

BARNSELY METROPOLITAN BOROUGH COUNCIL

Central Area Council Meeting:

14th April 2014

**Report of Central Area Council
Manager**

Central Area Council - Commissioning and Procurement Update

1. Purpose of Report

1.1 This report updates Members about the progress made in taking forward the Central Council procurement processes for:

- A service to reduce isolation and loneliness in older people
- A service for children aged 8-12 years
- A service for young people aged 13-19 years
- A Clean and Green service in partnership with local people

It also identifies a number of issues that have emerged from the Older People's procurement process to date. Proposed solutions to these issues are also presented.

1.2 The report also presents the context and process needed for adopting an integrated approach to procuring a Central Council environmental enforcement service. The following two key elements of this integrated approach are covered in the report:

- A specification of requirements for the procurement of an environmental enforcement service with corresponding procurement strategy synopsis.
- A service level agreement with BMBC's Community Safety and Enforcement Service.

1.3 The report identifies the need for a Central Council member to be part of the Joint Procurement/Evaluation Panel (with Dearne Area Council) for appointing a Provider to deliver the environmental enforcement service.

1.4 Finally, the report outlines the context and proposal for procuring a service that will address issues associated with private rented housing stock in the Central Council area. The proposed service would offer the following two key elements:

- Private sector housing Management officer
- Private sector housing Enforcement and Investigations Officer

2. Recommendations

It is recommended that:

- 2.1 Members note the progress made to date in taking forward the Central Council procurement processes, and the issues with proposed solutions emerging from the Older People's procurement process.**
- 2.2 Members consider revised Central Council representation on the Children and Young People's Evaluation Panels**
- 2.3 Members agree the integrated approach to procuring a Central Council Environmental Enforcement Service.**
- 2.4 Members approve the specification of requirements and the associated price/quality split upon which tenders will be evaluated for the joint procurement with Dearne Council for an Environmental Enforcement service.**
- 2.5 Members approve the Service Level Agreement with BMBC's Community Safety and Enforcement Service to ensure an integrated Environmental Enforcement Service.**
- 2.6 A Central Council member be identified to be part of the Joint Evaluation Panel for the Environmental enforcement procurement.**
- 2.6 Members agree the proposal presented in Appendix 4 of this report, for addressing a range of issues associated with private rented housing stock in the Central Council area.**
- 2.7 A Service Level Agreement for the Private Sector Housing proposal, referred to above, is brought to the next meeting of Central Council for approval.**

3. Procurement Updates

3.1 Reducing Isolation and Loneliness in Older People

Following a significant amount of development work and the production of a comprehensive Tender Pack, the advertisement to procure this service was advertised on YORtender on 14th February 2014 with 55 expressions of interest received.

The closing date for proposal submissions was Friday 14th March 2014, when 10 submissions had been received.

The Evaluation Panel for this procurement met on Tuesday 1st April for a briefing session about the evaluation process. The Panel included:

Karen Temple-NPS-procurement specialist
Councillor Phillip Birkinshaw

Councillor John Clarke
Doreen Cureton- Community representative from Central Ward Alliance
Shiv Bhurtun- Service Specialist
Carol Brady

Following the briefing session documents were sent out to Panel members, and evaluations on each of the ten bids were carried out by individual Panel Members in their own time, using a scoring matrix. The completed scoring matrices were returned to NPS by Thursday 3rd April 2014.

The Panel then came together for almost 3 hours on Friday 4th April 2014 to moderate scores. Based on the scores awarded, 3 providers have been invited to attend the Interview stage which will take place on Tuesday 15th April 2014.

Following the interview stage the Provider to whom the contract will be awarded will be notified. The proposed Contract start date will be early-mid May 2014.

Issues and potential solutions

Although Central Council's first procurement has not yet been concluded, a number of issues have emerged as a result of the process undertaken to date. The issues, together with proposed solutions for addressing them are outlined below:

Electronic v paper based process- Although it was originally envisaged that this process would be carried out electronically it became apparent fairly early on that this was going to be difficult because:

- Some Evaluation Panel members did not feel they had the IT skills required to carry out the task
- Due to the Council's Information Governance policies, information could not be sent out electronically to the community representative on the Panel

As a result, a significant amount of photocopying was required, as some members of the Evaluation Panel did not have the time/facilities to do this for themselves. Nor, in the case of community representatives who are volunteering their time to carry out this task, should they be expected to.

The Central Area Team picked up this work, however in terms of both facilities and capacity, this was difficult.

Proposed solutions:

IT training/facilities to be provided

Develop alternative ways of sending confidential information electronically to community reps.

Additional support arrangements for Area Teams to be considered.

Length of individual submissions- Some submissions were in excess of 40 pages, therefore making them very laborious to read.

Proposed solution:

Clear page limits need to be set for future procurements.

Number of submissions- Although it was excellent to receive 10 submissions, this number makes the evaluation process more time intensive.

Proposed solution:

Consider using a “pre qualification” stage in future procurements, to reduce the number of organisations going forward to the full evaluation stage.

Time Commitment – As a result of the length and number of submissions outlined above, together with the process being new to the majority of the Panel, the approximate amount of time taken to carry out the **individual evaluations** by each Panel member was between 15-20 hours.

Panel members felt that this was excessive, and elected members in particular, found themselves under a lot of time pressures.

Even if the proposed solutions identified above are carried out, the Central Council members participating in this Panel have asked that they no longer be Evaluation Panel members for the Children and Young People’s procurements. The Children and Young People’s procurement evaluation process will take place in May 2014 when election commitments are at their most intense and both members feel that under those circumstances they would not do the process justice.

Central Council members - involvement in evaluation process

Some Central Council members have questioned whether they need to be part of the evaluation process at all, given that they approve the contents of the specification of requirements and the associated procurement strategy, for each service to be procured.

The involvement of Central Council members on Tender Evaluation Panels does however:

- bring a different perspective to the Panel
- gives Central Council members ownership of the process
- allows Central Council members to gain a better understanding of the procurement process
- enables Central Council members to have a better understanding of the service to be procured/provided

Service Specialist and community representation on Evaluation Panel

The involvement of a service specialist with commissioning experience, and a community representative with experience and knowledge of working with older people, has added two very valuable perspectives to the Panel.

Although both these members of the Panel have found the process quite intensive they have found it very informative and interesting, are keen to complete the process as part of the Panel, and see the service being effectively delivered over the next two years.

3.2 Services (x2) for Children and Young People

Following the approval of two specifications for services for children aged 8-12 years and young people aged 13-19 years, and the production of a comprehensive Tender Pack, the advertisement to procure services was advertised on 14th March 2014.

