



Adults, Health & Public Protection Policy & Scrutiny Committee

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Title: **Review of Service Outcomes in Public Protection & Licensing**

Report of: Sara Sutton: Director Public Protection & Licensing

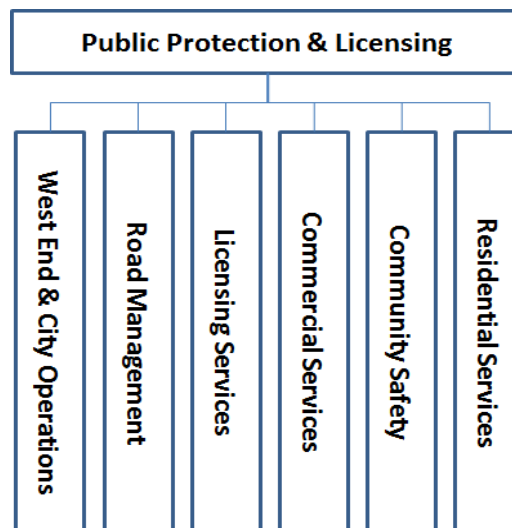
Cabinet Member Portfolio Public Protection and Licensing

Policy Context: City for Choice / Heritage / Aspiration

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1 Executive Summary

- 1.1 The purpose of this report is to assess the outcomes for service users and how the Public Protection and Licensing (PPL) Directorate is meeting its objectives following reconfiguration.
- 1.2 In April 2015 a new organisation structure was created combining Street and Premises Management into one directorate. This new directorate created six thematic services, managed by a head of service, combining teams with connected responsibilities and issues into one service.



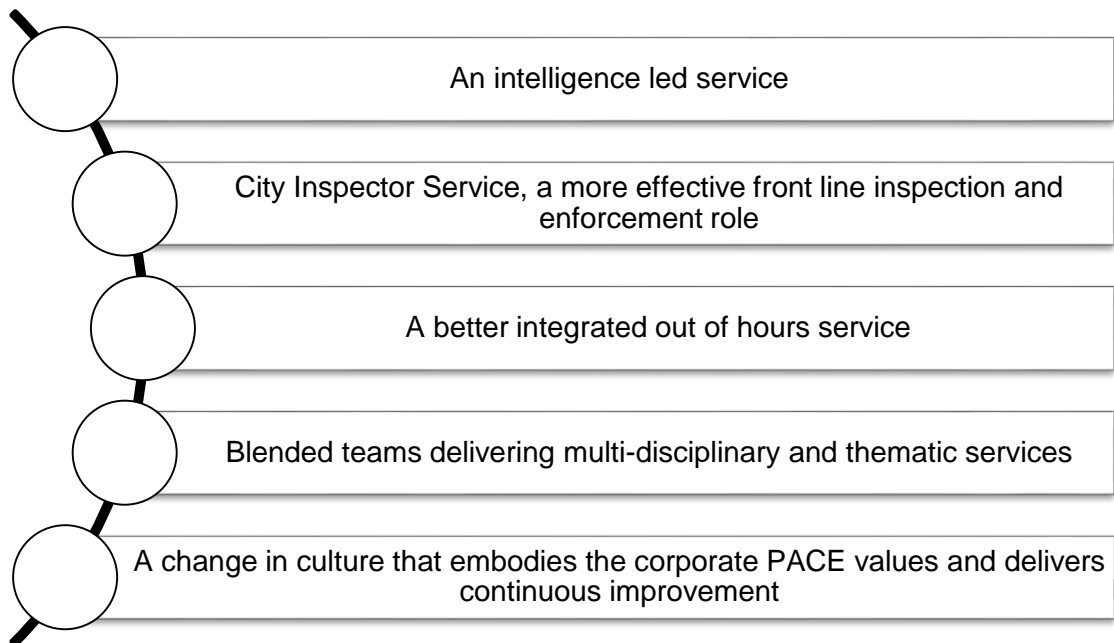
- 1.3 Central to the new service was the creation of the City Inspector role, a more effective front-line inspection and enforcement function, created by merging the functions of Westminster Wardens and Licensing Inspectors. The existing ward capability currently provided by the Local Westminster Wardens was retained, but with added capability as a result of this change.
- 1.4 In addition, area based teams of officers working in a multi-disciplinary environment were created, uniting the skills of Neighbourhood Problem Solving coordinators with the new City Inspector Service and Environmental Health Officers. This has delivered a service that together could tackle complex issues, ensuring the right outcomes for residents and business across the City.
- 1.5 Underpinning this was a desire to develop an intelligence led service, ensuring its resources were focused meeting the future needs and demands of a world class City. The restructure created an enhanced analysis capacity and a dedicated tasking function to direct the directorate's resources.
- 1.6 The Road Management team's performance and outcomes are not included in this report as that element of the department is scrutinised by the Environment & Customer Services P&S Committee. In addition, as of 1st September 2016 Road Management is no longer part of PPL and is part of the new Highways and Public Realm Service.

2 Key Matters for the Committee's Consideration

- 2.1 For the committee to note the contents of this report and provide feedback on the outcomes achieved to date.

3 Background

- 3.1 These changes were implemented in line with reducing the overall cost of delivering the service, through realising efficiencies and streamlining frontline delivery models. The new structure set out to deduct 81.7 substantive posts from the structure and deliver full year savings of £2.7m across the Communities and City Management Executive Directorate. More specifically in PPL directorate the restructure reduced the numbers of posts by 67, to circa 350 full time equivalent (FTE) posts.
- 3.2 The organisational change report written in December 2014, set out a number of key objectives, and it is against those that this report will assess the success of the new service, 18 months on.



3.3 Due to the breadth of services delivered within the directorate, this report will focus on service outcomes in the context of the objectives outlined above. A more detailed breakdown of outcomes by service can be found in **Appendix A**.

4 Intelligence Led Service

4.1 At the heart of the new PPL service is a tasking and analysis function that facilitates the use of resources to tackle key issues in the right way. This new tasking and analysis team consists of three intelligence analysts and a tasking coordinator. Since their creation this team has worked closely with front line teams and has supported the development of an analytical tool with the central business intelligence team that will enable resources to be tasked, monitored and their work evaluated through a digital portal. This portal is still under development. The analysis capacity has influenced decision making in key areas; influencing gambling and rough sleeping policy, focusing licensing activity and targeting resources to key issues.



