

**JOINT MEETING CABINET MEMBER FOR NEIGHBOURHOODS AND
ECONOMIC REGENERATION AND DEVELOPMENT SERVICES**

**Venue: Town Hall, Moorgate
Street, Rotherham**

Date: Monday, 27 March 2006

Time: 11.00 a.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chair is of the opinion should be considered as a matter of urgency.
3. Year Ahead Statement - Commitment 67 - Review Regulatory Services (Pages 1 - 18)
- to note the review, recommendations and implementation of Plan
4. Enviro-Crime Strategy (Pages 19 - 62)
- to refer to Cabinet for approval

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Joint Meeting – Cabinet Members for Neighbourhoods and Economic Regeneration and Development Services
2.	Date:	27th March 2006
3.	Title:	Year Ahead Statement – Commitment 67 – Review of Regulatory Services
4.	Programme Area:	Neighbourhoods

5. Summary

Commitment 67 within the Year Ahead Statement 2005/2006 states the following:-

“To undertake a cross-Council review of regulatory services to ensure effective, consistent and value for money service delivery”

This report summarises the findings of the review.

6. Recommendations

THAT CONTENTS OF THE REVIEW, ITS RECOMMENDATIONS AND THE IMPLEMENTATION PLAN BE NOTED

THAT THE REVIEW REPORT BE FORWARDED FOR INFORMATION TO THE MEETING OF THE CABINET TO BE HELD ON 29TH MARCH IN ORDER TO CONSIDER AN ELECTED MEMBER CHAMPION

7. Proposals and Details

The Service Improvement Review of Regulatory Services was carried out between November and January. It was set against the backdrop of a significant Government policy drive for better regulation and a period of change and transformation within the services that participated. This report outlines the findings of the review, its recommendations. It also outlines the implementation plan to bring about a step change from traditional enforcement led service provision to effective business regulation through guidance and advice.

At its meeting held on 31st October, 2005 the Corporate Management Team considered a report indicating that the scope of the review would focus on regulatory services which impact upon business. Subsequently the review focused on the Trading Standards and Licensing Service, Food and Health and Safety and Neighbourhood Enforcement, within Neighbourhood Services and Development and Building Control within the Planning and Transportation Service.

The review considered the following issues:

- (a) *Effective, consistent and value for money service delivery by regulatory services*
- (b) *Identify the improvements required to deliver regulatory services in line with the Governments better regulation agenda*

The findings have therefore been linked to these two issues. Additional issues have arisen during the course of the review some of which relate to services to customers and some are more process related.

There are 16 key recommendations arising from this review which aim to deliver the following strategic objectives:

- More effective regulatory compliance and informed successful businesses through a single point of entry to access regulatory advice and simplified, easy to access forms and guidance notes
- Efficient and effective co-ordinated value for money regulatory services through improved business awareness, targeted enforcement, wider consultation and customer engagement and the application of business process re-engineering
- The delivery and development of regulatory services in line with the Governments Better Regulation Agenda by developing a Better Regulation Working Group and an Elected Member "Better Regulation" champion
- Consistent enforcement and inspection practices and improved regulatory outcomes through a clear purpose and vision, data-sharing, increased knowledge and effective IT systems

A number of actions at a national level have impacted on the reviews findings particularly the Hampton Review to reduce the administrative burdens that regulation

imposes on business and the establishment of the Better Regulation Executive (BRE) to carry forward the Governments better regulation agenda.

The review has been developed within the Council's Service Improvement Review framework and guidance which is designed to help all service managers review and improve services. A review group was formed, comprised of a cross section of employees from the Neighbourhoods and the Economic and Development Services Programme Areas to provide leadership to specific tasks. Additionally participation was sought from external agencies and these were involved in the work of the review.

The review was project managed by the Trading Standards and Business Partnership Manager and as the review was cross cutting across programme areas full engagement with all partners was established. Participants in the review challenged the way the services were delivered in order to look at ways to get around problems.

Learning from customers played a key part of the review and the contribution of the Rotherham Chamber greatly assisted the process. Furthermore service users were surveyed in order to involve users in identifying improvements which could be made. Best practice was used to learn from others and compare the service to other providers.

Staff, other than those involved in the review group, were aware of the review process and on many occasions staff from across programme areas provided information which formed part of the review. Elected Members participated in the review process and nominees were provided from both the Sustainable Communities and the Regeneration Scrutiny Panel.

The review identifies that regulatory services contribute to the well being of the Borough's residents through public protection. Also by assisting businesses with regulatory compliance they help to foster economic growth and make Rotherham an attractive environment for economic investment. Additionally their performance, through a number of indicators within the environmental services assessment framework forms part of CPA and will contribute to the Councils overall performance rating.

A key question arising from this review is how realistic is it that the services involved can make a culture change, maintain a commitment to delivering continuous improvement and reduce the burdens regulation imposes on business. It is submitted that the findings of this review evidence the commitment to providing better regulation and its recommendations are the practical mechanism to take forward this process.

The action plan for the implementation of recommendations is designed to achieve improvements that are **specific, measurable, achievable, realistic and timed** to coincide with the delivery of more effective and efficient regulatory services in line with the Government's agenda. It also outlines, the target date, task manager, measure/milestone, status, resource and risk. Taking forward and delivering the recommendations will support the delivery fair, consistent and sustainable regulatory services, undertaken by officers displaying the highest professional standards.

8. Finance

At this stage no new financial considerations for the Council arise from this report. It is envisaged that the initial development of a business partnership would not incur any capital outlay, however in the longer term its development will require further consideration to be given to its financial implications.

9. Risks and Uncertainties

The review recommendations aim to achieve improvements that support the provision of effective, consistent and value for money service delivery. Failure to implement these recommendations would mean that an opportunity to implement measures to deliver more effective and efficient regulatory services is lost.

Failure to implement the reviews recommendation will limit the Council's capacity to develop regulatory service in line with the Governments Better Regulation agenda, the Hampton Review recommendations and the Better Regulation Action Plan. Additionally the opportunity to support economic growth by identifying ways of reducing the administrative burdens regulation imposes upon business, without compromising public protection, will be lost.

10. Policy and Performance Agenda Implications

Regulatory services contribute to the well being of the Borough's residents through public protection. They also impact upon businesses within the area through regulation, enforcement and advice. Additionally their performance, through a number of indicators within the environmental services assessment framework, now forms part of CPA and will contribute to the overall Council's performance rating.

High quality, co-ordinated regulatory services contribute to making Rotherham a safe place by protecting its residents. Furthermore reducing administrative burdens on business will contribute to the viability of commercial concerns and in this way aid economic regeneration and the sustainability of communities.

