4 was the low level of complaints that were received regarding any element of the trial. Whilst feedback from social media outlets and the press have in the large been positive as demonstrated in Section 2. Therefore, as well as putting in place, measures to ascertain the public opinion to the use of increased street scene enforcement, it has demonstrated that the public opinion has been positive.

**Was this aim achieved? Yes.**

### 6.6 Further achievements as a result of the trial

Overall, the trial did achieve its aims and in addition to this, a number of further achievements resulted from the Street Scene enforcement trial:

- Body Worn Cameras – The introduction of the Body Worn Cameras has been a significant achievement for the trial. They have increased the accountability of the Environmental Enforcement Officers (EEO) and the suspected offenders, as well as providing a layer of extra security for the EEOs.
- NSL – Our partner in this trial, NSL, have shown a strong desire to work collaboratively and both their accommodating and flexible approach has helped to ensure the successful delivery of the trial.
- Environmental Enforcement Officers (EEO) – The EEOs have been excellent ambassadors for both the council and NSL throughout the duration of the trial. They have displayed impeccable conduct, following the correct processes and procedures at all times.
- Constant enforcement action – As a result of the trial, the council has been able to benefit from having the constant use of a number of EEOs patrolling the streets of the borough. This has enabled the council to react swiftly to environmental crime issues that have arisen, from various teams within the council.

# Street Scene Enforcement – Summary of the trial

## 7 Recommendations and Next Steps

The trial is currently contracted to run until 31<sup>st</sup> March 2017, the Barnet Environment Committee will consider this trial summary report on the 15<sup>th</sup> March 2017. There are a number of potential options for how the street scene enforcement may be considered in the future.

Each of the key potential options are detailed below, alongside the advantages and disadvantages associated with each option.

### 7.1 Option A - Ending all street scene enforcement

At the end of the trial period on 31<sup>st</sup> March 2017, the council would stop uniformed street scene enforcement.

Advantages	Disadvantages
No further direct or indirect expenditure on street scene enforcement	Inability to react to residents or members request on enforcement
	The success of the initial trial will not be built on.
	It may lead to an increase in incidents of littering and fly tipping across the Borough.
	It could lead to negative publicity for the Council.
	Loss of resources to help with multi-agency issues.
	The Council would not be able to achieve attributed MTFS savings target through demand management

Figure 21: Option A Advantages and Disadvantages

### 7.2 Option B - Extend current contract until 31st July 2017 and then end all street scene enforcement

The current contract could be extended to its maximum point, following which the council would stop uniformed street scene enforcement. There would be no cost to extend the contact, and only a small amount of resources for contract management.

Advantages	Disadvantages
No further direct or indirect expenditure on street scene enforcement	The success of the initial trial will not be built on
It would provide a further four months of enforcement for minimal cost	Inability to react to residents or members request on enforcement long term
	It may lead to an increase in incidents of littering and fly tipping across the Borough
	It could lead to negative publicity for the council, as enforcement has been

## Street Scene Enforcement – Summary of the trial

	welcomed by many residents.
	Loss of longer term resources to help with multi-agency issues
	The council would not be able to achieve attributed MTFS savings target through demand management

Figure 22: Option B Advantages and Disadvantages

### 7.3 Option C - Procure with other local authorities

If the council wished to continue with enforcement past the 31st July 2017 then a new contract would need to be procured. Currently a number of other London Boroughs are looking at procuring similar contract which may enable a joint procurement, and potentially joint contract management.

Advantages	Disadvantages
The council could achieve the attributed MTFS target through demand management	All partners may have to agree on a common list of enforceable offences, unless separate lots area procured.
A joint procurement process could save money and resources for the council.	Difficulties could arise with a number of local authorities working together (varying timescales).
Positive publicity for the Council due to undertaking collaborative working.	Agreement on financial mechanism would need to be agreed before the procurement can commence.
The responsibility to monitor street scene enforcement could be shared depending and the agreement on what the service would look like.	
Due to the larger size of the contract, there is greater scope to achieve a more competitive price across a number of authorities.	

Figure 23: Option C Advantages and Disadvantages

### 7.4 Option D - Procure a standalone contract

If the council wished to continue with enforcement past the 31st July 2017 then a new contract would need to be procured.

Advantages	Disadvantages
The council could achieve the attributed MTFS target through demand management	It may not be as attractive to third party organisations as a larger joint procurement process.
The Council could decide exactly what enforceable offences they want to be included.	The Council will have to utilise more money and resources to undertake the procurement on their own.

## Street Scene Enforcement – Summary of the trial

The Council would have greater control over the contract monitoring of street scene enforcement.	The Council can specify the contract in the most suitable way for Barnet
The Council could easily amend the agreement to suit their own specific requirements if circumstances change.	

Figure 24: Option D Advantages and Disadvantages

### 7.5 Option E - Procure a combined contract with parking

If the Council wished to continue with enforcement past the 31st July 2017 then a new contract would need to be procured. If timescales allowed this could be procured with other enforcement actions such as parking.