By 7th April 2014, 59 expressions of interest had been received for the 8-12 year old age group and 68 for the 13-19 year old age group.

To enable smaller local organisations to network with larger organisations and potentially become part of the procurement process, a Market Briefing event was held on Friday 28th March 2015, 10-12noon at the Ozone, Barnsley Football Club.

In addition to the event being advertised on YORtender as part of the Young people's procurement, leaflets were produced for local distribution. A direct mail was also sent to community organisations/groups, inviting them to attend the event.

Over 60 people attended the event, with representation from 48 different organisations/businesses. Those attending found the event very useful though some smaller organisations/sole traders expressed some concern about how they could get involved.

The closing date for proposal submissions for the children and young people's procurements will be Friday 2nd May 2014.

Following this date an Evaluation Panel will meet to assess the proposals against the criteria and identify the successful bidder

The Children and Young People's Evaluation Panel, as agreed at the Central Council meeting on 17th February 2014, is shown below:

NPS representative
Councillor Phillip Birkinshaw
Councillor John Clarke
Tom Smith – Service specialist
Youth Council representative
Carol Brady-Area Manager

However, given that the 2 Central Council members have asked not to be involved in the Evaluation Panel for the Children and Young People's Procurement as outlined earlier in this report, membership from the Central Council may need to be re-considered.

Also, given the time commitment required for the Evaluation process, it is now proposed that an Evaluation Panel is established for **each** of the two children and young people's procurement as follows:

Children/Young People's Service aged 8-12 years

NPS representative
Tom Smith

Carol Brady
Youth Council representative/s
Central Council member/s

Young People's Service aged 13-19 years

NPS Representative
Tom Smith
Joe Micheli
Youth Council representative/s
Central Council member/s.

3.3 Creating a Cleaner and Greener Environment in Partnership with Local People

Following the approval of a specification of requirements and associated procurement strategy for "a service to create a cleaner and greener environment in partnership with local people" at the Central Council meeting on 14th March 2014, a comprehensive Tender Pack is currently being developed. The advertisement to procure this Clean and Green Service should be placed on YORtender on Monday 14th April.

As agreed at the last Central Council meeting, Councillor Wayne Johnson will be the Central Council member on the Clean and Green Evaluation Panel.

Although it was outlined at the same Central Council meeting that a Market Briefing event was to be held in relation to this procurement, it has now been decided not to progress with this event as it is envisaged there will be significant interest in this procurement without such an event.

3.4 Environmental Enforcement

It has been acknowledged at previous Central Council meetings that the Cleaner and Greener specification (referred to above) would need to be complemented by the following enforcement interventions:

- A. General environmental enforcement
- B. Private rented housing sector management/enforcement.

A. General Environmental Enforcement

It was agreed at the last Central Council meeting that a specification of requirements/Service level agreement for an Environmental Enforcement Service for the Central Council area be prepared for consideration at today's meeting.

Due to the complex nature and associated legal requirements for delivering an effective environmental enforcement service, an integrated approach between BMBC's Community Safety and Enforcement Service, and any external Provider appointed, has been developed.

This integrated approach with the associated costs involved, is outlined in each of the two documents that have been prepared for this Service. They are as follows:

1. **A Specification of requirements** for a service that provides 1.5 environmental enforcement officers dedicated to environmental enforcement activity across the Central Council area for a period of one year is attached at Appendix 1.

Dearne Area Council also intends to procure 1 environmental officer. It is therefore proposed that a joint procurement for a total of 2.5 officers is undertaken with Dearne Council. This would necessitate the bringing together of both specifications.

The estimated contract value for the Central Council Service is £ 37,500. This Service would be procured jointly with Dearne Area Council via YORtender.

A Joint Procurement Strategy with Dearne Area Council has been developed for this and can be found at Appendix 2. This document details the evaluation process for selecting a provider based on a price/quality split. The price/quality split determined is 40:60 in favour of quality.

2. To ensure the service outlined in the specification of requirements above operates as part of the Council's broader approach to Community Safety and Enforcement, operates with the same degree of integrity, benefits from existing local infrastructure, does not duplicate core Council enforcement activity and can legitimately act on behalf of the Council as the primary enforcement agent in the Central Council Area, **a Service Level Agreement** with BMBC's Community Safety and Enforcement Service has been developed and is attached at Appendix 3.

The estimated cost for this Service is £14,000

Given the information above, the revised total estimated cost for an integrated Environmental Enforcement Service (with 1.5 officers) for the Central Council area is £51,500.

The original estimate, as outlined in the "Ongoing priorities and remaining budget allocation" report presented to the Central Council at its last meeting on 17th March, was £55,000.

If the specification is approved by Central Council at today's meeting, the following are the key actions to be undertaken with indicative timescales:

Finalise tender documentation- Friday 18th April 2014

Place tender advertisement-Friday 25th April 2014

Tender Return- Friday 16th May 2014

Tender Evaluation completed- late May/early June 2014

Contract starts-Mid June 2014

B. Private Sector Rented Housing Management/Enforcement

A proposal to address a range of private sector housing related issues in the Central Council area is attached at Appendix 4 for consideration at today's meeting.

It is proposed that the service outlined in Appendix 4 would be delivered and managed through a Service Level Agreement with BMBC's Community Safety and Enforcement Service.

The approximate cost of this service would be £70,000 per annum for a 2 year period, making the total cost of - £140,000

If the proposal is agreed in principle at today's meeting a Service Level Agreement will be developed. Evaluation processes, regular progress reporting and sustainability will also be built into the SLA.

Appendices

Appendix 1: Specification of requirements for an environmental enforcement service.

Appendix 2: Synopsis of Procurement Strategy for an environmental enforcement Service

Appendix 3: Service Level Agreement with BMBC's Community Safety and Enforcement Service to ensure an integrated Environmental Enforcement Service

Appendix 4: Proposal for Private Sector Rented Housing Management/Enforcement Intervention

Officer Contact:
Carol Brady

Tel. No:
01226 775707

Date:
09/04/14

Appendix 1

**CENTRAL AREA COUNCIL
SPECIFICATION**

Central Area Council Environmental Enforcement

PROJECT OVERVIEW AND SCOPE OF SERVICE

1. INTRODUCTION

A key purpose of the Area Councils is to grow community capacity by commissioning local services and encouraging volunteering.