11. Background Papers and Consultation

Key Commitment 67 - Review of Regulatory Services - Service improvement review
HM Treasury report "Reducing Administrative Burdens: effective inspection and enforcement" March 2005

HM Treasury - Chancellor of the Exchequer – Better Regulation Action Plan, 2005
Better Regulation Task Force report to the Prime Minister – March 2005 "Regulation - Less is More – Reducing Burdens, Improving Outcomes"

Report to Cabinet Member, Neighbourhoods – The Hampton Report 6th June, 2005
Report to CMT 31st October, 2005 – Key Commitment 67 – Scope of Review

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Neighbourhoods

Year Ahead Statement 2005-2006

Position Statement – March 2006

Commitment No. 35 – Red Rating

Develop Area and Community Planning

Aim:-

- Review the 7 Area Plans and ensure that the priorities are reflected with 'action' and performance measures within the Councils Service Planning Framework

Timescale for delivery and milestones:-

- Area Plans reviewed and refreshed by January 2006.
- Council 'Service Plans' for 2006/07 reflect the priorities of Community Plans by March 2006 to ensure 'Golden Thread'.

Lead Officer:- Steve Holmes

Position to date:

- Community Planning – 26 completed – March 06 – 34 to be completed by March 07 – complete coverage of Borough by March 08
- All priorities from existing community plans being fed into new area plans and NR strategy
- 7 Area Profiles completed and incorporated into area plans
- Report prepared for Cabinet Member March 20th on final draft for Rother Valley West area tied to the Community Plan - draft circulated to C/Ex for comments

Anticipated year end position:

- 7 Area Plans completed for consultation with Area Assemblies

Commitment No. 36 – Green Rating

Promote effective joint working between the Council and local Parish and Town Council's to give town and rural communities a 'stronger voice' in decision making which affects their quality of life.

Aim:-

- To produce a joint charter with Town and Parish Councils so that local people influence the delivery of Neighbourhood Management.

Timescales for delivery and milestones:-

- Working Group established by December 2005
- First template charter produced by December 2005
- Cabinet approve Charter by February 2006, following three draft charter development meetings (Jan – Feb 06)
- Parish Council Seminar to examine 1st Draft by 4th February 2006
- Final charter for Council and partners to be agreed in March 2006
- Council Community Governance arrangements strengthened to involve Parish and Town Councils by March 2006.

Lead Officer:- Paul Griffiths

Position to date:

- Agreement reached with Parish Councils following negotiation at the Charter Working Group.
- Final version presented at Leader's meeting on 14th Feb 06.
- Report and Charter to go to Cabinet on the 15/03/06
- Deadline for local councils to sign up to Charter 24/03/06
- Formal signing ceremony to take place end of March/early April 2006.

Anticipated year end position:

- Joint Charter agreed and approved by all parties
- Action plan in place for delivery of RMBC commitments
- Improved linkages with Area Assemblies through local partnership arrangements

Commitment No. 45 – Amber Rating

Deliver the next phase of the Housing Market Renewal Programme

Aim:-

- To put in place an ambitious programme for restructuring the housing markets, ensuring that the programme is integrated with other regeneration plans to make a difference to quality of life in Rotherham.

Timescale for delivery and milestones:-

- Governance arrangements and strategy in place by September 2005.
- Programme management, funding and monitoring arrangements in place by October 2005.
- Five negotiation meetings with Audit Commission regarding 2nd Prospectus completed by December 2005 (22/11/05 – 12/12/05)
- Presentations on each ADF to be made at each CMT Development Sub Group starting November 2005.
- Consultation programme at area level and street level to commence January 2006 in the following areas: Brampton, Wath, Swinton and Rawmarsh, Canklow and Eastwood.
- SLA's to be developed with partners by March 2006
- ADF feasibility and consultation completed by March 2006.
- CMT Development Group and Cabinet Member approve 2006/08 Programme by March 2006

Lead Officer:- Tom Cray

Position to date:

- Delivery team, programme management and monitoring arrangements strengthened in September 2005 - Monitoring delivery and spend, highlighting exceptions and recovery plans on a monthly basis.
- Governance arrangements strengthened, including HMR Joint Cabinet meeting taking place monthly, Improved Elected Member involvement at steering groups implemented in September 2005.
- £14.3 million of projects approved by Transform South Yorkshire in 2004/6 programme. £8.7 million claimed up to end January 2006.
- HMR Scheme Framework Update 2006/8 approved June 2005
- Negotiation Meetings with Audit commission completed in December 2005 awaiting ministerial announcement for 2006/8 programme
- Last remaining presentation to CMT sub group was made on the 27th February 2006
- Current projects on time and to budget. Current spend = 74%
- Report prepared for Cabinet Member re alternative 06/08 programmes pending funding allocation announcement

Anticipated year end position:

- Spend likely to be £13 million as forecast.
- Approved programme for 06/08
- Major long-term physical projects underway

Commitment No:- 46 – Green Rating

Support the ALMO to achieve 2* status and then to drive forward the decent homes investment programme.

Aim:-

- The Council will support “2010 Rotherham Ltd” with guidance, external validation and the provision of support services to achieve a 2 star inspection and deliver decent homes.

Timescale for delivery and milestones:-

- Liaison arrangements and performance framework in place by June 2005.
- Inspection support in place by September 2005.
- 2 Star inspection achieved by February 2006.
- ODPM approval to draw down additional funds.

Lead Officer:- Simon Bunker

Position to date:

- Delivery Plan and HRA Business Plan signed off by the Council and the ODPM in May 2005.
- Strong liaison arrangements (both formal and informal) in place in June 2005.
- Performance now back on track following performance management action taken by the Council and 2010 in September 2005.
- Preparation for inspection and self-assessment of ALMO services was led by the Council in October 2005.
- Two Stars Achieved in February 2006.
- The Liaison Meeting in December 2005 identified that further work was needed on the Investment Plan by 2010.
- Two Stars Achieved in February 2006.

Anticipated year end position:

- 2 Star inspection score has been achieved
- Decent Homes investment has been secured to deliver decency by 2010

Commitment No. 61 – Amber Rating

Neighbourhood Management

Aim:-

- To further develop Neighbourhood Management and partnerships

Timescale for delivery and milestones:-

- Establish Neighbourhood Management Co-ordination Group by July 2005
- Report to CMT on proposals for Neighbourhood Management, Area Assemblies and Neighbourhood Boundaries by August 2005.
- Review and scope the delivery of the Neighbourhood Management Agenda in consultation with the Council and partners utilising the independent study by December 2005.
- Report Scope of Neighbourhood Management to LSP Chief Executive by February 2006
- Develop Action Plan for LSP/CMT by February 2006

Executive Director: Tom Cray

Position to date:

- Independent study of Neighbourhood Management completed.
- Multi-agency seminar held with ODPM present.
- Safer Neighbourhood Teams established.
- Report on the Development of Neighbourhood Management produced for CMT in February including Action Plan. Report outlines the linkages of Area Assemblies, Area Plans, Neighbourhood Charters and Neighbourhood Standards.

