

Management summary

Hotels, cafés and clubs in the Netherlands are often confronted with various municipal, regional and national law enforcement agencies. These agencies are responsible for promoting/(supervising is better I think) entrepreneur's compliance to rules and legislation in the field of safety, building regulations, work conditions, and so forth. In practice, this is accomplished through the observations of field officers and by prosecution (penal law), administrative sanctioning or civil law litigation.

The variety in law enforcement methods confronts entrepreneurs with conflicting criteria and norms. Therefore, in previous research reports, it has been advised to increase the quality of the enforcement as a whole by strengthening the coordination by city administrators of the activities of several law enforcement agencies. This arrangement is thought to prevent the target population (the entrepreneurs) to be able to observe the variety of supervisory activities being performed.

This report addresses (1) the necessity and added value of, what is called, integral enforcement, and (2) the means that are required to achieve this integration. The report is based on the analysis of results from two expert meetings, seven case studies and a large quantity of interviews with stakeholders.

In the report, the following conclusions are drawn.

- Many municipalities have experienced or are experiencing problems with uncoordinated law enforcement activities (both within as well as between various

organizations), lack of prioritization, lack of inter-agency cooperation (sometimes even inter-agency hostility), lack of knowledge concerning enforcement, and problems concerned with conflicting criteria and/or norms that arise when procedures are confronted with practical situations;

- In practice, a variety of initiatives aimed at cooperation can be discerned.
- In practice, various initiatives are undertaken to increase integration between various phases in enforcement (for example, by introducing an enforcement director).
- In practice, many initiatives aimed at promoting cooperation and integration are relatively informal and can be characterized as bottom-up of nature.
- Many initiatives are aimed at operational affairs rather than strategic affairs.
- There is seldom interaction between National and regional law enforcement agencies with local law enforcement agencies
- As far as cooperation between agencies exists, it takes place within municipal clusters like 'construction' and 'spatial and environmental affairs'. These clusters often stimulate processes of ongoing integration between agencies.
- Municipalities do not view integral law enforcement as an organizational issue. Rather, it takes the form of establishing relatively informal inter-agency relations.
- At the same time, however, many municipalities are experiencing a need for institutionalization of these initiatives as cooperation initiatives are spreading within and/or between agencies.

In this report, a number of recommendations are presented.

- Stimulate interaction between municipal law enforcement agencies and the target population of entrepreneurs. By doing so, municipalities can promote preventive measures, present their enforcement strategies and explain possible consequences of disobedience by the target population.
- Stimulate the use of law enforcement programs. In these programs, scarce capacity is allocated and prioritized.
- Stimulate inter-agency cooperation within municipalities. At a local level, no more than three agencies should be concerned with enforcement (Public Space, Construction and Environmental Affairs). When trying to promote coordination, the object of enforcement can serve as a principle for clustering activities).
- Stimulate one-stop-shopping. There is an obvious need for information, explication and mediation by entrepreneurs. This can, in part, be fulfilled by regular meetings and interactions. However, there still is a need for other means of contact. A one-stop shop can serve as a facility that complements other forms of interaction.
- Municipalities should pro-actively contact regional and especially national law enforcement agencies where appropriate.
- Municipalities also should coordinate the various steps involved in law enforcement (warning, noticing, prosecution).
- Municipalities should facilitate and stimulate local and regional cooperation. In practice, it appears that financial stimuli can help establishing local and regional forms of cooperation. Therefore, it is advised to selectively stimulate various law enforcement agencies to cooperate.