The aims of Area Governance are to:

- Ensure people of all ages have a much greater involvement in designing services and actively participating in improving their lives.
- Support the many benefits of volunteering and foster the many and diverse opportunities for residents to gain new skills and experiences through volunteering.
- Ensure customer services and the citizen experience of access is improved.
- Engage local communities in helping to shape the decisions and services in their neighbourhood.
- Ensure the Council operates fairly and demonstrates total commitment to equalities in policy and practice.

- Establish new models of delivering services guided by local choice and need.

The Central Area Council has identified 'the environment' as one of the key issues that they wish to prioritise during 2014/15. Within the context of this priority, an enhanced enforcement capacity is seen as vital to prevent problems escalating and so that the positive work undertaken to maintain the environment is not undone by an anti-social minority.

Public feedback consistently identifies environmental blight through littering, dog fouling and illegal parking as the causes for local concern, and highlights where the people who live and work in the area want to see action being taken.

This proposed intervention will strengthen the ability to demonstrate a strong stance on enforcement issues through this extra provision and will be marketed through a Zero Tolerance approach in the four Wards that make up the Central Area Council (background information about the Central Area and the Central Area Council can be found at Appendix A).

2. BACKGROUND AND CONTEXT

- 2.1 The Central Area Council will purchase bespoke services to tackle the areas of concern most affecting our communities. The aims of procuring bespoke environmental enforcement services are to respond to locally identified priorities, encourage the public to take pride in their local environment and facilitate a change in behaviours and attitudes towards looking after the environment. The majority of residents take pride in where they live and treat their local environment and fellow residents with respect. More robust enforcement will help the Central Area Council to isolate the small minority that disrespect their environment and fellow residents and take robust action against them to change the way they behave and make them contribute towards the costs of improving the environment in which we live.

The Central Area Council will seek to maximise the impact of resources being earmarked to address environmental crime by procuring high quality proven

services, and to operationally align those services to the Council's Community Safety and Enforcement Service. This arrangement is designed to achieve the best possible value for residents by purchasing the necessary skills and expertise at an affordable price. By subsequently aligning these bespoke additional services to the existing core services provided by the Council the Central Area Council will ensure that any service is delivered within the parameters of the Council's policies, with the integrity and authority it requires and within the existing operational infrastructure of the Council.

As a number of Area Councils are considering also procuring bespoke environmental enforcement services, and where similarities apply in those requirements, these may be procured collectively across Area Council boundaries to maximise the potential for achieving best value for money. However all services will be delivered bespoke to the value of the local commission and according to the needs of the individual Area Council.

3. STRATEGIC VISION AND VALUES

3.1 Barnsley Council's Vision is to '***Work together for a brighter future, a better Barnsley***'.

Our Values include:

Working Together:

- We work as "One Council" to do the best that we can for our customers.
- We build partnerships and work with others to achieve the best for Barnsley.
- We are understanding and supportive of others, respecting and valuing differences.
- We are open and honest about what we are able to achieve, the decisions we make and how well we are doing.
- We are true to our word, reliable and fair.
- We are responsible and accountable for our actions.

Excellence:

- We are committed to quality and value for money.
- We learn from our successes and mistakes.
- We are flexible, adaptable and respond positively to change.

Pride:

- We are proud of the work we do and services we deliver.
- We are proud to support our communities to make Barnsley a better place.
- We are proud of our achievements.

4. COUNCIL PRIORITIES AND OUTCOME STATEMENTS

- 4.1 In developing and delivering this bespoke environmental enforcement service, the Service Provider should ensure that it is contributing to the Council's corporate priorities and outcome statements as outlined below:

Growing the Economy	Making the Wards of Central, Dodworth, Kingstone, Stairfoot and Worsbrough a more inviting place to live and work. This in turn will make the area more attractive as a place to shop locally, and may attract new businesses to the area
Improving People's potential and achievement	Encouraging people who live and work in the four Wards of the Central Area Council to 'Love Where You Live' and take a pride in their local community
Changing the relationship between the Council and	Facilitating opportunities for reparation activities for young people.

the Community	A number of community representatives involved in making financial decisions which contribute to local Ward priorities.
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5. SPECIFIC AIMS AND OBJECTIVES OF THE SERVICE, INCLUDING SOCIAL VALUE OBJECTIVES

5.1

- Commissioned enforcement services will be designed to operate locally and according to the priorities of the Area Council.
- Close working relationship with the Council's Community Safety and Enforcement Service to fully complement the existing 'core' environmental enforcement service provision provided by the Council's Community Safety and Enforcement Service
- Link with other Central Area Council procured services, to support the over-arching aims of area governance shown above.
- Be based locally in suitable, easily accessible facilities.
- Neighbourhoods are engaged and encouraged to identify disrespect for their local environment.
- Increase the opportunities for volunteers and volunteering.
- Improve physical health and emotional well-being in the Area.

Under this contract, the successful service provider will also be required to actively contribute to the achievement of specific social value objectives.

These include:

- The provision of local skills development, work experience placements and apprentice opportunities.
- Employment and training opportunities within the locality.
- Development of strong community networks, community self-help and resilience.
- Use local labour/ supply chain.

The Service and Activities to be Delivered:

- To provide the Central Area Council with 1.5 Environmental Enforcement Officers working 37 hours per week dedicated to environmental enforcement activity over an initial 12 month period (not withstanding annual leave).
- The Service will cover the five Wards of the Central Area Council of Central, Dodworth, Kingstone, Stairfoot and Worsbrough.
- The Service to be provided flexibly according to need and to include evenings and weekends with a minimum of 10 hours per week per officer spent working either weekends, before 8am or after 5pm.
- There will be no abstractions of the dedicated Central Environmental Enforcement Officers from the Central area.
- 100% coverage of any sickness or non leave related absence will be provided by the Service Provider to maintain service delivery.
- It is expected that each Environmental Enforcement Officer provided by the Service Provider will proactively issues tickets for littering, parking and dog fouling offences.
- Appropriate mobile devices for employees.

Duties of The Service Provider's Environmental Enforcement Officers:

- To target problems of littering, dog fouling and parking enforcement within the Central Area. This will include proactive patrolling based on intelligence profiles provided by the members of the Area Council, the Area Matrix Management Team, which is chaired by the Central Area Council Manager and the Council's Community Safety Enforcement

Service. The Tasking Officer will deploy, and review the work of, the Enforcement Officers based on this intelligence.