- 4.2 The dedicated Tasking Co-ordinator, supports a fortnightly tasking process using the analytical insight to set priorities and deploy resources across CMC, the City Council and the wider partnership. This ensures that the service has an accountable resource deployment model, linking resources allocated to issues and the outcomes.
- 4.3 In the first year of operation, the team coordinated 209 taskings of varying complexity. The table below outlines the enforcement outcomes from these taskings.

Enforcement outcomes from tasking	Financial Year 2015/16
FPNs	196
Waste Prosecutions	1
Warning FPNs	37
Waste Transfer Notices	3
CPNS	7
Breach of CPN	1
Warning CPN	16
IST Seizures	52
Parking (PCNs)	15
Premises Licensing Prosecutions	1
Warning Letter Tables and Chairs	1
Tents on public highway warning and seizures	30

- 4.4 The number of taskings undertaken this year to date has significantly reduced, with only 25 so far. This is a positive outcome that could evidence improved compliance levels and that the proactive focus of the service in resolving issues and tacking

problems, means that fewer issues are escalating and requiring the intensive management/resources that the tasking process provides.

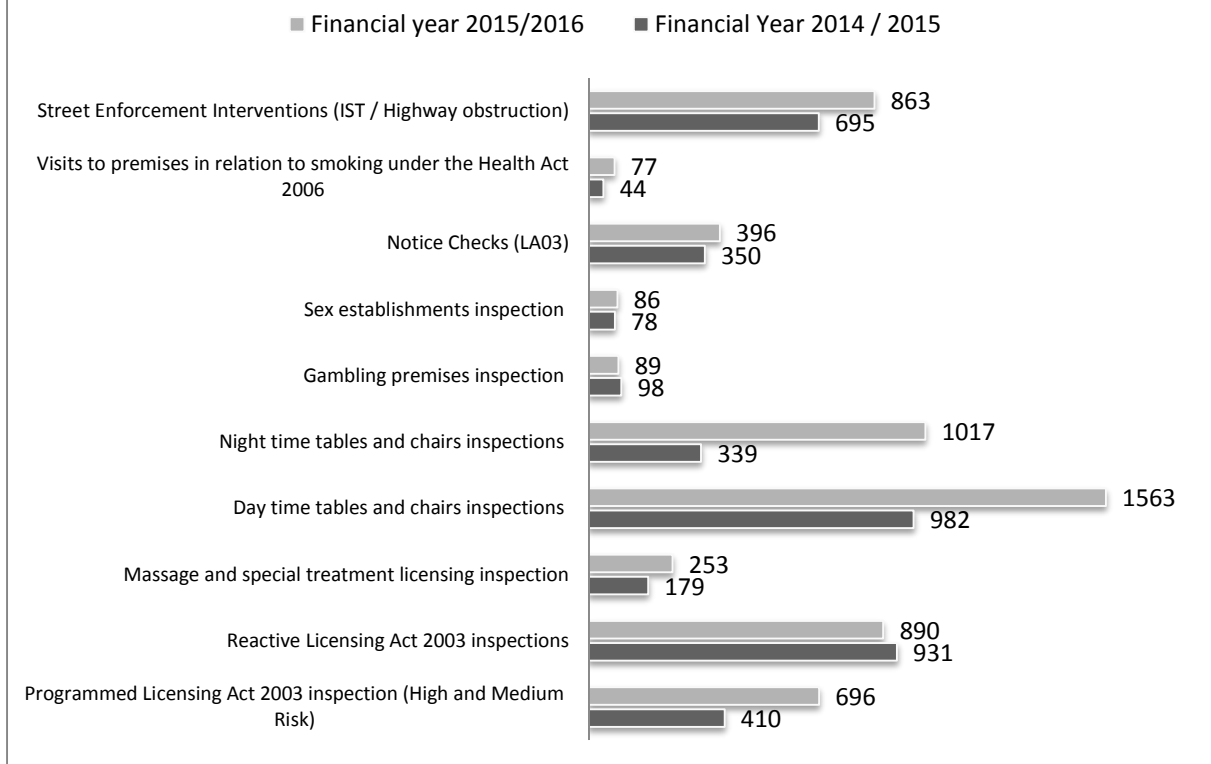
5 A more effective front line inspection and enforcement role

- 5.1 Prior to the restructure there were 16.7 Licensing Inspectors, 70 Westminster Wardens and 2 lighting scouts, in total 88.7 officers. Through projected efficiencies envisaged from merging these roles, the City Inspector Service was created, operating with 15% less resource.
- 5.2 There are now 75 City Inspectors working across the City, both in local wards and within 24/7 response teams on a shift basis. These inspectors provide a front line inspection and enforcement capability able to ensure clean and safe streets, compliant premises and community confidence in the way in which our City is managed.
- 5.3 The success of the City Inspector role was dependant on their ability to utilise a wide range of powers to tackle the issues they face, blending the previous warden and licensing inspector roles, into an officer with a capability to tackle a multiplicity of problems.
- 5.4 The City Inspector service set out to deliver;
- Effective public realm management (such as illegal street trading, busking, street performers and events)
 - Effective service able to tackle anti-social behaviour (ASB)
 - Effective licensing inspection regime
 - Integrated waste management system
 - Well managed street scene (utilities works management and lighting scouts)
 - On street presence able to engage with communities and stakeholders

6 Effective public realm management and licensing inspection regime

- 6.1 The levels of inspections since the creation of the City Inspector service have increased, in some areas significantly so. The newly created service has undertaken:
- 70% more programmed licensing visits
 - 200% more night-time tables and chairs inspections
 - 24% more street enforcement interventions
 - Across the service inspections and interventions have increased by 5%
- 6.2 The table below shows the numbers of inspections undertaken by the City Inspector service in the financial year 2015/16 with the previous structure. The number of inspections undertaken by City Inspectors exceeds the numbers undertaken in the previous structure, through a more effective blended role. As with the reduction in taskings, the reduced number of reactive licensing inspections could indicate improved compliance as these visit are complaint led.