Anticipated year end position:

- Agreed approach and vision for Neighbourhood Management in Rotherham ready to be implemented – key strategic objective of the Neighbourhoods Service Plan 06/09.
- Safer Neighbourhood Teams implemented across all Rotherham

Commitment No. 62:- Amber Rating

Area Assemblies

Aim:-

- To review and develop Area Assemblies so that they have a distinct role and function within the Councils decision-making process.

Timescales for delivery and milestones:-

- Report revised Area Assembly to CMT and Cabinet by July 2005.
- Elected Member Group established including Executive Director, Neighbourhoods to develop detailed approaches to deliver the new model by December 2005
- Review and strengthen local area governance arrangements, in consultation with Elected Members, Neighbourhood Management Co-ordination Group and Rotherham Partnership by February 2005.
- New model and detailed arrangements agreed by March 2006.

Lead Officer:- Tom Cray

Position to date:

- Report on development of Area Assemblies approved by CMT
- Agreement reached with Cabinet on the model to be adopted through the Leader's meeting.
- Initial presentations to Scrutiny and ward Members – October 2005
- Proposals have been subject to a workshop with Area Assembly chairs – report has been amended to reflect comments arising from Leaders Meeting and Area Assembly workshop
- Discussions have taken place with partners in the LSP to get 'buy in'
- A small group of Elected Members (led by Cllr Terry Sharman) are working with the Executive Director to work up detailed approaches needed to deliver the new model
- Area Assembly Report which details the model to be presented to Members 21st February.
- Report on the Development of Neighbourhood Management including Area Assemblies has been produced for CMT in February.

Anticipated year end position:

- We will have a secured agreement within RMBC and with partners for a preferred model for development.
- Appropriate support structures in place.

Commitment No. 63:- Amber Rating

Neighbourhood Charters

Aim:-

- To develop and agree 7 Neighbourhood Charters using intelligence from the Community Planning Framework.
- For tenant and residents to be at the heart of decision making and that they re-shape service delivery.

Timescales for delivery and milestones:-

- Consultation arrangements in place by July 2005.
- Draft Charters produced in line with the revised customer led Neighbourhood Standards by January 2006.
- Utilise best practice from ODPM to help structure the Charters by February 2006.
- 7 Neighbourhood Charters completed and aligned with the revised Area Assembly model by March 2006.

Lead Officer:- Steve Holmes

Position to date:

- Draft Charter contains new area profiles
- Results of consultation on neighbourhood standards will be incorporated into the completed Charters by 31st March.
- Report to go to Cabinet Member for Neighbourhoods meeting on the 20 March which includes the draft template for Rother Valley West. All Charters follow this template.

Anticipated year end position:

- Charters agreed and in place by March 06.
- The success of this action is dependent on the Area Assembly proposals going through.

Commitment No. 65:- Red Rating

Tenant and Resident Participation

Aim:-

- To manage and strengthen active resident community participation in local decision making and service developments.
- Ensure that our involvement structures are representative of the 'make-up' of the Borough.

Timescale for delivery and milestones:-

- Review tenant involvement structures by June 2005.
- Actively engage with 'hard to reach' groups including the involvement of BME, older people and young people by September 2005.
- Increase and map the coverage of TARA Groups by February 2006.
- Provide evidence report of issues which have been changed and improved as a result of TARA involvement by March 2006.
- Increase the number of 'active' participants by 100% by March 2007.

Lead Officer:- Steve Holmes

Position to date:

- A Review of tenant involvement structures has since been completed and plans in place with tenants for a 'Tenants and Residents Federation'.
- BME, LGBT and a Young Persons Inspection Service established.
- Statistical breakdown of "active" residents by assembly area completed in February and informs action plan to increase representation.
- Draft Tenant Compact on course for completion end March 06 – Community Involvement Team/Community Development Managers within 2010 will contribute to community consultation process.
- Report on Resident Involvement going to Cabinet Member for Neighbourhoods on March 20th. The report demonstrates in excess of 500 active participants and details plans for increasing participation by 100% by March 2007.

Anticipated year end position:

- New 'Compact' agreed with tenants
- 100 active tenants and residents involved in decision-making

Commitment No. 60 – Amber Rating

Commence procurement of new waste disposal contracts.

Aim:-

- To develop a sustainable approach to the management of waste through the development of a Waste Management Partnership to increasing performance on recycling and composting and by developing alternate treatments to landfill.

Timescale for delivery and milestones:-

- Report contract packaging and financing arrangements to Cabinet Member for Neighbourhoods by September 2005.
- South Yorkshire Working Party established by January 2006.
- Feasibility study completed by February 2006.
- Options appraisal reported to Leader and Chief Executive Meeting by March 2006

Lead Officer – Adrian Gabriel

Position to date:

- Current progress reported to CMT on 17th October and a sub-group established.
- Initial joint expression of interest to pursue PFI bid submitted
- Feasibility study commenced December.
- Joint Meeting – Leaders and Chief Executives of Barnsley, Doncaster and Rotherham in January 2006 – Commitment to Joint Working established.
- South Yorkshire Options Appraisal to be reported to Leaders/Chief Executive Meeting in March 2006

Anticipated year end position:

- Arrangements will be in place to procure the new waste contracts for next year.
- Performance on our LPSA target for recycling and composting will be delivered with the achievement of a £0.5 million Performance Reward Grant.

Commitment No.:- 55 – Green Rating

Develop an Enviro-Crime Strategy

Aim:-

- Enviro-crime Strategy to be developed, linked to the priorities of both the Community Safety and Anti Social Behaviour Strategy, will not only address keeping an area clean but help build community support, confidence, reassurance and self reliance to keep it that way in the future.

Timescale for delivery and milestones:-

- Review existing legislation and strategies to embed Enviro-crime by June 2005
- Complete consultation with customers via Rotherham Reachout to inform the development of the strategy by September 2005.
- Establish a multi-agency task group to review wider aspects of Enviro-crime to inform the strategy by September 2005
- Implement the streamlining of delegated enforcement powers to Neighbourhoods by October 2005
- Consult with Members and Safer Rotherham Partnership on draft Strategy by December 2005.
- Enviro-crime Strategy and Action Plan approved by CMT 6th March, and Joint Cabinet 20th March.

Lead Officer:- Mark Ford

Position to date:

- Consultation with Rotherham Reachout panel completed in September 2005.
- Multi-agency task group established with EDS, CSU and Environment Agency engaged
- Streamlining of delegated enforcement powers to Neighbourhoods regarding fly-tipping and derelict sites etc has commenced.
- Established and adopted a Memorandum of Understanding with the Environment Agency, utilising the LGA/EA model
- Consultation with Members has commenced with Cabinet Member and Sustainable Communities Scrutiny Panel (3rd November)
- Diverse public and business consultation complete (January 2006)
- Enviro-Crime Strategy reported to Scrutiny Panel 16th February
- Enviro-Crime Strategy Approved by CMT 6th March.