- Officers will patrol priority areas and robustly enforce against any offences witnessed by issuing a fixed penalty notice.
- Fixed Penalty Notices or Penalty Charge Notice will be issued in all circumstances where an offence has been witnessed or established.
- Where littering is observed from vehicles, registration numbers will be taken and passed to the Council's Community Safety and Enforcement Service along with a witness statement to allow for the serving of a Fixed Penalty Notice.
- The Tasking Officer on behalf of the Service Provider will provide verbal updates to the Area Matrix Team regarding emerging problem areas or trends.
- At least 85% of contracted time to be spent out of the office either patrolling or on targeted operations linked to litter, dog fouling and parking enforcement.
- BMBC enforcement uniforms with relevant authorities and insignias to be worn, unless plain clothes operations are being undertaken.
- Officers will maintain a pocket notebook which will be kept up to date and will be the subject of periodic checking by the Tasking Officer.
- For 1 hour at the end of each working week officers will be required to complete a weekly report sheet detailing activity and outputs for the week this will include reference to
- Overall patrolling hours by Ward.

- Number and Locations of Litter Specific Operation.
- Number and Locations of Dog Fouling Operations.
- Number and Locations of Parking Operations.
- Number locations and type of other activity.
- Number of Littering FPNs.
- Number of Dog Fouling FPNs.
- Number of Parking PCNs.
- Other activity.

Other Contract Details

Partnership Working:

- The provider should establish and maintain close working relationships with active local resident groups to build intelligence networks and to improve personal levels of responsibility.
- The provider will ensure good liaison with other services operating in the Central Area. This will be coordinated via the Area Matrix Management Meetings and the Council's Community Safety and Enforcement Service. The Environmental Enforcement Officers will work alongside other partners and commissioned services on joint operations.
- The Service Provider and the Council's Community Safety and Enforcement Service will work with the Area Team to identify opportunities for reparation work to be undertaken in the Central Area so that justice can be seen to be done locally.

BMBC roles and responsibilities:

The Council's Community Safety and Enforcement Service will provide the following equipment and services. This is to ensure that:

- the Service Provider's enforcement services operate as part of the broader approach to community safety and enforcement,
- operate with the same degree of integrity,
- benefit from existing local infrastructure,
- do not duplicate core Council enforcement activity
- can legitimately act on behalf of the Council as the primary enforcement agent in the Central Area

The detail below describes the arrangements which will enable the Environmental Enforcement Service to be bespoke and matched to the needs of the Central Area Council whilst enabling operational effectiveness and legitimacy within the corporate requirements of BMBC. Accordingly, and for the avoidance of doubt, tenderers **will not** be required to include for costs associated with the Equipment and Support listed within their tender bids because these items will be provided by the Council:

Equipment:

- Body Cameras (1 per officer).
- Appropriately branded vehicles at a ratio of 1 per 2 officers to provide transport for the Service Provider's enforcement officers across the Central Area Council /Ward area. Vehicles will carry the insignia of the Area Council and BMBC Community Safety and Enforcement Services.
- Community Safety and Enforcement uniforms with clear designation of authorities carried and the Area Council from which the officers are functioning.
- Pocket Books.
- Office accommodation within the local area.

Support :

- Processing and Monitoring Officer support to process fines and PCNs issued and ensure income is recycled to the Central Area Council.
- Support providers to promote the initiative to local residents and the wider community.

Operational activities to be undertaken by BMBC Community Safety and Enforcement Service:

- Authorisation of the provider to act on behalf of the Council including endorsement of individual competencies to discharge certain powers.
- Provision of weekly tasking requirements according to local hot spot areas and areas identified for priority intervention.
- Direct telephone and e-mail access for Elected Members and other co-opted Area Council Members will be enabled through Tasking Officers to contribute to local intelligence and inform service priorities.
- Provision of quarterly reports from the Tasking Officer to be submitted to the Area Council by the Area Manager to inform the development of tactical enforcement priorities.
- Process all fines for payment.
- All prosecutions or court warrants for non-payment will be secured by the Community Safety and Enforcement Service (Service Solicitor and Head of Service).

- All fine payments will be recycled by the Community Safety and Enforcement Service to the Central Area Council where issued by the Service Provider.

Operational activities to be undertaken by Service Provider

- Provide enforcement officers as outlined within this document.
- Issue fines (FPNs and PCNs) correctly upon witnessing an offences occurring.
- Routinely share intelligence gleaned by the Service provider with the Local Safer Neighbourhood Team.

The above describes arrangements which will enable environmental enforcement services to be bespoke and matched to the needs of the Central Area Council whilst enabling operational effectiveness and legitimacy within the corporate requirements of BMBC.

6. TARGET GROUPS AND/OR AREAS

- 6.1 The service will target people who live or work in the Wards of Central, Dodworth, Kingstone, Stairfoot and Worsbrough.

7. EQUALITY IMPACTS

- 7.1 The successful service provider will be required to ensure that the service is free from bias and acknowledges and respects gender, sexual orientation, age, race, religion, culture, lifestyle and values. If any needs are required as per the Equalities Act, such as language or disability, these needs will be provided for during the term of the contract.

Please also refer to Section X - Form of Contract.

8. PERFORMANCE MEASURES AND OUTPUTS

8.1 Service Outcomes and Measures: Table 1 below details the outcomes or results that the service provider is required to achieve as a consequence of the service being delivered. A list of possible outcome measures is also provided. This is indicative only and tenderers are required, as part of their tender return, to propose their own list of outcome measures, along with realistic targets, baselines and methodology for gathering the data/measuring. Final measures and targets will be agreed prior to contract commencement. **Please refer to Section X – Tender Quality Questionnaire.**

8.2 Table 1:

Performance Measures:	
Outcome	Indicative Outcome Measures
Making the Wards of Central, Dodworth, Kingstone, Stairfoot and Worsbrough a more inviting place to live and work. This in turn will make the area more attractive as a place to shop locally, and may attract new businesses to the area	<p>A Zero Tolerance enforcement approach to environmental crime locally</p> <p>Reduction in the perception and volume of anti-social behaviour at local level</p> <p>Improvements to the local environment</p>
Encouraging people who live and work in the five Wards of the Central Area Council to 'Love Where You Live' and take a pride in their local community	<p>A Zero Tolerance enforcement approach to environmental crime locally</p> <p>Keeping the Wards clean and litter free</p>

Facilitating opportunities for reparation activities for young people.	Increase in young people involved in local reparation activities
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9. PERFORMANCE MEASURES AND OUTPUTS (Cont'd)

- 9.1 Service Interventions/Activities: Table 2 below details examples of possible interventions/activities that the service provider may propose to achieve the outcomes/required results. This list is indicative only and tenderers are required, as part of their tender return, to describe their proposed method of delivery and proposed interventions, along with the rationale supporting these. **Please refer to Section X – Tender Quality Questionnaire.**

- 9.2 Table 2:

Performance Measures		
Outputs (collectables)		
<i>Output</i>	<i>Target Number</i>	<i>Supporting Evidence</i>
Number of valid/enforceable Fixed Penalty Notices for Littering	It is not legal, or morally, appropriate to set targets associated with the issuing of Fixed Penalty Notices, nor should it be seen as an opportunity to generate income. However, it is anticipated that there will be a substantial increase in Fixed Penalty Notices issued	Community Safety and Enforcement management records
Number of valid/enforceable Fixed Penalty Notices for Dog Fouling		Community Safety and Enforcement management records

Number of valid/enforceable Fixed Penalty Notices for Parking Offences	relevant to the enhanced service being procured.	Community Safety and Enforcement management records
Value of Fixed Penalty Notices paid and returned to the Central Area Council	Difficult to determine - dependent upon type of offence, age of offender and payment being made	Community Safety and Enforcement Financial Information
Number of positive news stories generated	12 (one per month) per Area Council	Press articles, news stories, radio etc.
Time spent out on active patrol or targeted operations	85% of individual officer time	Community Safety and Enforcement Management records
Number of young people opting to take part in local reparation activities	Cannot set target – dependent upon personal choice of offenders	Community Safety and Enforcement Management records

10. PROCUREMENT PROGRAMME

Indicative Programme:	
Tender Return	End April 2014
Tender Evaluation	Mid May 2014
Tender Report and Approval to Award	Mid May 2014
Standstill Period and Feedback	End May 2014
Agreement of Outcome	End May 2014

Measures and Activities/Interventions	
Award Contract	Early June 2014
Contract Commencement	Early June 2014

11. CONTRACT VALUE AND CONTRACT DURATION

- 11.1 The contract duration is 1 year, with a break option after 6 months (please refer to Clause XX of the Contract, contained in Section 4). The estimated total value of this procurement is £37,500 over that 1 year period, subject to funding and the Service Provider's achievement/delivery of outcomes, outcome measures and interventions and outputs.

12. CONTRACT TERMS AND CONDITIONS

- 12.1 See Section 4 – Form of Contract.

Contract Management:

The Central Area Council has developed a detailed specification outlining specific requirements of an environmental enforcement service for the area. The Central Area Council will be responsible for commissioning these services from the most appropriate provider following a transparent and robust tendering exercise. Once a provider is commissioned the Central Area Council will oversee the delivery of the contract in line with the agreed specification and receive regular progress reports from the Central Area Council Team. Within the specification the relationship between the successful service provider and Barnsley Council's Community Safety and Enforcement Service is clear and this should be unequivocally demonstrated and only providers recognising this relationship will be considered for award of this contract.

The successful service provider post contract award will be required to continually demonstrate and evidence the effectiveness of the service in terms of delivering the required outcomes, outcome measures and interventions.

There is a key requirement of the service provider to:

- Collect, collate and report on a range of agreed measures on a quarterly basis as part of a quarterly reporting regime.
- Establish compatible systems to ensure effective management and performance management of the service. Information systems must comply with the requirement of the Data Protection Act.
- Attend monthly meetings with the Central Area Council Manager, in their capacity as Contract Manager, to discuss contract performance and management issues and any Ward or Area Council report requirements, and request any additional information and provide clarification, if required.
- Submit an end of year performance report.
- A 'lessons learned' meeting will be convened 3 months before the contract end date and an end of project report submitted before the contract end date.
- The Area Council Manager will review performance and may reasonably ask for additional information at any time.

Monthly Reporting Requirements

The Tasking Officer will collate reports based upon information gathered and provided by the Service Provider will provide monthly written reports to the Contract Management meetings detailing the following:

- Overall patrolling hours by ward.
- Number and Locations of Litter Specific Operation.
- Number and Locations of Dog Fouling Operations.
- Number and Locations of Parking Operations.
- Number locations and type of other activity.
- Number of Littering FPNs.
- Number of Dog Fouling FPNs.
- Number of Parking PCNs.
- Other activity.

Quarterly Reporting Requirements

The Area Managers will ensure (in partnership with BMBC Tasking Officer) that the Central Area Council receive a full quarterly report which provides a holistic local area based picture of the full breadth of the bespoke environmental enforcement activity. This report will outline overall performance and activity for the previous quarter and establish tactical and strategic priorities for the coming quarter, as agreed with the Council's Community Safety and Enforcement Service. Elected Members, and other members of the Area Council, will be able to inform the Tasking Officer of specific issues of concern.

The general public can raise issues of concern through existing Council channels as outlined in Appendix B. Other issues of concern may also be picked up through Police channels, and both types of intelligence will be incorporated into the Enforcement Officers workload through the Tasking Officer.

13. QUALITY STANDARDS

- 13.1 The provider of this service has a legal obligation to adhere to all equality legislation. The service provider must produce their policy relating to race,

gender, disability, religion or belief, sexual orientation and age. This policy should include the reporting mechanism for any adverse events which would constitute a deviation. Any and all adverse events should be reported to the Area Manager.

Robust policies and procedures are to be put in place to ensure safeguarding of all children and adults and, in particular, adequate measures/ systems to ensure robust data protection and information governance.

In order for the Service Provider's service to align to the Community Safety and Enforcement Service the following requirements must be met:

a) The Service provider will operate completely within the Policies of BMBC (see Appendix C) with regards to enforcing against littering, dog fouling, parking and any other specified enforcement activity.

b) The Service provider will be tasked according to the local intelligence provided by the members of the Area Council, the Area Matrix Teams and the Council's Community Safety and Enforcement Service, and must incorporate these tasks into their day-to-day workload.

c) That staff employed by the service provider meet the required competency levels of the Council to act as an enforcing agent on their behalf.

This will include

- To understand how to correctly interview a suspect and record the interview
- To understand what constitutes a littering & a dog fouling offence.
- To be able to illicit the necessary information required to pursue such an offence.
- To be able to process the information to issue a fixed penalty notice
- To be able to offer an alternative to fixed penalty notice payment for juveniles.
- To understand what happens if a fixed penalty notice is not paid.

- d) The Service provider enforcement staff wear the enforcement uniform of the Council.
- e) That provider enforcement staff must seek to meet the required integrity thresholds of South Yorkshire Police and BMBC. (see Appendix D)
- f) That provider enforcement staff will operate from the same working bases as the local Safer Neighbourhood Teams aligned to Area Council boundaries.
- g) That the provider will share all local information intelligence and data established during the course of their activity and that this is shared with the Council's Community Safety and Enforcement Service.

Additionally:

- The Service Provider will have a robust system for monitoring complaints and suggestions; feedback from service users will inform service delivery.
- The Service Provider will submit reports summarising any complaints, investigations and remedial actions.