Inspections by City Inspectors comparing financial years 2014/15 to 2015/16

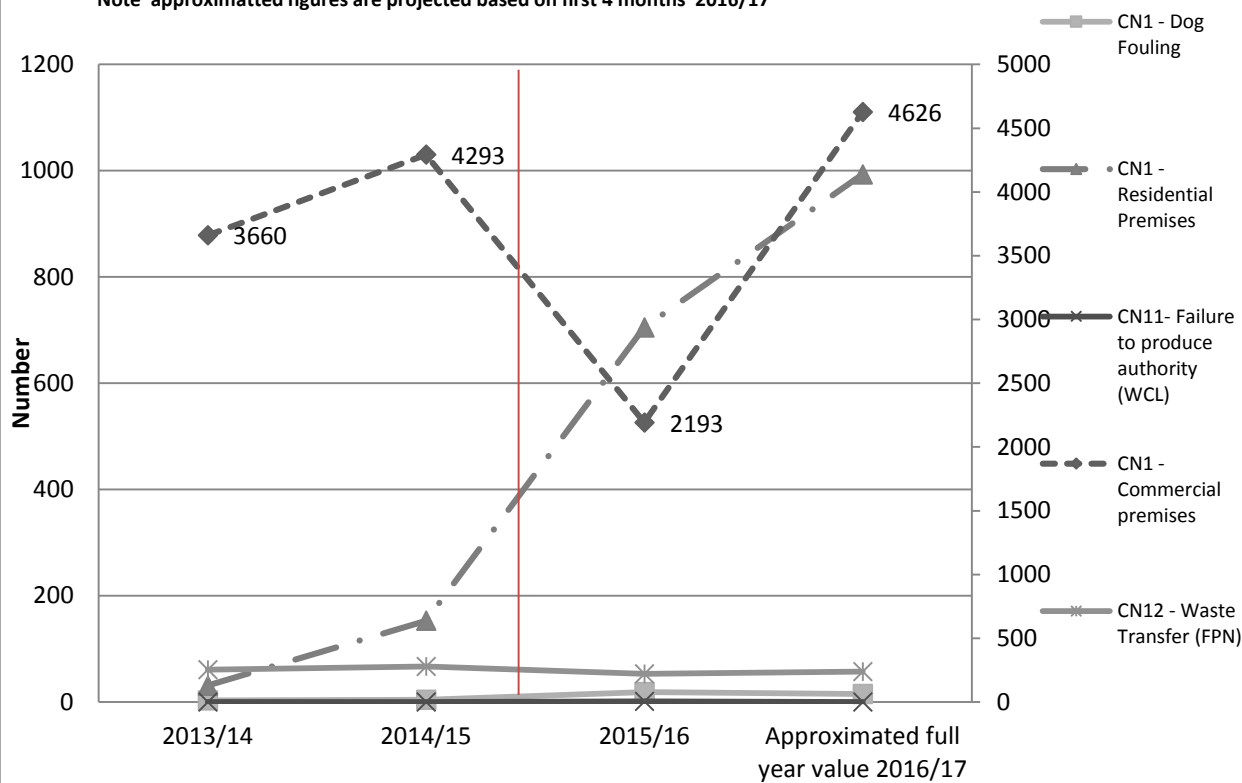


7 Integrated waste management

- 7.1 The chart below shows the numbers of fixed penalty notices issued by officers, by financial year and by type. The levels of notices issued by the new city inspector service has increased or remained stable since the restructure took place. The levels of commercial notices decreased during the first year of the service. A decision was taken to prioritise the training of City Operations City Inspectors on their licensing powers, which took time away from commercial waste enforcement. This is now complete and projected figures for commercial notices for 2015/16 are higher than the previous levels undertaken in 2014/15.

FPN issued by type shown by financial year 2013/14 - 2016/17*

Note approximated figures are projected based on first 4 months 2016/17



- 7.2 The City Inspector Service is also taking a proactive approach to waste management, alongside more traditional methods of enforcement, and the following case study outlines the success of this approach.

Case Study: Clean Streets & Don't Dump Campaign

A priority for the service in April 2015 was tackling the issues of regarding waste being persistently dumped around the BBB and surrounding streets.

- 7.2.1 A review across 3 wards in the north of the City in November 2015 found that only 13% of businesses had appropriate regimes in place to dispose of their waste correctly

Targeted project, focused on hotspot areas delivering education, enforcement and prosecution.

- 7.2.2 The campaign included targeted education using signage, leaflet dropping and talking to local residents and businesses

- 7.2.3 City Inspectors issued 82 WTN requesting to see businesses waste disposal arrangements, 41 commercial FPN issued to businesses and over 300 warnings and FPNs to residents found littering. The most serious offenders were brought in for pace interviews for prosecution

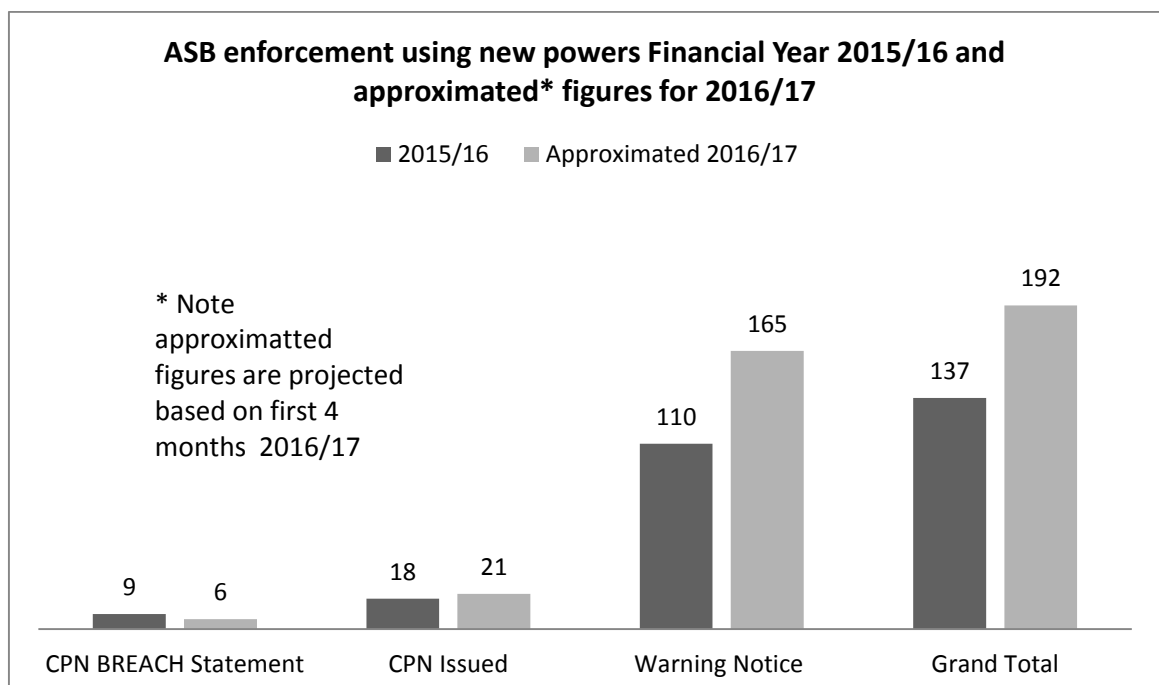
- 7.2.4 A business audit was put in place and through education and enforcement of waste transfer we now have a compliance rate of 72% and it is rising.

