

# PROACTIVE BEHAVIOURAL CHANGE INITIATIVES IN LOCAL ENVIRONMENTAL QUALITY MANAGEMENT

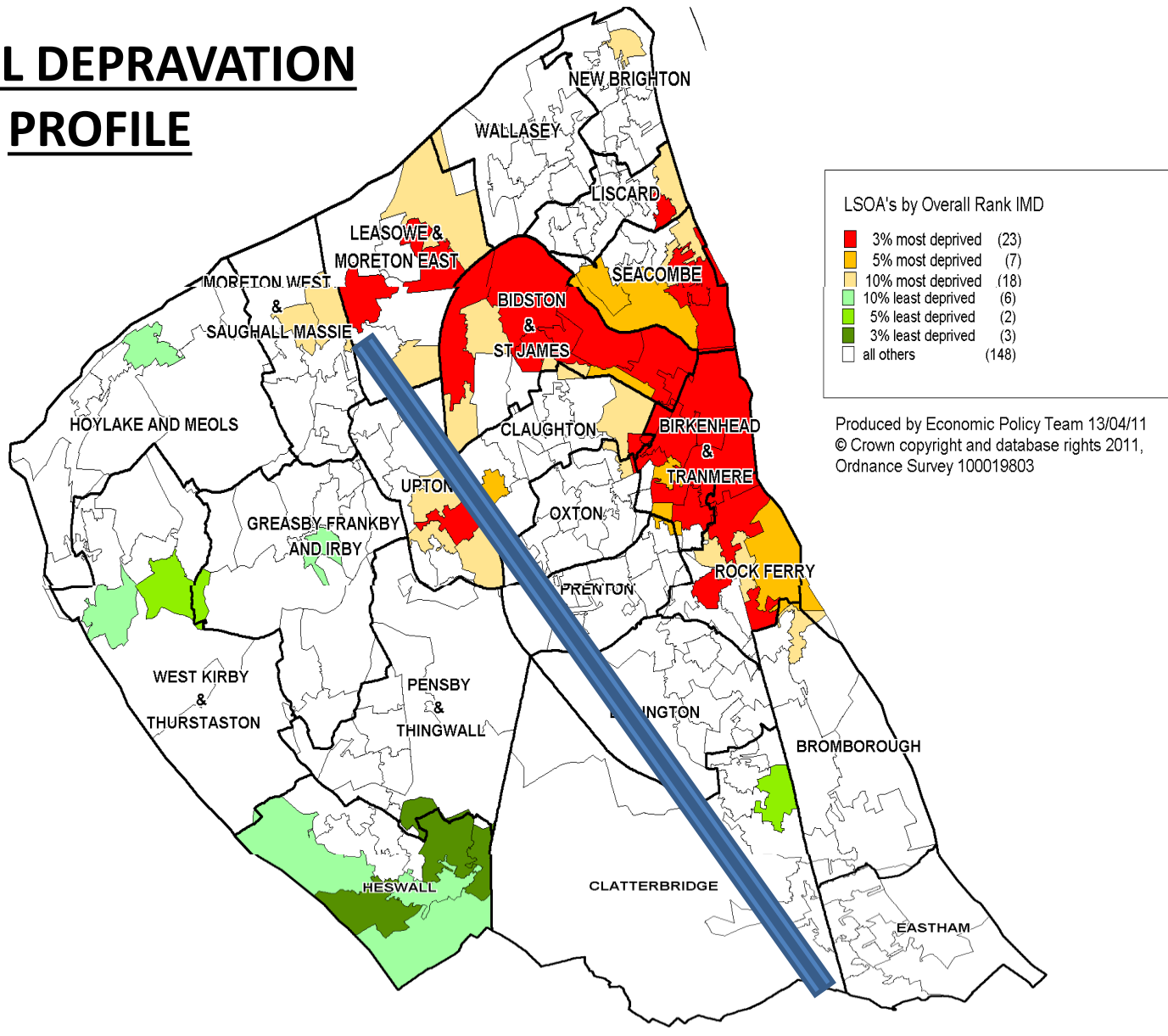
WIRRAL – KINGDOM SECURITY LTD

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WIRRAL COUNCIL, CONTRACTS MANAGER  
16 February 2017