Please also refer to Section 4 – Form of Contract.

14. HEALTH AND SAFETY

- 14.1 The Community Safety and Enforcement Service will, at all times, adhere to the requirements of the Health and Safety at Work Act 1974 and any other relevant guidance and directives in force or subsequently issued.

Appendix 2

**ON BEHALF OF BARNSLEY
METROPOLITAN
BOROUGH COUNCIL**



PROCUREMENT STRATEGY

**ENVIRONMENTAL ENFORCEMENT
CENTRAL COUNCIL AND DEARNE AREA**

**Karen Temple
Managing Director
NPS Barnsley Ltd
PO Box 634**



PROCUREMENT STRATEGY

ENVIRONMENTAL ENFORCEMENT –CENTRAL COUNCIL AND DEARNE AREA COUNCIL AND DEARNR AREA COUNCIL

The Councils Corporate plan 2012-2105 sets out the following Council priorities:

- Growing the economy
- Improving people’s potential and achievement
- Changing the relationship between the council and community

The aims of area governance are to:-

- Ensure people of all ages have a much greater involvement in designing services and actively participating in improving their lives
- Support the many benefits of volunteering and foster the many and diverse opportunities for residents to gain new skills and experiences through volunteering
- Ensure customer services and the citizen experience of access is improved
- Engage local communities in helping to shape the decisions and services in their neighbourhood
- Ensure the council operates fairly and demonstrates total commitment to equalities in policy and practice
- Establish new models of delivering services guided by local choice and need

A key purpose of area councils is to grow community capacity by commissioning local services and volunteering.

ENVIRONMENTAL ENFORCEMENT STRATEGY

The Central Council and Dearne Area Council wish to procure bespoke environmental enforcement services to tackle environmental blight through littering, dog fouling and illegal parking affecting our communities. The aims of this are to respond to locally identified priorities, encourage the public to take pride in their local environment and facilitate a change in behaviours and attitudes towards looking after the environment. The majority of residents take pride in where they live and treat their local environment and fellow residents with respect. More robust enforcement will help the Central Council and Dearne Area Council to isolate the small minority that disrespect their environment and fellow residents and take robust action against them to change the way they behave and make them contribute towards the costs of improving the environment in which we live.

The Central Council and Dearne Area Council will seek to maximise the impact of resources being earmarked to address environmental crime by procuring high quality proven services, and to operationally align those services to the Council’s Community Safety and Enforcement Service. This arrangement is designed to achieve the best possible value for residents by purchasing the necessary skills and expertise at an affordable price. By subsequently aligning these bespoke additional services to the existing core services provided by the Council the Central Council and Dearne Area Council will ensure that any service is delivered within the parameters of the Council’s

policies, with the integrity and authority it requires and within the existing operational infrastructure of the Council.

The specific aims and objectives of the service are:-

- Inspire people who live and work in the Central Council and Dearne Area Council areas to 'Love Where they Live'
- Improve the local environment
- Maintain and Improve Environmental Standards
- Keep the wards clean and well maintained
- Increase the number of people engaged in voluntary activities in the community
- Increase skills and work experience at local level
- Promote employment and training opportunities within the locality
- Develop strong community networks, community self-help and resilience
- Improve physical health and emotional well-being in the area
- Link with other Central Council and Dearne Area Council procured services, to support the over-arching aims of area governance shown above
- A local base, easily accessible and able to deploy available resources effectively to fully comply with and deliver the requirements of this specification
- Close working relationship with the Council's Community Safety and Enforcement Service
- A service that fully complements existing 'core' environmental enforcement service provision provided by the Council's Community Safety and Enforcement Service

Contract Performance/Monitoring Requirements:-

- No disputes
- Management and mitigation of risk
- Delivery of Service within the available budget
- Effective financial reporting
- Good team working
- Safe and Healthy Environment for all
- Equality & Diversity
- Sound Contract Management
- No Complaints
- Value for Money
- Highly Satisfied Residents
- Open, accurate and timely communication

The Expected Service Outcomes are:-

- Inspire the local community to 'Love Where They Live'
- Improve the local environment
- Keep the wards clean, well maintained and attractive
- Increase employment, skills and work experience at local level
- Increase the number of people engaged in voluntary activities in the community

- Key dates

Area Council date for approving the Specification Agreement – April 2014

Commencement of locally commissioned services – June 2014

- Estimated Cost of the Service

£62,500 per year – (£25,000 -Dearne Area Council and £37,500 -Central Council)

- Proposed Contract Period
1 year with a break option after 6 months

PROCUREMENT STRATEGY/ METHOD

The method of procurement for the new service will be competitive tenders using the open tender route. The activities underpinning this method of procurement comprise:

Competitive Tender:

- Draft specification, including Price & Quality Evaluation Methodology in order to award to the most economically advantageous tender
- Placing of tender advertisement
- Despatch of tender documents to providers expressing interest
- Tender Return and Evaluation
- Tender Report and Approval to Award
- Standstill Period and Feedback (10 Days)
- Tender Award/Signature of Contract

Procurement Programme (non OJEU):

- Complete drafting of Specification: 7th April 2014
- Area Council Approval of Specification 14th April 2014
- Place Tender Advert 25th April 2014
- Tender Return 16th May 2014
- Tender Evaluation May 2014

- Tender Report and Approval to Award 30th May 2014
- Standstill Period and Feedback 13th June 2014
- Issue Letter of Intent/Contract 13th June 2014

PROCUREMENT TEAM

The Procurement/Tender Evaluation Team is:

- Elaine Slater/Carol Brady Area Manager
- Jenny Grant Procurement Lead
- Paul Brannan Technical Support
- Central Council and Dearne Area Council members

PROVIDER SELECTION AND TENDER EVALUATION PROCESS

The evaluation process will seek to obtain the most economically advantageous tender following a Price Quality Evaluation.

Adverts will be placed on YORtender (BMBC's electronic supplier and contractor management system) inviting expressions of interest from Service Providers wishing to tender for the Service.

Tender quality submissions will be subject to evaluation by the Procurement/Tender Evaluation Team. It is proposed that the team is chaired by the Commissioning and Procurement Lead. All members of the Procurement/Tender Evaluation Team will evaluate and score submissions, and all elements of the submissions will be evaluated. Specialist areas of the submissions, such as finance, will be distributed to relevant specialist support officers within the Council.

Records will be maintained throughout the process that provide justification for actions/decisions taken and are fully auditable. Electronic scoring sheets (Excel) will be utilised for all stages.