Anticipated year end position:

Enviro-Crime Strategy in place.

Commitment No. 64:- Green Rating

Neighbourhood Service Standards

Aim:-

- To develop, implement and monitor Neighbourhood Service standards and to improve local services and outcomes for Rotherham people.

Timescale for delivery and milestones:-

- Implement Neighbourhood Standards by June 2005.
- Revise to recognise service improvements from 2005/06 business plans by June 2005
- Consult with other agencies to broaden the scope of the standards by October 2005.
- Develop standards locally in line with Neighbourhood Management consultative mechanisms – LSDP/Area Assembly
- Consult with communities to develop customer defined neighbourhood standards by February 2006
- Draft Performance Management Framework for development by Neighbourhood LSDPs – March 2006
- Implement revised customer defined Neighbourhood Standards which are integrated to the revised Area Assembly model and Neighbourhood Charters by March 2006

Lead Officer – Mark Ford

Position to date:

- Neighbourhood Standards implemented following approval at CMT in July 2005.
- Consultation on Police service standards undertaken - August
- Consultation with customers and local agencies which have currently identified the following Dog Fouling, Graffiti, Litter and Drugs Litter as key priorities
- Negotiation re inclusion of standards in Charters undertaken in November with Community Planning and Neighbourhood Development. Consultative programme agreed.
- STATUS survey completed in December 2005 providing Charters a clear steer on priority within individual areas.
- Agreed input/direction to draft Neighbourhood Charter – 13th January 2006
- Verification consultation survey on Standards via questionnaire issued 1st February, returned and analysed 7th March
- Service standards booklet produced and uploaded to internet – February 06
- Consultation workshop to agree revised area based standards taking place 8th March 05

Anticipated year end position:

- A clear set of overarching 'customer defined' Neighbourhood Standards are in place.

Commitment No.:- 66 – Green Rating

Deliver key strands of the Anti-Social Behaviour Action Plan

Aim:-

- To implement key processes which will enable significant and sustained reductions in anti-social behaviour and in the fear of anti-social behaviour

Timescale for delivery and milestones:-

- Implement a revised Anti-Social Behaviour Strategy and action plan by June 2005.
- Develop a joint information and intelligence unit by October 2005
- Establish Safer Neighbourhood Teams by March 2006
 - North Areas by October 2005
 - Rest of the borough by March 2006
- Implement action plans to target hot spot areas through the Joint Action Group by October 2005
- Progress process re-engineering for improved Anti-Social Behaviour telephone contact – January 2006
- Establish future criteria for potential Single Non-Emergency Number across South Yorkshire via Project Board
- Introduce Single Non-Emergency Number in 2007

Lead Officer:- Mark Ford

Position to date:

- Anti-Social Behaviour Strategy reviewed, revised and implemented July 2005.
- Safer Neighbourhood Teams were introduced in Wentworth constituency in October 2005.
- Neighbourhood Action Groups working effectively with immediate impact
- Joint Community Information and Intelligence Unit in place
- Cabinet approve establishment of mainstreamed Warden team to enable borough wide linkage to SNT's – December 2005
- CMT commitment to have improved ASB contact access - SNEN Expression of Interest (Wave 2) Conference – 29th March
- Project plan on target for roll-out of SNT's across the Borough by April 2006 on target

Anticipated year end position:

- Safer Neighbourhood Teams are in place across the whole borough delivering key ASB Strategy aims and targeted action in hot-spot areas.
- Process mapping completed to progress improved customer access via a Single Non Emergency Anti-Social Behaviour telephone number in 2007 and project engagement at sub regional level

Commitment No. 67:- Green Rating

Complete a Council review of regulatory services to ensure effective, consistent and value for money service delivery

Aim:-

- The Council will develop a co-ordinated approach to delivering a fair, consistent and sustainable regulatory service, undertaken by officers displaying the highest professional standards based on proven good practice from other agencies.

Timescales for delivery and milestones:-

- Establish a cross service task group to scope the review by September 2005
- Agree scope, methodology and project plan by November 2005.
- Review completed by February 2005
- Report on conclusions and recommendations to PAMT 14th February, CMT February 27th. Cabinet Member 20th March (EDS Cabinet Member Invite), Scrutiny 27th April
- Review report, action plan and Quick Wins implemented by March 2006.

Lead Officer:- Daniel Swaine

Position to date:

- Scope agreed, focusing on businesses and will involve mainly two programme areas – EDS and Neighbourhoods.
- Scope reported and approved at CMT – 31st October, 2005.
- Review fieldwork and consultation has commenced.
- Survey distributed January 2006
- Review report drafted and presented to PAMT 14th February
- Quick wins identified to improve approach to risk based inspections and streamline the service to improve response.
- Review approved by CMT 17th February. To Cabinet Member 20th March 2006

Anticipated year end position:

- Regulatory Service review completed with recommendations and action plan.
- Review implementation action plan contains 17 SMART recommendations to achieve improvements to coincide with the delivery of more effective and efficient regulatory services.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Joint meeting; Cabinet Members for Neighbourhoods and Economic Regeneration and Development
2.	Date:	20th March 2006
3.	Title:	Enviro-crime Strategy: Promoting Respect and Responsibility - Improving the Local Environmental Quality in Our Neighbourhoods
4.	Programme Area:	Neighbourhoods, Chief Executive, Education, Culture & Leisure and Economic & Development Services

5. Summary

The report presents the final draft of the Enviro-crime Strategy developed by a cross Council group with contributions from communities and partner agencies.

The Strategy builds both on national drivers and local priorities to improve local environmental quality. These priorities are recognised in objectives and priorities of both the Community Strategy and Corporate Plan. It fulfils commitment 55 of the 2005/06 Year Ahead Statement and is a key focus for delivering key actions within the Local area Agreement.

The Strategy is recommended for approval following consideration at the Corporate Management Team meeting on the 6th March 2006.

6. Recommendations

RECOMMENDED THAT THE ENVIRO-CRIME STRATEGY BE REFERRED TO THE CABINET FOR APPROVAL.

7. Proposals and Details

The Enviro-crime Strategy builds on an already excellent platform of demonstrated improvement in local environmental quality. This is evidenced by the Council's performance against Government national indicators and both regional and national achievement recognition. These awards range across strategic planning, service delivery, innovation and individual merits. Public perceptions, however, do not match to these achievements and the major challenge of the strategy is to change the viewpoint of local communities to recognise the quality of the environment in our neighbourhoods.

The Strategy sets an action plan to strengthen both enforcement and educational marketing to improve local neighbourhoods, and in particular their local environmental quality e.g. litter, dog fouling, graffiti, fly posting and fly tipping. These issues are recognised as a priority for the quality of life of local communities. The strategy will also influence the feeling of pride in local areas and develop stronger relationships between service providers and communities. The views of local residents and businesses have informed the development of the Strategy.