# WIRRAL COUNCIL - KEY FACTS

- Population approximately 320,000
- Total Area 60 square miles
- 5th Biggest Metropolitan Borough
- Approximately 22,000 high density terraced properties with rear passageways.
- Stark Contrast in Depravation across Borough
  - 11% LSOA's in top 3% nationally
- Clear East / West divide

# WIRRAL DEPRAVATION PROFILE



# HOW HAS STREET CLEANSING RESOURCE CHANGED?

Year	Budget £
2009-10	4,263,400
2010-11	4,263,400
2011-12	4,423,300
<b>2012-13</b>	<b>4,649,300</b>
<b>2013-14</b>	<b>3,572,400</b>
2014-15	3,790,600
2015-16	3,671,400
2016-17	3,598,800

AREA	FREQUENCY OF CLEANSE
Primary Retail Areas (Birkenhead & Liscard)	7 Days (continuous 07:00 – 15:00)
Promenade & Coastal Areas*	7 Days (continuous 07:00 – 15:00)
Gateway & Principal Routes	Weekdays (continuous 07:00 – 15:00)
<b>Secondary Retail Areas</b>	3 Days p/w (07:00 – 15:00)
<b>High Density Housing Areas</b>	Schedule Every 4 Weeks
<b>Low Density Housing Areas</b>	Schedule Every 12 Weeks
<b>Rural Roads &amp; Traffic Management Requirement Areas</b>	Schedule Every 12 Weeks (or by agreement)
Rear Passageways	Schedule Every 4 Weeks

\*Note: Resource profiles change increase during summer months to reflect increased demand in coastal areas.

# PERCEPTION vs REALITY

- Wirral commissioned a survey into resident perceptions. Disappointingly, the public perception was found to be very different than the actual reality.

**PERCEPTION** – 45% THOUGHT LITTER WAS A PROBLEM IN THEIR LOCAL AREA

**REALITY** – LEQ SURVEYS CONSISTENTLY RETURN SCORES IN EXCESS OF 92%

**PERCEPTION** – 56% THOUGHT DOG FOULING WAS A MAJOR PROBLEM

**REALITY** – VERY LOW INCIDENTS OF DOG FOULING ENCOUNTERED ON LEQ SURVEYS. KINGDOM SAY ONLY 2 IN EVERY 100 PEOPLE FAIL TO PICK UP AND COMPLIANCE IS BETTER THAN MANY OF THEIR OTHER CONTRACTS.

**PERCEPTION** – 75% THOUGHT DOG FOULING AND LITTER OFFENDERS SHOULD BE FINED

**REALITY** – WIRRAL HAS ZERO TOLERANCE POLICY TO LITTER AND DOG FOULING. IF YOU ARE CAUGHT YOU WILL BE FINED

**PERCEPTION** – ONLY 30% OF RESPONDANTS THINK PEOPLE WIL BE CAUGHT OFFENDING

**REALITY** – KINGDOM WIRRAL HAVE ISSUED OVER 18,000 FPN FOR LITTER SINCE JULY 2015 AND OVER 150 FOR DOG FOULING SINCE JULY 2016

# WIRRAL COUNCIL “WIRRAL PLAN” – 2020 PLAN, VISION & STRATEGY DEVELOPMENT

- To create **great neighbourhoods** where people **love to live** and fully understand **what matters to people** about where they live.
- To **empower residents** to take on more responsibility
- To encourage **positive behaviour** and provide a **clear deterrent** against environmental crime.
- To **deliver local priorities** and **address the issues that affect resident’s quality of life**
- **Taking action** against environmental crime and anti-social behavior