- 7.2.5 Compliance target area currently up by over 50 percentage points since work started.



8 Effective service able to tackle anti-social behaviour

- 8.1 The directorate as a whole has benefited from a new case management system, Ecins, that allows for a more effective and intelligent management of anti-social behaviour cases and victims. This system enables us to log and track anti-social behaviour, allowing a up-to-date history from a victims perspective.
- 8.2 The implementation of the Anti-social Behaviour (ASB), Crime and Policing Act in 2014 gave additional powers to local authorities to deal with anti-social behaviour. Prior to this, on street officers had little powers over such behaviour and often were operating only as eyes and ears for the police.
- 8.3 The act now allows for officers to issue a Community Protection Notice (CPN) against individuals or businesses which are negatively affect the community's quality of life.
- 8.4 The chart below clearly shows the increasing use of this power by City Inspectors, and that this is an area where prior to the creation of the service officers would have had little or no powers to tackle issues in this area.
- 8.5 These powers have been primarily used for anti-social behaviour associated with rough sleeping (11%), begging (85%). Other issues dealt with by way of a CPN have included street trading, street urination, busking and waste issues.



- 8.6 Given the vast array of issues that the service is dealing with it is a difficult task to outline easily the overall outputs of the service, as listing enforcement and inspection does not outline the outcomes to residents on the streets. The case studies below show more clearly the impact the service is having on the ground.

Case Study: Operation Unite 16



The PPL Directorate have been working closely with the Metropolitan Police (MPS) over the last 6 months on a number of strands of work particularly in relation to foreign national offenders, under the operational name of Unite 16.

These areas include:

- Gambling on Westminster Bridge:
- Vice in Sussex Gardens and the surrounding area
- ASB associated with rough sleeping (including begging)
- Street performance issues

Westminster Bridge - Since November 2015 there have been frequent operations resulting in 100s of arrests and numerous deportations regarding illegal gambling and ASB. These operations have included police from both sides of the river and City Inspectors. The police have been following the money trail to identify who is benefiting from this activity. As a result of the persistent issue the Council is now consulting on a Public Space Protection Order (PSPO) that can be used to regulate activities in particular public places that can have a detrimental effect on the local community. They can help by giving local councils and local police additional powers to tackle anti-social behaviour in specific locations. They specify an area where activities are taking place that are likely to be detrimental to the local community's quality of life, and impose conditions or restrictions on people using that area. Failure to comply with the order is a criminal offence and a fixed penalty fine of up to £100 could be issued, or on prosecution, a fine of up to £1,000.

Vice in Sussex Gardens – the Neighbourhood Problem solver from the Residential Service is working with the police to focus on those organising and handling the women and how best to support the women involved. They have been working with Community Safety to map the links between those involved and other criminal activity.

ASB associated with rough sleeping

The directorate has been working jointly with the Rough Sleeping Teams, MPS and Home Office Immigration Enforcement Service (HOIE).

A bespoke training scheme has been rolled out to City Inspectors on how to identify, engage and refer individuals found rough sleeping.

An officer from the Rough Sleeping team has been seconded into Public Protection & Licensing in the residential team, working closely and undertaking joint patrols with Local City Inspectors, bridging the gap between social care and enforcement.

New ways of working have enabled the Home Office to remove those not exercising their treaty rights. There have been a number of large scale operations taking place between June and November 2016 with further. Everyone who is found rough sleeping is offered a route away from the streets and if people choose not to engage with the support available or to make use of their treaty rights, they are then given 30 days to make changes. Rough sleeping is harmful and dangerous to an individual and we reinforce the responsibility to come to London with a plan for how they will live.

Since June, 151 individuals have been issued with removal papers. Of those identified two thirds have left voluntarily and the remaining third who stay beyond the 30 day period will be liable for arrest. To date 3 arrests have been undertaken.

This work has resulted in a 5% reduction in number of EEA nationals found bedding down comparing Quarter 1 with Quarter 4. More specifically the number of Romanian rough sleepers found bedded down were reduced by 27% in the same time period.

Street Performers - Officers continue to work with the GLA and the BIDs to support the Busk in London scheme. In recent weeks meetings have improved links and methods for sharing information. Two dedicated City Inspectors have been seconded to the Noise Team to patrol and respond to issues concerning street performers in the Leicester Square area and a member of the Noise Team has been deployed to the Oxford Street area. They are proactively engaging with buskers and encouraging them to comply with the voluntary busker code. Enforcement is seen as a last resort where buskers have repeatedly failed to follow the scheme guidelines. Since April we have engaged with buskers on more than 150 occasions. In addition residents raised concerns that the unknown masked performers in Trafalgar Square may have involvement in criminal activity. Working with the police and Immigration officers, an operation took place which resulted in 4 floating statues being served notice papers giving them 30 days to leave the country

Summary

City Inspectors formed part of a large partnership response to these issues. City Inspectors have been trained to issue CPNs against persistent anti-social behaviour. To date the service has issued 135 warning notices, 20 community protection notices, and 6 statements issued for individuals breaching these notices.