The Strategy contributes to the delivery of key priorities and objectives of the Community Strategy, Corporate Plan and Local Area Agreement. The two key aims of the Strategy, both customer focused, are as follows;

- i) To reduce by 10% by April 2009 the percentage of people who view Enviro-crime to be a problem in their local area
- ii) To enable all communities to widely recognise the quality of their neighbourhood so that by April 2009 there is a 75% level of satisfaction with the cleanliness of their area

The impact of local environmental quality is recognised within the Strategy in the context of the cross linkages across a range of both national and local strategies and agendas, including neighbourhood regeneration, neighbourhood management, public health and, notably crime and anti- social behaviour.

Two strategic delivery objectives to help improve local quality of life by both intervention and behavioural change approaches are provided and these reflect approaches highlighted within the Corporate Plan. The delivery objectives are;

- a) **Education & campaigning**
Changing attitudes and behaviour through public engagement, and promotion of community responsibility
- b) **Enforcement**
Implementing a stronger "zero tolerance" approach utilising local intelligence

The Enviro-crime Strategy recognises that to enable the aims to be achieved will require local communities to influence shape and trigger action of service providers, and that delivery of the strategy will require supportive partnership working, including responsive cleansing operations, predominantly delivered by Streetpride services. The strategy reflects this by promoting;

- *Community choice, self help, involvement, & problem solving, and*
- *Partnership working with other agencies, bodies and business*

To deliver the objectives of the strategy a 30 point action plan has been developed and the methods of both re-sourcing and measuring progress are also presented. Measurement will utilise a framework for performance management based not only on existing key indicators but also measures developed from the 2006 MORI Quality of Life Survey which will reflect impact of the strategy by means of local neighbourhood outcome assessment.

8. Finance

An action plan (Appendix 4 of the Strategy) has been assessed for delivery and staffing resources have been identified from existing extensive resources of all contributory Council and partner services. Future re-alignment may be required with a refresh of the mapping of resources for Safer Neighbourhood Teams and BPR for Neighbourhood Management purposes. The use of community devolved budgets will strengthen delivery of the Strategy.

Bending of existing resources, especially those related to direct public area and street cleansing, to focus on the needs of communities of interest and place, will be essential to ensure a narrowing of the difference in environmental quality between areas of deprivation and more advantaged neighbourhoods. Potential Neighbourhood Renewal and Housing Market Pathfinder funding opportunities will be identified during the delivery of the Strategy.

9. Risks and Uncertainties

Co-ordination of services and engagement with communities are critical to delivering the strategy. The strategy provides a framework which enables both performance and risk to be managed.

The Strategy recognises that success in achieving cleaner local neighbourhoods will depend on changing people's attitudes and behaviour towards the environment and this in turn depends on visible, effective deterrents. Where there are problems they should be addressed coherently to try to tackle the causes as well as the symptoms. Whilst the Strategy draws on good practice and also develops innovative approaches its fundamental challenge is in influencing and sustaining behavioural change. This in itself is well recognised as being a longer term approach factor rather than immediate impact.

All contributing services, agencies and bodies need to recognise the fundamental changes required to re-engineer and prioritise services for greater community and neighbourhood impact.

10. Policy and Performance Agenda Implications

The Enviro-crime Strategy reflects and commentary to its contribution to national agendas and local priorities. Key strategic areas in particular are indicated below;

a. Community Strategy

The Enviro-crime Strategy contributes to the themes and priorities of "Rotherham Safe", "Rotherham Achieving" and Rotherham Proud". In addition, actions deliver against the cross cutting "Sustainable Development" theme. The strategy in particular delivers against the key strategic actions of "Rotherham Safe":-

- *Increased satisfaction with street cleanliness, parks and open spaces*
- *Increased % of residents satisfied that their area is kept clear of vandalism, graffiti and rubbish*

- *Dealing effectively with perpetrators of anti-social behaviour through enforcement and rehabilitation*
- *Providing support to victims of anti-social behaviour through effective response to reported incidents*

b. Corporate Plan

The Strategy contributes to the following corporate priorities “Rotherham Safe”, “Rotherham Alive”, “Rotherham Achieving” and “Rotherham Proud”. The strategy documents the linkages to the relevant key priorities.

c. Year Ahead Statement 2004/05

Delivers commitment 55.

d. Local area Agreement

The Enviro-crime Strategy delivers directly against objectives of the Safer and Stronger Communities block and specifically a key outcome of the draft Local Area Agreement;

“To improve the quality of the local environment, creating cleaner, greener, safer and better used public spaces (including the Town Centre), reducing the gap on aspects of liveability between the worst neighbourhoods and the district as a whole.”

In delivering this outcome key actions relating to both improving the cleanliness of neighbourhoods and increasing resident’s satisfaction, the Enviro-crime Strategy is recognised as the focus on which operational plans will be based.

e. Cross Cutting Issues

- *Neighbourhood Renewal Strategy 2004-2010*
- *Anti-Social Behaviour Strategy*
- *Community Safety Plan*
- *Housing Strategy*
- *Equalities & Diversity Strategy*
(The Enviro-crime Strategy adheres to the Council's Corporate Equality Strategy and Action Plan and the Race Equality Scheme 2).
- *Neighbourhood Management*
- *Neighbourhood Policing/Safer Neighbourhood Teams*
- *Green Spaces Strategy (under development)*
- *Local Development Framework (under development)*
- *Public Health Strategy (under development)*
- *Housing Market Renewal*
- *Licensing functions*

11. Background Papers and Consultation

a) Consultation

The Enviro-crime Strategy has been developed against a wide range of consultative exercises to examine both public and business perceptions of local environmental quality in Rotherham and opinions on the best way to improve neighbourhood cleanliness. These are reflected on the following page;

- *Enviro-crime Strategy Qualitative Consultation – December 2005/January 2006*
- *Rotherham Reachout Surveys 1, 4, 8 and 11*
- *MORI Surveys – BVPI89*
- *2010 Rotherham Tenants Survey 2005*

- *Young People Consultation 2005; Anti Social Behaviour Strategy*
- *Police Talk, Issue 8 2005*
- *Eastwood and Springwell Gardens NMP Household Survey 2005*
- *Green Spaces Consultation 2003*
- *Housing Needs Survey 2003*
- *Neighbourhood Warden Area Surveys 2001, 2003,& 2004*

In addition the Sustainable Scrutiny Panel has considered the Strategy's development on two occasions on the 3rd November 2005 and 16th February 2006, with additional scrutiny and input being provided by the Rotherham Partnership's Environment Partnership Group on the 22nd February 2006.

b) Background Papers

Extensive research covering national agenda, legislative powers, recognised best practice and related research has been undertaken in 2005 and 2006 utilising document and internet review, case studies, seminars, ENCAMS People & Places networking and best practice visits.