Advantages	Disadvantages
The Council could achieve the attributed MTFs target through demand management	Penalty Charge Notices (PCNs) and Fixed Penalty Notices (FPNs) are very different and therefore difficult to merge into one process.
A joint procurement process will save money and resources for the Council.	May only be applicable to third party suppliers who undertake both parking and environmental enforcement activities.
	The environment enforcement component may be neglected due to the comparatively high volume of the parking component, and the easy of tracing people through the DVLA
	Due to the recent extension of the parking contract. A procurement of a new parking contract will not take place in 2017 and any new contract would not go live until 2019

Figure 25: Option E Advantages and Disadvantages

### 7.6 Recommendation

Based on the information gathered through the trial it is **recommended that street scene enforcement continues within Barnet.**

As such the preferred Options would be either (C) or (D). It is proposed that the current trial is extended to its maximum allotted time, to allow a procurement process, either through a joint procurement with other local authorities or through a single Barnet Council procurement to take place.

# Street Scene Enforcement – Summary of the trial

## 8 Appendix A – Lessons Learnt/issues to review

As the trial has progressed, the Project Sponsor and the Project Officer have been compiling a fluid list of issues relating to the trial, which will be reviewed once street scene enforcement progresses from the trial stage. The information below details these issues and potential solutions.

### 8.1 Removal of discount rates on FPNs

Through research and discussions with other local authorities regarding their FPN payment model, it has become apparent that a number of these local authorities do not offer a discounted FPN payment rate for early payment. The main concern was that by not offering a discounted rate, the numbers of FPNs that are actually paid could decrease. However, based on the examples of other Councils, it appears that the payment rates of FPNs remained relatively stable. Therefore, it is an option going forward, to remove the discount FPN payment rate for early payment. This could potentially increase the deterrent to potential offenders and increase the income from paid FPNs.

### 8.2 Increase FPN levels

The government has set out the fine limits for FPNs that Councils and other authorities issue. Within these limits, there are clearly defined minimum and maximum full penalty charges, as well as a clearly defined minimum discounted penalty charge, for a wide range of environmental crimes. As street scene enforcement progresses from the trial stage, it may be prudent to review all the fine limits in line with the government limits. This will ensure that we are charging the maximum levels that we can, which could potentially increase the deterrent to potential offenders and increase the income from paid FPNs.

### 8.3 Increase the scope of FPNs that are issued

There are a number of offences that we currently do not issue FPNs for and it is aspired that once street scene enforcement progresses from the trial stage, a review is undertaken of what offences the Council issue/do not issue FPNs for. Through this, the Council may identify environmental crimes that they wish to introduce FPNs for that previously they had not. This could further increase the deterrents to potential offenders, as well as increase the income from paid FPNs.

# Street Scene Enforcement – Summary of the trial

## 9 Appendix B – Communications Summary

INPUTS	OUTPUTS (distribution, exposure, reach)	OUTTAKES (Awareness, Understanding, Engagement)	OUTCOMES (Impact, influence)
<ul style="list-style-type: none"> <li>• Audience insight and desk research</li> <li>• Press launch: Coordination of fly tipping dump for photo shoot.</li> <li>• Twitter</li> <li>• Facebook</li> <li>• Press releases</li> <li>• JC Decaux posters</li> <li>• Bus advertising</li> <li>• Tube advertising</li> <li>• Keep Barnet Clean web pages</li> <li>• Photography</li> <li>• Copy for Barnet First</li> <li>• Advert for Barnet First</li> <li>• Litter picks</li> <li>• Flipagram production /Day on the street with the graffiti clean-up team</li> </ul>	<ul style="list-style-type: none"> <li>• Campaign launch attended by 2 journalists, covered in all local newspapers</li> <li>• Campaign artwork from bus shelter and high street viewed over 27 million times</li> <li>• 5 press releases</li> <li>• Web page viewed 1,872 times</li> <li>• Barnet Council issued 212 tweets and replies</li> <li>• 206, 440 residents saw the press articles from the press releases issued</li> <li>• Two Facebook posts were launched from the Barnet Council page</li> <li>• Two full page adverts in Barnet First</li> <li>• One article in Barnet First</li> </ul>	<ul style="list-style-type: none"> <li>• 48% of residents were aware of the Keep Barnet Clean campaign</li> <li>• Ten litter picks took place across the Borough over the duration of the campaign.</li> <li>• 10 local litter picks</li> <li>• 99 residents and one primary school took part.</li> <li>• 94 bags of litter were collected.</li> <li>• 168 replies were generated from tweets originally sent out by the Council's twitter account.</li> <li>• 144 re-tweets mentioned the #KeepBarnetClean hashtag and 109 followers liked the campaign tweets</li> <li>• Facebook posts received two likes; a follow-up post reached 33 residents and received four likes and one comment.</li> <li>• Facebook posts were also shared by neighbourhood groups.</li> <li>• Barnet First reached each household x2 = 280k residents</li> </ul>	<ul style="list-style-type: none"> <li>• Estimated 7 per cent return on investment</li> </ul>