MPS reported the following outcomes between 8th Feb and 14th June 2016.

331 Arrests for "Op Unite offences" as follows:

- 3 x Money Laundering
- 10 x Proceeds of Crime Act Offences
- 93 x Street Gambling
- 78 x Theft, Theft person and other related
- 146 x Begging and other offences (e.g. breach of CPN)

263 x Written Warnings

49 x Community Protection Notices

40 x immigration notices served approximately per month.

The MPS also report that there has been clear impact upon violence with injury offences within Westminster due to the criminality and ASB that has been tackled by Op Unite. They reported that Violence with Injury offences within the entire Met had increased by 4.8% and in comparison Violence with Injury offences within the City of Westminster had reduced by 4.3% (122 fewer offences/victims). This is in comparison to the neighbouring boroughs of Lambeth and Camden that have seen increases in Violence with Injury offences increase by 8% and 16.4% respectively.

9 Utilities works management

- 9.1 City Inspectors are responsible for auditing the agreed finish times on all permitted street works in Westminster. This is an important role that is undertaken in conjunction with the Roads Management service to ensure that all Westminster streets are free from unnecessary congestion. Actual fees chargeable for every overrun are set by Regulations.

- 9.2 The City Inspector service last year audited all Permits on the first chargeable day after their end date and found 96 sites operating beyond their Permit time; this resulted in £117,550 being paid in fines to the City Council. In the first four months this financial year City Inspectors have found 18 sites outside of agreed permit durations. The levels of compliance by utility companies has increased significantly, due to improved auditing of permits, the projected figures for 2016/17 is below half those found in 2015/16.

10 A better integrated out of hours service

- 10.1 Prior to the restructure the out of hours service comprised of a small team ten wardens working a permanent night shift, meaning that with annual leave commitments and rest days, an average Saturday night would be resourced by a limited cadre of officers.
- 10.2 The new operational coordination service put in place five teams of, eight City Inspectors working a pattern of early, late and night shifts. This has provided 24/7 coverage across the City, ensuring that there is enough resource to manage a 24 hour City. The larger out of hours coverage in the new model also allow for City Wide coverage, rather than as a previously a purely West End focus.
- 10.3 One of the key changes to the out of hours' service is that every shift has a team manager on duty to manage and direct the resources available. This has also provided a permanent managerial Local Authority Liaison Officer on duty 24/7.
- 10.4 A shift pattern where City Inspectors are rotating through weeks of daytime and night time deployments has meant that they are much more integrated with other services, able to touch base with other departments and partner agencies about issues occurring out of hours. Previously a permanent night duty team found it difficult to interact with daytime services.
- 10.5 The larger pool of officers on a shift pattern has meant that the impact of absences for leave and training is less on weekend and night time resources, than in the previous model.

11 Introduction of thematic services and blended teams

- 11.1 The new structure created thematic services, with teams with similar demands hoping to create synergies between teams that could empower collaborative working and yield an improved service and efficiencies.
- 11.2 Thematic services have undoubtedly improved the service delivered by previously autonomous teams. This has been seen across the service, examples include increased intelligence sharing leading to joint visits to problematic premises, streamlined policy and procedures and a greater capacity to operate in high periods of demand, where resources can be directed across a service. The creation of a head of service for thematic services has also enabled a more accountable structure.
- 11.3 The case study below clearly shows the impact that a thematic service, where the joined up powers of a number of premises related disciplines working together can achieve.

This ability to coordinate activity across disciplines is much easier in the current structure.

Case Study: Operation VANADIUM

A Police led multi-agency operation to detect, deter and disrupt criminal activity within three commercial premises on the Edgware Road under the UNITE 16 umbrella in April 2016. This focused on addressing the supply of drugs, prostitution, human trafficking, terrorism, child exploitation, VAT and tax revenue evasion and breaches of local authority legislations in two shisha cafes in Westminster.

The MPS serious crime unit in conjunction with Home Office Immigration Enforcement (HOIE), Her Majesty's Revenue and Customs (HMRC), Westminster City Council (WCC) and London Fire Brigade (LFB) executed two Police and two Immigration warrants on two shisha cafes. The Commercial Service took the lead for Westminster and combined its resources and powers to support the operation, using resources from Food, Health and Safety, City Inspectors and Trading Standards.

The outcomes from joint inspections are as follows:

Public Protection and Licensing

- Investigation on-going by the food team into hygiene and food safety
- City Inspectors seized 500 shisha pipes and shisha tobacco under the Health Act 2006 for prosecution purposes
- Trading Standards seized 42,000 cigarettes for labelling offences/counterfeit items
- City Inspectors served a summons on the manager regarding a breach of the Health Act 2006
- Summons served on the manager regarding giving false details to an authorised officer

Police

- 3 arrests under the Proceeds of Crime Act
- Approximately £10,000 in cash seized
- CCTV Hard drives seized
- 3 Boxes of fake identity documents relating to immigration status. Suspected links to Human Trafficking pending investigations

Home Office Immigration Enforcement

- 6 arrests of which 4 were to be immediately deported, 2 detained pending further investigation
- Service of a £120,000 fine to the owners of the premises for the employment of illegal immigrants

Her Majesty's Revenue and Customs

- Seizures of computer hard drives and associated documents relating to income generation and VAT

- 11.4 The creation of the new directorate is transforming the traditional model of operational delivery, with the Residential service now comprising of five area based, blended teams of Neighbourhood Problem Solving Coordinators, City Inspectors and Environmental Health Officers. The ability to focus and manage a team of officers on a neighbourhood has worked well, enabling priorities to be set for different areas depending on need. The teams have shown clear benefits in breaking silo working, developing a better understanding of different roles, and maximising the impact of joined up on street

resource. The service has embraced partnership work and innovative problem solving, as evidenced by the case studies and outcomes shown in Appendix A.