The Enviro-crime Strategy has also been guided by the Council's Scrutiny process by means of specific Scrutiny Reviews of Fly-tipping, Warden Services and Street-scene services and input during the development of the strategy by the Sustainable Communities Scrutiny Panel.

Reports by the Audit Commission in several service inspections of the Council have already been used to drive improvements by the Council and 2010 Rotherham Ltd. the Strategy recognises several improvement recommendations and has embedded these into the action plan to deliver the strategy. Particular reference has been made of the Waste Inspection of 2004 and the Indicative and Full ALMO inspections of 2004 and 2005 respectively.

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Enviro-crime Strategy

Promoting Respect and Responsibility

Improving the Local Environmental Quality In Our Neighbourhoods

Enviro-crime Strategy; Promoting Respect and Responsibility Improving the Local Environmental Quality In Our Neighbourhoods

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Enviro-crime Strategy; Promoting Respect and Responsibility Improving the Local Environmental Quality In Our Neighbourhoods

Executive Summary

- 1) The Enviro-crime Strategy sets an action plan to strengthen both enforcement and educational marketing to improve local neighbourhoods, and in particular their local environmental quality e.g. litter, dog fouling, graffiti, fly posting and fly tipping. These issues being a top priority for the quality of life of local communities. The strategy will also influence the feeling of pride in local areas and develop stronger relationships between service providers and local communities.
- 2) The Strategy recognises the impact that local environmental quality has for local communities in the context of the cross linked national and local strategies and agendas, including neighbourhood regeneration, neighbourhood management, public health and, notably crime and anti- social behaviour.
- 3) The strategy builds on the perceptions of local residents and businesses, service performance achievements and contributes to the delivery of key priorities and objectives of the Community Strategy, Corporate Plan and Local Area Agreement. Two key aims to deliver this are provided in the Strategy;

- i) To reduce by 10% by April 2009 the percentage of people who view enviro-crime to be a problem in their local area
- ii) To enable all communities to widely recognise the quality of their neighbourhood so that by April 2009 there is a 75% level of satisfaction with the cleanliness of their area

- 4) Delivery of the Strategy is underpinned by two objectives to integrate both intervention and behavioural change, these reflect approaches highlighted within the Corporate Plan. These delivery objectives are;

Education & campaigning

Changing attitudes and behaviour through public engagement, and promotion of community responsibility

Enforcement

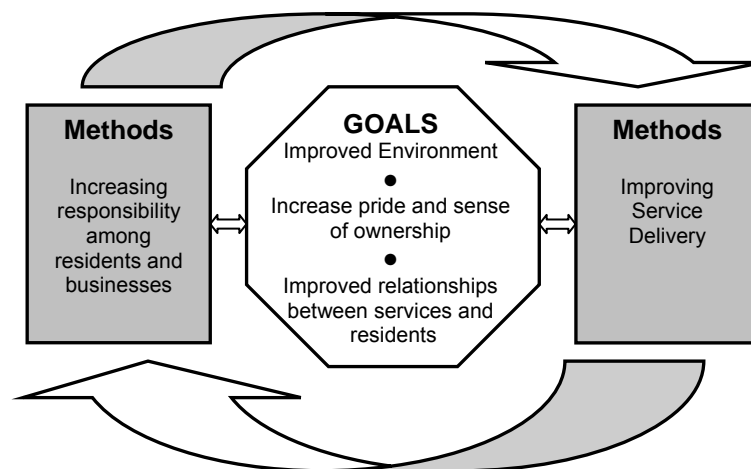
Implementing a stronger “zero tolerance” approach utilising local intelligence

- 5) The Enviro-crime Strategy recognises that to enable the aims to be achieved will require local communities to influence shape and trigger action of service providers, and that delivery of the strategy will require supportive partnership working, including responsive cleansing operations, predominantly delivered by Streetpride services. The strategy reflects this by promoting;
 - *Community choice, self help, involvement, & problem solving, and*
 - *Partnership working with other agencies, bodies and business*
- 6) To deliver the objectives of the strategy a 30 point action plan has been developed and the methods of both resourcing and measuring progress are also presented. Measurement will utilise a framework for performance management based not only on existing key indicators but also measures developed from the 2006 MORI Quality of Life Survey which will reflect impact of the strategy by means of local neighbourhood outcome assessment.

Enviro-crime Strategy; Promoting Respect and Responsibility Improving the Local Environmental Quality In Our Neighbourhoods

The Purpose and Focus of the Strategy

- 1 The condition of the surrounding neighbourhood to our homes is a key element to how we feel about living in an area. It demonstrates pride, respect and has direct links to the wider quality of life issues e.g. safety, health and economy which are fundamental to building a strong, confident sustainable community. In Rotherham the commitment to raise the standards of neighbourhoods is clear – from the voice of local communities through to the reflected aspirations and priorities of the Community Strategy¹.
- 2 The Enviro-crime Strategy prioritises on these concerns by focusing on improving the quality of our local neighbourhoods by addressing the range of impacts that affect local environmental quality and the liveability of an area e.g. Littering, fly tipping, graffiti, dog fouling, fly posting, abandoned vehicles etc.
- 3 Success in achieving cleaner local neighbourhoods over the long term will depend on changing people's attitudes and behaviour towards the environment and this in turn depends on visible, effective deterrents. Where there are problems they should be addressed coherently to try to tackle the causes as well as the symptoms. This is the main focus of the Enviro-crime Strategy - establishing the balance between changing behaviours, promoting responsibility and enforcing strongly and consistently when required.



- 4 The actions within this strategy will also be complemented importantly by shaping operational cleansing arrangements to meet local needs. This aspect will be subject to the refreshing and development of current public space and street cleansing policies and will recognise the delivery of services to further ensure value for money to local communities. Targeting services into deprived areas tacitly or formally is paramount.
- 5 Importantly it is in the delivery of the clean, green and safe agenda which, on the whole, is the key driver to influence the public's perception and reputation of Councils.²
- 6 The Enviro-crime Strategy builds on the successes that have been achieved in improving the cleanliness of the Borough over the last 3 years achieved by introduction of the "Clean Sweep Rotherham" Plan³ and Streetpride service⁴, both of which have gained national accreditation, these and other achievements are given in Appendix 1. The strategy focuses on picking up momentum, as advised by both local community views and national agendas, and provides for innovative leadership in transforming the

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local environmental quality of our neighbourhoods. In doing this we will be able to, by intervention and public engagement, influence behavioural and attitude change so that we deliver against the priorities and objectives of the Community Strategy, Corporate Plan and Local Area Agreement and in doing so make a real difference and add value for our communities.

- 7 The Enviro-crime Strategy adheres to the Council's Corporate Equality Strategy and Action Plan and the Race Equality Scheme 2.