Scores for each evaluator will be logged separately, together with detailed comments, and signed/dated by the relevant evaluator. Where they are adjusted, for example after discussion, the reasons should be clearly identified and initialled. Scores will be averaged for the panel, not arrived at by consensus.

All participants will be briefed on the commercial sensitivities associated with the assessment, and reminded of their obligations with regards to the management and protection of tender information.

Unsuccessful tenderers will be de-briefed.

Price: Quality Split

A Price Quality Evaluation will be utilised for the tender evaluation, to conclude final service provider selection and award the contract. To arrive at the most appropriate ratio of Price Quality, the aims and objectives, and the contract management/monitoring requirements have been consolidated and categorised according to the main drivers underpinning their achievement i.e. Price, Quality, or a combination of Price and Quality, as follows:-

Categorisation of Key Objectives and Contract Performance/Monitoring Requirements		
<u>Price</u>	<u>Quality</u>	<u>Price and Quality</u>
No Disputes	Effective team working	Delivery of Value for Money
Deliver service within available budget	Safe and Healthy Environment for All	No Complaints
Delivery of service within the available budget	Equality & Diversity	Management and Mitigation of Risk
Local base	Sound contract management	Open, Accurate and Timely Communication
Highly Satisfied Client	Effective Resident Engagement	Effective financial reporting
	Improve local environment	Close working relationship with Council's Community Safety and Enforcement
	Opportunities for Volunteers/	
	Engaged Neighbourhoods	
	Skills Development and Work Experience	
	Employment and Training Opportunities	

Of the 21 consolidated aims and objectives, and the contract performance/monitoring requirements for the service, 5nr. are derived from price, 10nr are purely from quality considerations and 6nr are derived from a combination of both. On the basis of this categorisation, it is proposed that a Price Quality ratio of 40:60 is adopted, in favour of quality.

Tender Price Evaluation

The tender priced submissions will be separately evaluated as part of the tender evaluation. Individual priced components will be summarised into a total tender figure for the whole of the service and for the duration of the contract, and arithmetically checked.

One hundred marks will be awarded to the lowest acceptable tender bid. For all other submissions, one mark will be deducted for each percentage point by which the submission exceeds the lowest. Unacceptably high bids will be those bids awarded zero marks or less.

The Evaluation Criteria:

For the tender quality evaluation, criteria have been established to determine final provider selection (see below). The criteria have been cross-referenced against the key aims and objectives of the service. The weightings for the criteria have been set to reflect their respective levels of importance, and a series of questions will be set within the body of the tender documentation to test provider quality credentials in these specific areas.

Some of these criteria are for information only and some are PASS/FAIL criteria. The remaining criteria will be individually awarded a score according to the standard of information provided by the applicant.

For those criteria that constitute PASS/FAIL elements, failure will result in elimination from the process.

The various criteria are listed below, along with the proposed weightings and the presence of PASS/FAIL elements, where applicable.

The criteria are:-

<u>Tender Quality Evaluation Criteria</u>	<u>Weighting</u> %
1. Organisational Information	Information Only
2. Financial Information	PASS/FAIL
3. Health & Safety	PASS/FAIL
4. Safeguarding/Quality Accreditations	PASS/FAIL
5. Technical Capacity:- <ul style="list-style-type: none"> - Proposed methodology for delivering the full scope of service and integration with Council's core service providers - CV's of persons delivering the service - Proposed Outputs, Targets and Supporting Evidence for Outputs - 	60%
5. Contract Management:- <ul style="list-style-type: none"> - Financial, Budget and Change Management/Reporting; customer care 	15%
6. Social Value:- <ul style="list-style-type: none"> - Improve the environment - Encourage and inspire people to 'Love Where they Live' - Increase skills and work experience at local level - Increase employment opportunities - Increase the number of people engaged in voluntary activities in the community - Engaged neighbourhoods - Local Base 	25%
	100%

Tender Price/Quality Evaluation Summary

The price scores will be transferred to the Price/Quality evaluation summary sheet. The weighted quality scores of evaluators will be averaged for each tenderer, and the average scores will also be transferred to a Price/Quality Evaluation Summary sheet.

APPENDIX A

ENVIRONMENTAL ENFORCEMENT

CENTRAL AND DEARNE

PRICE/QUALITY EVALUATION SUMMARY

Appendix 3

**AREA COUNCIL'S
ENHANCED ENVIRONMENTAL
ENFORCEMENT SERVICES**

**SERVICE LEVEL AGREEMENT with BMBC
COMMUNITY SAFETY & ENFORCEMENT
SERVICE**

1. Purpose of the Agreement

This document sets out the Service Level Agreement between the Area Councils that have chosen to commission an enhanced environmental enforcement service and BMBC's Community Safety and Enforcement Service for their role in the commissioning arrangements.

2. Community Safety and Enforcement Service Roles and Responsibilities

The Council's Community Safety and Enforcement Service will provide the following equipment, services and activities. This is to ensure that:

- the Service Provider's enforcement services operate as part of the broader approach to community safety and enforcement,
- operate with the same degree of integrity,
- benefit from existing local infrastructure,
- do not duplicate core Council enforcement activity
- can legitimately act on behalf of the Council as the primary enforcement agent in the Central Council Area

The detail below describes the arrangements which will enable the Environmental Enforcement Service to be bespoke and matched to the needs of the relevant Area Council's whilst enabling operational effectiveness and legitimacy within the corporate requirements of BMBC. Accordingly, and for the avoidance of doubt, tenderers will not be required to include for costs associated with the equipment and support listed within their tender bids because these items will be provided by the Council:

2.1 Equipment

- Body Cameras (1 per officer).
- Appropriately branded vehicles at a ratio of 1 per 2 officers to provide transport for the Service Provider's enforcement officers across the relevant

Area Council area. Vehicles will carry the insignia of the relevant Area Council and BMBC Community Safety and Enforcement Services.

- Community Safety and Enforcement uniforms with clear designation of authorities carried and the Area Council from which the officers are functioning.
- Pocket Books.
- Office accommodation within the local area.

2.2 Support

- Processing and Monitoring Officer support to process fixed penalty notices and penalty charge notices issued and ensure income is recycled to the relevant Area Councils.
- Support providers and the relevant Area Council to promote the initiative to local residents and the wider community.