- 11.5 Under the area based structure Managers, Neighbourhood Problem Solving Co-ordinators and Local City Inspectors and Environmental Health Officers are allocated on a ward and/or area basis across the City. Please see maps in **Appendix B, C and D**.
- 11.6 This approach has also facilitated improved relationships with key stakeholders and communities; area based teams attend regular stakeholder and partnership meetings as well as Ward Panels. Additionally, where a Business Improvement District is in place frequent meetings with take place with co-location of resources, where possible.
- 11.7 The case study below shows the benefits of collaboration between officers with different skills and powers, improving the service we deliver. The traditional methods managing rouge landlord with environmental health powers were unable to bring compliance. As a result of blended teams, colleagues highlighted that the new anti-social behaviour legislation could be used to tackle this issue, with tougher penalties.

Case Study: Rogue Landlord

A badly managed privately rented flat in North Westminster, the tenant had no hot water and flat was in disrepair.

Premises was being managed by Environmental Health

- Housing Act 2004 Improvement notice was served
- Owner appealed notice which was upheld by court
- Landlord refused entry to EH and evicted the tenant who had complained
- Landlord had not complied with notice
- Analysis of the UK Rogue Landlord Database landlord was the most prosecuted landlord in the UK with seven convictions for Housing Act offences.

Traditional methods managing rouge landlord struggling to bring compliance. As a result of blended teams, colleagues highlighted that the new anti-social behaviour legislation could be used to tackle this issue, with tougher penalties.

- Applied for a Criminal Behaviour Order against landlord under the ASB , crime and policing act 2014
- The penalty of breaching a CBO is a custodial sentence

12 Change in culture & excellent staff

- 12.1 In order to ensure that the City Inspector roles are omni-competent in the wide variety of legislation they are responsible we have developed and delivered a number of in-house Operational Skills Training courses. These have covered Licensing Act 2004, Gambling Act 2005 and Rough Sleeping and further courses are planned for the next period. We have also developed and delivered legal skills training covering law, evidence and procedure best practice and case file preparation and disclosure. This was provided for all City Inspectors and other enforcement officers and delivered in partnership with the tri-borough legal services. Conflict Management training and Awareness & Handling of

Discarded Needles & other Drug Related Waste full day and refresher training has also been delivered for all staff requiring this.

12.2 In line with ensuring our services are being delivered in line with our PACE (Productive, Ambitious, Collaborative & Enterprising) values all managers and senior practitioners in the department have successfully completed the Leading the Westminster Way Programme and all staff at every level are scheduled to attend the Working the Westminster Way programme by end of March 2017.

12.3 Staff survey results since the reorganisation also demonstrate positive improvement with an increased proportion feeling they are serving our public rising from 70% in 2014 to 77% in 2015. In addition officers feel that the most positive areas of working in PP&L include the fact that line managers trust staff to do a good job (92.9% agree) and that staff feel they have the freedom to act on their own initiative in their role (87.5% agree).

13 **Delivering continuous improvement**

13.1 Supported by the transformation and digital teams street based officers within PPL are working towards a more mobile and agile working model. We have successfully rolled 80 mobile devices to all City Inspectors, enabling officers to report problems and record activity without returning to the office. We are now working towards commissioning a digital inspection tool which will allow all street based officers to record inspections on the street.

13.2 The directorate has been working towards becoming a more digitally enabled service. One of the key areas we are working on is the implementation of new online application forms for licensing regimes. These forms will have the benefit of automatically completing the Council's database and reducing the need for significant data entry.

13.3 The creation of a business and performance team moved local service support and technical administration previously delivered in 12 teams into one. The levels of support have been reduced by approximately 40% in PPL, compared to levels in March 2015. This has been achieved by streamlining processing, cutting out unnecessary support and through efficiencies realised through combining functions.

13.4 In the first quarter of this year, 847 premises licence applications were received and processed by the Licensing Team compared to 695 premises licence applications received in the same period last year. More significantly, the performance of the team has increased as 794 licences have been issued compared to 280 licences issued in the same period last year with. This includes an improvement from 10% of licences issued within 28 days of determination in June 2015 to 100% in June 2016. The improvement in performance is attributable to more efficient processes, better management information and a focus on performance

13.5 For a number of years, Public Protection and Licensing Services have been delivery training for business and other local authorities in food safety, health and safety and licensing through a Westminster City Training (WCT) programme. Recently, a new online

booking system has been introduced, where delegates can view and book courses and make payments online.