# ENFORCEMENT – TAKE ACTION-PROVIDE DETERRENT...IMPROVE QUALITY OF LIFE

- Decision taken to engage private enforcement
- Wirral Council had tried with limited success
- Needed to tackle all environmental issues
- Litter enforcement chosen as starting point
- Flexible contract - Aim was to learn from issues and develop contract.
- Supported with extensive educational campaigns – litter / dog fouling / other

# WIRRAL – KINGDOM ENFORCEMENT

- Kingdom Security Ltd successful bidder following tender process
- Contract Commenced July 2015 for 2+1 years
- Litter enforcement was deemed key priority
- Kingdom co-located with WBC
- Extensive marketing and promotions pre-go live
- Message - a new “zero tolerance” approach to environmental crime



# ENFORCEMENT - KINGDOM V WIRRAL

- Key differences between Wirral approach and outsourced model

WIRRAL	KINGDOM
<p>COUNCIL OFFICERS UNDERTOOK REACTIVE LITTER ENFORCEMENT “AD HOC” SUPPLEMENTARY TO REGULAR ENFORCEMENT DUTIES - FLY-TIPPING, DOG FOULING, ABANDONED VEHICLES ETC AS AND WHEN REQUIRED</p>	<p>KINGDOM PROVIDE 8 DEDICATED, FULLY TRAINED LITTER ENFORCEMENT OFFICERS REGULARLY PATROLLING ALL AREAS OF THE BOROUGH, TARGETTING KNOWN LITTER HOT SPOTS AND AREAS WITH SIGNIFICANT FOOTFALL / ACTIVITY. NO DILUTION OF WORK DUE TO OTHER PRIORITIES</p>
<p>COUNCIL OFFICERS INSTRUCTIONS TO DISPLAY LENIANCY WHEN ISSUING FPN’S. PROVIDE OPPORTUNITY TO PICK UP, OFFER ADVICE ETC.</p>	<p>KINGDOM ADOPT “ZERO TOLERANCE” APPROACH. NO OPPORTUNITY TO PICK UP. ALL OFFENDERS ARE ISSUED WITH FPN. DISPUTES DEALT WITH BY CENTRALISED ADMIN. OFFENDERS OFFERED TO VIEW CCTV FOOTAGE IF REQUESTED.</p>
<p>COUNCIL OFFICERS USING ANTIQUATED AND CUMBERSOME SYSTEM TO ISSUE TICKET, PAPER &amp; PEN. NO RELIABLE FACILITY TO CHECK INFORMATION GIVEN BY OFFENDERS</p>	<p>KINGDOM USE HAND HELD DEVICES TO ISSUE ON THE SPOT TICKETS. ALL CONVERSATIONS WITH OFFENDERS RECORDED ON CCTV DEVICES. ABILITY TO IMMEDIATELY CONTACT BACK OFFICE ADMIN TO CONFIRM DETAILS GIVEN. BACK OFFICE HAVE MULTIPLE CHECK SYSTEMS FOR RELIABLE INFORMATION.</p>
<p>COUNCIL OFFICERS LIMITED TO AVAILABILITY OF RESOURCE AND TIME. FOR OTHER SERVICES TO BE ADDED, SOMETHING WOULD DROP OFF</p>	<p>KINGDOM CONTRACT FLEXIBLE TO ALLOW VARIATION FOR INCORPORATION OF OTHER KEY ENVIRONMENTAL PRIORITIES – DOG FOULING AND PASSAGEWAY DUMPING NOW DEALT WITH BY KINGDOM.</p>
<p>COUNCIL OFFICERS OFTEN STYMED BY LEGAL ISSUES AND DELAYS IN PROCESS LEADING TO INEFFICIENT OPERATIONS, DROPPING OF CASES AND FRUSTRATION FROM STAFF</p>	<p>KINGDOM PROVIDE A CRADLE TO GRAVE SERVICE FROM ISSUING FPN TO PREPARING COURT FILES IN EVENT OF NON PAYMENT. KINGDOM OWN CCTV RECORDINGS</p>