Aims of the Strategy

- 8 The Enviro-crime Strategy is recognised as a major contributor to deliver the priorities of the Community Strategy and Corporate Plan, these are discussed later in the Local Context section (paragraph 30) and demonstrate the importance of local environmental quality for ensuring that people are safe and are confident and proud of their neighbourhoods.

Local Surveys have consistently shown clean and safe streets and improved public spaces to be a top priority for local people, which is likely to continue

Rotherham Partnership; Community Strategy 2005-2010

Rotherham will be a place where neighbourhoods are safe, clean, green and well maintained ... Environments, people and businesses will be protected ...

RMBC; Pride in Performance, Corporate Plan 2005-2010

- 9 In addition the Strategy will help deliver the objectives of the Local Area Agreement's Safer and Stronger Communities block. In the agreement, to be finalised in March 2006 with central government, the following is recognised as a key outcome for the Council and its partners;

To improve the quality of the local environment, creating cleaner, greener, safer and better used public spaces (including the Town Centre), reducing the gap on aspects of liveability between the worst neighbourhoods and the district as a whole.

- 10 To deliver against this outcome a series of key actions with embedded delivery targets are prioritised within the Local Area Agreement. Two key actions directly relate to the aims of the Enviro-crime Strategy, these are "Improve Cleanliness of all Neighbourhoods" and "Increase Residents satisfaction with their neighbourhoods and in disadvantaged areas narrow the gap between these areas and the rest". These key actions are further discussed in paragraph 40 of this Strategy.
- 11 In reflecting the role this strategy has in delivering against the above commitments two key aims of the Enviro-crime Strategy have been developed. These are;

- i) To reduce by 10% by April 2009 the percentage of people who view enviro-crime to be a problem in their local area
- ii) To enable all communities to widely recognise the quality of their neighbourhood so that by April 2009 there is a 75% level of satisfaction with the cleanliness of their area

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- 12 Two strategic delivery objectives contribute to the delivery of the aims of the Enviro-crime Strategy and help improve local quality of life by both intervention and behavioural change approaches. These are as follows;
- **Education & campaigning**
Changing attitudes and behaviour through public engagement and promotion of community responsibility
 - **Enforcement**
Implementing a stronger “zero tolerance” approach utilising local intelligence
- 13 The Enviro-crime Strategy recognises that to enable the aims to be achieved will require local communities to influence, shape and trigger action of service providers; all at the heart of the developing Neighbourhood Management approach in the Borough⁵. The strategy reflects this by promoting;
- **Community choice, self help, involvement, & problem solving, and**
 - **Partnership working with other agencies, bodies and business**

How the Strategy is Organised

- 14 The Enviro-crime Strategy highlights the background and strategic context against which the strategy has been developed and details actions that are essential to enable the aims of the strategy to be delivered. In developing the strategy a thorough understanding of the issues has been researched and the process is detailed, including community consultation input in Appendix 2.
- 15 The actions have been grouped under the two delivery objectives of the Strategy given in paragraph 12 above i.e.;
- *Implementing a stronger “zero tolerance” approach to enforcement utilising local intelligence, and*
 - *Changing attitudes and behaviour through public engagement and promotion of community responsibility*
- 16 In each of these sections the actions are preceded by examination of the progress made to date, what needs to be done and how we will measure success.
- 17 An action plan drawing together all the key actions with timescales and responsibilities is provided in Appendix 4.

Strategic Context

- 18 “Liveability” is a key driving agenda at the core of developing cleaner, safer, healthier, prosperous and more inclusive sustainable communities. Consistently communities and individuals express, although not using the term “Liveability”, that their local environmental quality and safety is amongst the most important issues for living in an area.
- 19 Typical issues of expectations include;
- *Clean Streets that are free from litter, dog fouling and drug litter*
 - *Reductions in graffiti, fly tipping, fly-posting and abandoned vehicles*
 - *Low levels of crime with reduced anti-social behaviour*
 - *Clean parks and open spaces, with quality features*

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- 20 The Enviro-crime Strategy delivers against this agenda and has been set within a national and local framework, highlighted below, contributing to improving local quality of life.

National Context

- 21 A safe and healthy local environment is one of the key requirements for a sustainable community and achieving sustainable development. Improvement in quality of life arises in a holistic framework of social and economic circumstances and, critically, the environmental setting. The issues of clean, safe and green places to live are defining issues both for communities and Councils⁶, although within communities it should be recognised that views will differ on just how much a particular issue e.g. litter, graffiti etc will impact on the quality of an area⁷.
- 22 The Liveability agenda has been driven from a key note speech by the Prime Minister, Tony Blair, in April 2001 and since that date and the Government's subsequent commitment⁸ a number of national policy documents setting out priorities and performance standards for delivering Cleaner, Safer, Greener communities have been issued. These drivers have also been accompanied by legislative change strengthening and filling gaps to provide more comprehensive powers to tackle environmental problems e.g. Clean Neighbourhood and Environment Act 2005. The community role has also been recognised and supported by the Cleaner, Safer, Greener Communities initiative to promote self, help, good practice and innovation and is integral with the developing "Together We Can Secure the Future" sustainable development action plan⁹ and supportive national programmes, such as "Community Action 2020" to develop new and existing community action¹⁰.
- 23 Cleaner, safer and greener neighbourhoods support other facets of sustainable communities, ranging from health, waste management, employment, transport, education to, more explicitly, community safety and well being. Connections with Local Transport Plans, Local Development Framework and Community Safety Strategies are required. Cleaner, Greener environments encourage investment and economic development, and directly link to neighbourhood regeneration. Deprived neighbourhoods are recognised to have generally lower environmental amenity - closing the environmental gap between these neighbourhoods and less deprived areas is paramount¹¹¹². Levels of deprivation are closely associated with poor visual qualities of an area and local residents view problems with litter or rubbish as strong contributors. Recent research by MORI as part of the Cleaner Safer Greener Communities initiative has enabled the development of a new index – "Physical Capital", which now enables the linkage between visual quality and local quality of life².
- 24 Increasingly the drive to improve the public health of the country is focusing on healthier lifestyles and social well-being and the quality of the local environment and green spaces should not be overlooked in its contribution to encouraging activity for all in our communities¹³ and reduction of basic public health risk associated, for example with rats and dog faeces. This is reflected from a growing body of evidence from Health Action Zones and elsewhere which indicates that for most people, having a clean and secure neighbourhood is a key foundation stone of their health.¹⁴

Enviro-crime Strategy; Promoting Respect and Responsibility Improving the Local Environmental Quality In Our Neighbourhoods