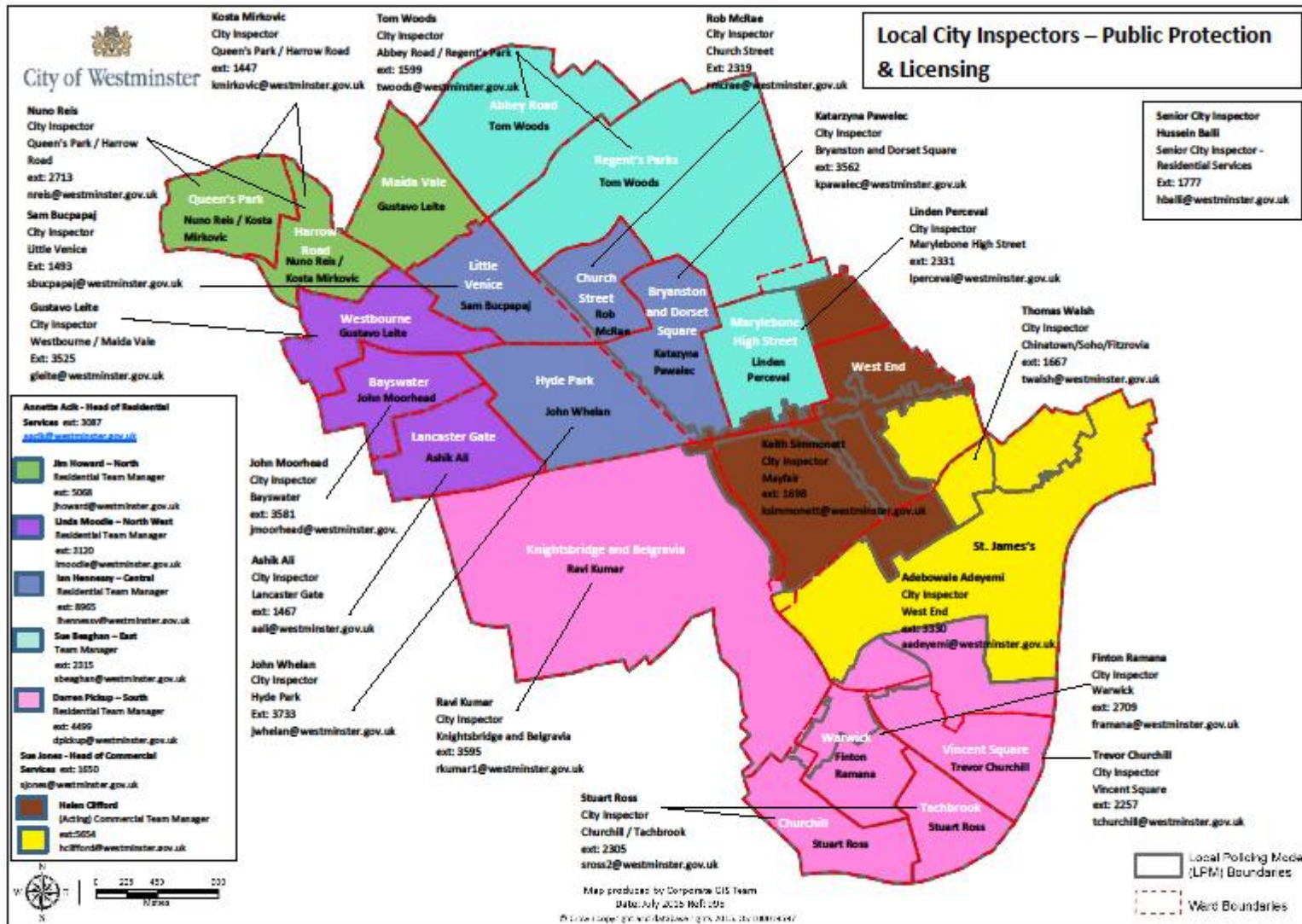


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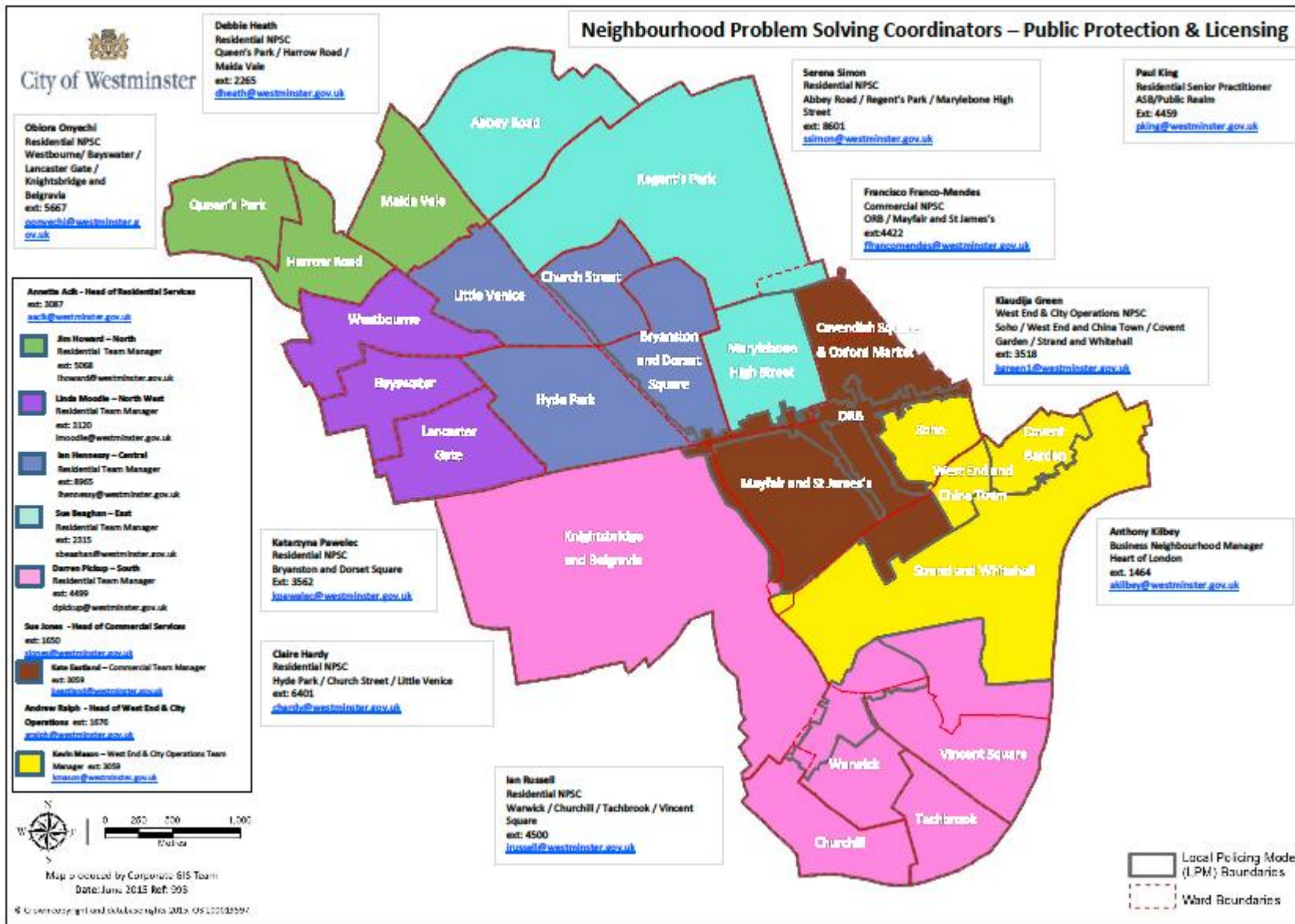
Appendix A – Service Outcomes 2016/17