# PERFORMANCE - KINGDOM V WIRRAL

PERFORMANCE MEASURE	WIRRAL	KINGDOM
Number of Dedicated Officers Deployed	4 (variable)	8 (at contract start – 10 with dog fouling)
Number of FPN issued for littering offences	92 (2010-2015)	18014 (July 2015 – present)
Number of FPN issued for dog fouling	5 (2014 – 2016)	151 (July 2016 – Present)
Successful Payment Rate (Full amount or discounted)	34%	68%
Number of referred Court Cases (for non payment)	Unknown	3151 (2636 convictions)
Number of Court Cases Lost	Unknown	4
Number of FPN's Issued for Passageway Dumping	0	302 (29 paid, 11 referred for prosecution, 6 convictions)

# WIRRAL – KINGDOM LITTER CONTRACT STRUCTURE

- Contract requires minimum of 4800 FPN/PA
- No fixed sum payment process
- Wirral pay Kingdom fixed amount of each paid FPN.
- Where case escalates to court, Kingdom retain agreed payment of initial FPN amount.
- Officer performance appraised through “competency” appraisal following review of total approach to providing the service – appearance, attitude to public, professionalism etc.

# WIRRAL – KINGDOM INCOME GENERATION

- Principal aim of Contract is Behavioural Change, Resident Perception and achievement of Wirral Plan.
- Wirral Council surplus circa £ 200k in 15/16.
- Condition of surplus that it is re-invested into Environmental improvements and measures that will achieve Wirral Plan priorities.
- Other areas of enforcement have been introduced and improved through re-investment e.g. Passageway Dumping, Neglected Private land

# WIRRAL – ENVIRONMENTAL RE-INVESTMENT

- Grot Spots / Neglected Private land – £40k
- Eliminating Passageway Fly-Tipping - £50k
- Dog Fouling Video – £5k
- Litter Bins - £8k
- “Love Where You Live” volunteer projects – equipment & support e.g. Litter Pickers, bags, waste collection, etc

# WIRRAL – FIXED PENALTY INCOME REINVESTMENT PROJECTS

## 1. Grot Spots / Neglected Private Land - £40K

- Public perception of “Streetscene” often influenced by land neglect out of Council Control.
- Land Management Clearance provision incorporated into new Graffiti & Fly Posting Contract
- Council used powers under appropriate legislation to require landowners to clear land
- Where non compliance – Council clear and apply land charges.
- Public informed of progress and success through media and social media feedback

# TACKLING GROT SPOTS – YOU SAID, WE DID!!

# WIRRAL – FIXED PENALTY INCOME REINVESTMENT PROJECTS

## 2. Eliminating Passageway Fly-Tipping - £ 50k

- Poor and incorrect presentation of waste in passageway areas has been longstanding blight.
- Affects quality of life for local residents – increases smells, pests and vermin.
- Impacts on correct waste storage, presentation and collection, which in turn affects recycling.
- Costs additional £500,000 in cleansing resource.
- New Kingdom team established to tackle resident behaviour face to face and issue on the spot FPN for offences.



# WIRRAL – ENVIRONMENTAL RE-INVESTMENT

## 2. Eliminating Passageway Fly-Tipping - £ 50k



# WIRRAL – ENVIRONMENTAL RE-INVESTMENT

## 3. Dog Fouling Enforcement Campaign Video - £5k

- Used to support introduction of “zero tolerance “ approach to dog fouling FPN’s by Kingdom.
- Professionally Commissioned video through local company
- Features local people and community organisations
- Published extensively on social media

# WIRRAL – ENVIRONMENTAL RE-INVESTMENT

# WIRRAL – KINGDOM – CONCLUSIONS & FUTURE DEVELOPMENT

- Decision on contract extension agreed in principle. (1 year).
- Other Enforcement Opportunities – parking, waste services, pavement licenses etc.
- Overall – hugely successful model with political support and comfort.
- Now starting to see defined improvements in LEQ.
- Press no longer interested in sensationalism.



# THANKS FOR LISTENING

- QUESTIONS
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