2.3 Operational Activities

- Authorisation of the provider to act on behalf of the Council including endorsement of individual competencies to discharge certain powers.
- Provision of weekly tasking requirements according to local hot spot areas and areas identified for priority intervention.
- Direct telephone and e-mail access for Elected Members of the relevant Area Councils will be enabled through Tasking Officers to contribute to local intelligence and inform service priorities.
- Provision of quarterly reports from the Tasking Officer to be submitted to the Area Council by the Area Manager to inform the development of tactical enforcement priorities.
- Process all fines for payment.
- All prosecutions or court warrants for non payment will be secured by the Community Safety and Enforcement Service (Service Solicitor and Head of Service).
- All fine payments will be recycled by the Community Safety and Enforcement Service to the relevant Area Council where issued by the Service Provider.

3. Performance Standards

- **xx%** of penalty notices/charges issued result in a payment, reparation or court action.
- Weekly hot spot tasking documents produced.
- Quarterly performance reports are produced.
- Area Councils are supported to conduct quarterly contract management with the provider(s).

4. Approval

On behalf of the Central Area Council:

Sign: Date:
Councillor Donna Green, Chairperson

On behalf of the Dearne Area Council:

Sign: Date:
Councillor May Noble, Chairperson

On behalf of the North Area Council:

Sign: Date:
Councillor Linda Burgess, Chairperson

On behalf of the North-East Area Council:

Sign: Date:
Councillor Joe Hayward, Chairperson

On behalf of the South Area Council:

Sign: Date:
Councillor Mick Stowe, Chairperson

On behalf of the Community Safety and Enforcement Service:

Sign: Date:
Paul Brannan, Head of Service

Appendix 4

CENTRAL COUNCIL

PRIVATE SECTOR RENTED HOUSING MANAGEMENT/ENFORCEMENT PROPOSAL

Background and Context:

There are a number of areas across the borough with a high density of poor quality privately rented accommodation. Problems associated with this tenure link to all the key areas of enforcement activity with much higher than average levels of crime, anti-social behaviour and environmental blighting. Often problems in these areas have escalated prior to any core service intervention.

In contrast, Berneslai Homes Housing Management Team provide estate management services to around 20,000 properties across the borough at a ratio of approximately 1 officer to every 500 properties. This in theory allows for proactive and lower level management of problems, better engagement with residents, and improved intelligence enabling problems to be more effectively identified and contained.

Ideally the same level of service would be provided to the private rented sector where the condition of property is invariably worse, the number of voids higher and the demand for property lower.

There are over 10,000 private lets in the borough, the poorer quality private rented stock is now the tenure of last resort to many and exhibits some of the more damaging social and environmental problems faced in Barnsley.

With specific reference to the Central Council area, the levels of private rented housing stock and social housing stock are as follows:

	Private Rented	Social rented
Central:	27.1%	14.1%
Dodworth:	8.4%	15.2%
Kingstone:	23.9%	20.3%
Stairfoot:	9.8%	30.3%
Worsbrough:	8.0%	30.7%

However, it should be noted that even in areas where there are lower levels of private rented housing, there may be individual properties causing significant amounts of issues/problems that are drawing heavily on existing Council and other resources.

To address the issues outlined in this section, BMBC has been successful in securing funding from the Department of Communities and Local Government "Rogue Landlord" scheme. This funding, which will be targeted at areas in Central Barnsley, Wombwell and the Dearne, will provide Barnsley MBC with:

- £130,000 to fund and support Private Sector Housing and Environment Officers
- £55,000 to provide additional grant support for the Barnsley Accreditation Scheme to address the highest occurring Category 1 Hazards in private rented housing (worst elements of poor housing conditions)
- £30,000 for specialist Legal support (in particular Enforced Sale, Empty Dwelling Management Orders and Selective Licensing)
- £15,000 to support the targeted interventions including 'blitz' operations

The operational working name for this scheme is the "Our Street" project.

Given the high levels of private rented housing stock in the Central Council area and the associated environmental, crime and anti-social behaviour issues that are prevalent in some areas, the Central Council is keen to explore opportunities to complement and supplement the Our Street project in the Central Council area.

Developing a service

The Central Council want to develop and deliver a service that will complement and supplement the "Our Street" intervention and will deliver the following outcomes:

- Improve the physical/living conditions of the private rented stock in the Central Council area and reduce the number of private sector housing condition complaints.
- Reduce the levels of crime and anti-social behaviour relating to private rented sector housing stock in the Central Council area.
- Reduce the levels of littering and flytipping in and around the private rented housing stock in the Central Council area.

It is proposed that the desired outcomes of the service will be achieved through the appointment of 2 full-time officers, who will sit within the Community Safety & Enforcement Service as follows:

- 1. Central Area Private sector housing management officer:** This post will provide a proactive, reassuring, practical and visible customer focused housing and environmental management service to the private rented housing of greatest need in the Central Council area.

The postholder will be responsible for the delivery of a range of frontline elements of Private sector housing support, environmental management, community and tenancy support, and community safety/cohesion.

Key areas of work for this post will include:

- Working with partners to ensure that areas of private sector housing and the surrounding local environment is attractive, safe, desirable, and where people want to live.
- Ensuring that the involvement of residents and property owners is embedded in the delivery of the service in the targeted areas
- Identification and delivery of private sector housing and environmental support/enforcement actions in liaison with the Central Council Enforcement and Investigation Officer
- To gather appropriate information to enable the development and implementation of relevant projects that will ensure the sustainability of areas of private sector housing stock in the Central Council area. This will include, but is not limited to: Selective Licensing Scheme and Empty Dwelling Management Orders.

2. Central Area Enforcement and Investigation Officer: Working closely with the Community Safety & Enforcement Service and the Central Area Private sector housing management officer (above), this postholder will effectively case manage and resolve serious/persistent problems in the private rented housing stock in the Central Council area.

Key areas of work for this post will include:

- Provide specialist support, guidance, advice to the Central Area Private Sector Housing Management Officer, Safer Neighbourhood Teams and Generic Enforcement Officers, with regard to legislation, conducting thorough investigations, proportionality and timeliness.
- Effective case management utilising thorough investigations, evidence gathering, effective recording, appropriate interventions, inspections, structured case files for court and giving evidence.
- To work in conjunction with the Anti Social Behaviour Response Team tasking and coordinating duties within complex cross organisational matrix management arrangements, providing a uniformed presence where appropriate, and discharging duties in real time in response to environmental/ anti social behaviour issues.
- To gather evidence and appropriate information regarding current and emerging legislation and initiatives to enable the Central Area Council to develop and implement relevant projects to ensure the sustainability of areas of private sector housing stock in the Central Council area, including, but not limited to, Selective Licensing Scheme and Empty Dwelling Management Orders.

Each of these officers will focus 100% of their time and attention on the areas of private rented sector properties with the greatest need within the Central Council area, even if these are individual properties.