Commercial	West End and City Operations	Residential	Community Safety	Licensing
<ul style="list-style-type: none"> • 3,500 service requests responded to • 39 successful prosecutions • 1961 food inspections undertaken • 36 premises closed using emergency prohibition powers • 127 hygiene improvement notices • 127 accidents investigated • 20 safety improvement notices served, 14 prohibition notices served • 179 intervention visits to reduce H&S risks • Pizza Express Limited prosecuted for H&S failures and given fine totalling £200,000 and costs awarded £58k • Successfully secured over £500K Public Health funding for H&S and Food project work • 26 victims of scams assisted to avoid further financial loss • 73 seizures of counterfeit goods • £53K recouped from criminals under Proceeds of Crime Act • 40 Primary authority businesses • 300 post mortems carried out including 27 high risk • Mortuary assisted H&F with storage and post mortem examinations to free up capacity for victims of Tunisia terrorist attack • Participation in DVI Unified Response exercise, leading police DVI teams within temporary mortuary 	<ul style="list-style-type: none"> • 696 programmed inspections of high and medium risk alcohol licensed premises • More than 1200 compliance visits to licensed premises across the city, under LA03 • 253 visits to Massage and Special Treatment premises to ensure compliance • Over 2500 visits to premises with Table and Chairs licences to ensure conditions are being met. • 89 visits to gambling premises • 86 visits to licensed sex shops • 77 visits to premises under the Health Act 2006 • 863 investigations into Illegal Street Trading and Highway Obstruction, including specific operations in relation to Notting Hill Carnival, New Year's Eve, Chinese New Year, Pride and many other events • More than 3200 FPNs served for waste offences • Multiple operations with the police to remove illegal tents from the public highway • Successfully worked with the ECB and the MCC to provide fully funded illegal street trading patrols at Lord's Test matches, generating over £5000 for the service. • Provided multiple training sessions for all City Inspectors across the range of work undertaken by the new service including, Licensing Act 2003, Gambling Act 2005, Health Act 2006, City of Westminster Act 1999, Environmental Protection Act 1990 thus maximising the potential of the City Inspector role. • The Noise Team deal with 18020 complaints broken down as follows: <ul style="list-style-type: none"> • Residential Premises: 7468 • Street (including Busking): 4665 • Commercial Premises: 2252 • Building Sites: 2010 • Property Alarms: 906 • Non Noise Complaints (45 min) dust & light): 318 • Non Noise Complaints (4 day) pests & drainage: 261 • Animals: 140 	<ul style="list-style-type: none"> • 2112 Service Requests received for Residential EH • 225 cases raised for HMO licensing cases • 83 houses of multiple occupancy improved by inspection and enforcement • 593 category 1 hazards removed • 202 Legal Notices Served • 5 prosecutions undertaken – 1 outcome pending but a total of £28,500 in fines and £5,500 Costs from the other cases • 102 families supported to tackle overcrowding • 455 houses made decent by environmental health officers, 120 of these occupied by vulnerable residents • Provide advice and support to 281 households regarding energy efficiency and fuel poverty • Environmental health officers dealt with 287 referrals from health professionals • Local City Inspectors received 1845 Service Requests • 692 FPNs (commercial and residential properties) issued by local City Inspectors • 448 waste transfer notices issued by local City Inspectors • 196 FPNs for WTNs issued • Quarterly Clean and Safer Street Audit's undertaken by local CI's • Annual Business Audits undertaken in wards <ul style="list-style-type: none"> • 114 CPN Warnings • 22 CPNs / 10 CPN Breaches • 125 begging interactions • 5 tent removal notices • 1 premises closure • £947K spent on disabled facility grants supporting 127 vulnerable residents to stay independent in their own home. £108k spent to make homes decent and £131k spent on safe and secure/sanctuary grants supporting 185 vulnerable residents. • Provided a handyperson service to support 655 vulnerable households • Business audits across 3 wards linked to the No Dumping Campaign uncovered a compliance rate of 13% for business waste removal – we now have 80% compliance - from 119 businesses. • On-street support for over 30 joint Home Office Immigration Enforcement (HOIE) operations. Fortnightly joint operations to continue into late 2016. • 20 joint day-time operations with St. Mungo's outreach targeting day-time rough sleeping and begging hotspots. 	<ul style="list-style-type: none"> • 209 taskings allocated requiring resources resulting in 442 enforcement actions (FPNs, CPNs etc) • A reduction in serious youth offences to 159 (rolling 12 months) against a target of 250 • Continued reduction in concern around gang violence and violence amongst young people (Based on City Survey - 83 and 71% respectively, *figures equal % residents not concerned about these issues) • Referrals of young people to IGU had a 94% (n=100/106) successful engagement rate • Faster resolution of ASB cases for victims. Length of cases being open has halved from 62 to 31.3 days (2015/16 v 2016/17) • 30 ASB enforcement actions (18 so far in 2016/17) including premises closures, community behaviour orders and other enforcement actions • Workshop Raising Awareness of Prevent (WRAP) sessions delivered to 2511 front line workers across Westminster; this includes training delivered to 62 educational establishments • 320 new members of staff have received business continuity training as part of their inductions • Reoffending rates for referred individuals (short sentences) have reduced by 42% for males and 43.5% for females against a target of a 5% reduction • Supported over 580 survivors of domestic abuse through our newly commissioned integrated Violence Against Women Support service (Angelou), with 87% reporting reduced levels of abuse 	<ul style="list-style-type: none"> • Processed 6411 licensing applications in 2015/16 • 1552 temporary event licences (TEN's) proceed • There is an increasing trend in TENs and it is expected that we will receive in excess of 3200 notices in 2016 • Attended 68 Licensing Sub-Committee hearings and produced 176 Licensing Sub-Committee reports for applications • In September 2015 the Licensing Team took on the function of processing Road Managements applications for Temporary Traffic Orders and approvals for the siting of a crane on the Highway (approximately 2500 applications per financial year). • A comprehensive fee review was undertaken through June and August 2015 which resulted in a significant change to the fees. • Undertook the Council's first review of William Hill's betting shop in Harrow Roa, improved the management premises through stronger conditions • Formally published a new Gambling Policy for Westminster. • Significantly improved the time that it takes to validate and acknowledge application from 50% within the time in 2014/15 to 86% in 2016/17 (to date).

Appendix B Map Local City Inspectors



Appendix C – Map of Neighbourhood Problem Solving Coordinators



Appendix D – map of Residential EHOs