- 25 The relationship between the state of the local environment, anti-social behaviour and the fear of crime is now well known, often such “low level” environmental crime being a signal to a wider local crime/anti social behaviour problem. Incidents of Enviro-crime are formally recognised within the Home Office’s category listing of anti-social behaviour¹⁵ and connection has now being legally recognised by amendments to the Crime and Disorder Act 1998 requiring Crime and Disorder Partnerships to include in their reviews anti-social and other behaviour adversely affecting the local environment¹⁶.
- 26 Inclusion of environmental considerations within priorities of the National Community Safety Plan 2006-2009¹⁷, and quality of life linkages in the delivery of citizen focused Neighbourhood Policing¹⁸ recognise the greater emphasis in linking the cleaner and safer agendas for sustainable neighbourhoods. The Neighbourhood Policing Programme recognises the increased capabilities of issues like reducing local environmental pollution being addressed by the Police in partnership with Council’s and other agencies¹⁹. Obviously, with local environmental degradation often being a result of criminal act and/or anti social behaviour²⁰, the need to address enviro-crime as part of the Government’s “Together” Action Plan²¹ and the new “Respect” Action Plan²² to promote responsibility and good behaviour is significant.
- 27 Importantly the Audit Commission’s Key Lines of Enquiry for CPA 2005 (“the Harder Test”) recognise these linkages between the local environment and other shared priority areas and will assess a Council’s performance in the way the relationships are brought together to demonstrate outcomes for all in the community. Specific examples include tackling graffiti as a contributor to the reduction of fear of crime and targeting environmental improvements in the most deprived neighbourhoods as part of healthier communities.
- 28 The emphasis of the role of everyone to face their responsibilities has been supported by a raft of new legislative powers which whilst, in the main impact on the wider anti-social behaviour agenda, have brought stronger powers to local authorities and other agencies/bodies, including Parish Councils, to address enviro-crime. These new range of tools to tackle those who damage our environment and neighbourhoods include; the Clean Neighbourhood & Environment Act 2005 and the Anti-Social Behaviour Act 2003, and will include provisions of the new Police and Justice Bill published in January 2006.
- 29 The Clean Neighbourhood & Environment Act 2005 in particular is seen as a milestone to raising the profile and negative impacts of local enviro-crime. A step change is expected in the use of the broad sweeping powers of the act which widens the use of fixed penalty notices, other enforcement measures and thereby strengthens the view of local environmental degradation as being often criminal in nature. The Act has been introduced in a phased way since enactment in April 2005 with the majority of its powers and associated guidance²³ being implemented from 1st April 2006.
- 30 Reflecting the priority that Government is giving to the quality of local environments local authorities will be placed under greater scrutiny in improving both performance and, importantly their commitment and responsibility to manage, prioritise and uphold local environmental standards. This scrutiny, to allow government assessment will be enabled by expansion of the Local Environmental Quality Survey to cover a wider examination of environmental standards and also on-line reporting to post code level which will enable local residents to do the same²⁴. This theme is similarly reflected in the Government’s Respect Action Plan²⁹ where “Community Call for Action” will be

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introduced for Council's and other agencies when action to stop persistent or community safety problems have not been taken to the satisfaction of local communities.

Local Context

Community Strategy

- 31 The vision for Rotherham for the future to 2010 is set within the Community Strategy. The Strategy sets the direction for partner organisations and provides a prioritised thematic framework to deliver the vision against. The Community Strategy, set by both strategic requirements and importantly the views of local communities and businesses, sets five strategic and two cross cutting themes, these are;

Strategic themes	Cross Cutting Themes
<ul style="list-style-type: none"> • "Rotherham Achieving", • "Rotherham Learning" • "Rotherham Alive", • "Rotherham Safe", and • "Rotherham Proud" 	<ul style="list-style-type: none"> • "Fairness" • "Sustainable Development"

- 32 The Enviro-crime Strategy is committed to these themes and will help to deliver the associated priorities. In respect to "**Rotherham Safe**" further contribution will be made to the following priorities;
- *reducing the incidence and impact of anti-social behaviour by dealing effectively with the perpetrators and supporting victims,*
 - *harnessing resource to enhance environment & general appearance of neighbourhoods, and*
 - *promoting a "Neighbourhood Management" approach to service delivery, community participation and strategic development.*
- 33 In addressing these "Rotherham Safe" priorities the strategy contributes to delivering the following key strategic actions;
- *Increased satisfaction with street cleanliness, parks and open spaces*
 - *Increased % of residents satisfied that their area is kept clear of vandalism, graffiti and rubbish*
 - *Dealing effectively with perpetrators of anti-social behaviour through enforcement and rehabilitation*
 - *Providing support to victims of anti-social behaviour through effective response to reported incidents*
- 34 In addition it will contribute to the "**Sustainable Development**" cross cutting theme by protecting and enhancing the environment, "**Rotherham Achieving**" by helping raise the quality of life in the most deprived communities and "**Rotherham Proud**" by increasing the satisfaction in the local area as a place to live.

Corporate Plan

- 35 The Council sets its priorities for a five year period in its Corporate Plan. The vision is aligned to the Community Strategy's strategic themes given in paragraph 30.
- 36 The Enviro-crime Strategy contributes to all the priorities of the Corporate Plan, however, particular mention is required to the following themes and priority actions;

Enviro-crime Strategy; Promoting Respect and Responsibility Improving the Local Environmental Quality In Our Neighbourhoods

Theme	Priority
"Rotherham Safe";	<ul style="list-style-type: none"> • <i>Ensure clean, green and well maintained neighbourhoods</i> • <i>Ensure communities are free from anti-social behaviour, crime, drugs misuse and fear of crime</i> • <i>Protect people</i>
"Rotherham Achieving";	<ul style="list-style-type: none"> • <i>Minimise inequalities</i> • <i>Provide an excellent town centre</i>
"Rotherham Proud";	<ul style="list-style-type: none"> • <i>Ensure Involvement in Local Decision Making</i> • <i>Promote active citizenship</i>
"Rotherham Alive";	<ul style="list-style-type: none"> • <i>People feel good</i>
"Sustainable Development"	<ul style="list-style-type: none"> • <i>Protect the environment</i>

- 37 In addition the Council's key priorities are presented in an annual "Year Ahead" statement. The major themes for 2005/06 being "Delivering Improvement and Change". The development of the Enviro-crime Strategy is detailed as a key priority that will improve the outcome for service users and will contribute to help renew and revitalise local communities.
- 38 In delivering against these key priorities the Enviro-crime Strategy will directly influence Service Planning of the Council in the operational objectives of contributing service areas.

Local Area Agreement

- 39 As indicated in paragraphs 9 and 10, improvement of the local environment is a key outcome of the Local Area Agreement for Rotherham. The Local Area Agreement provides a framework to ensure prioritisation and, importantly, manage performance against with specific targets; some of which are agreed as "stretch" ones which have a reward grant benefit.
- 40 Two of the key actions to ensure the stated outcome, shown in the following table, reflect the dependency between this Strategy and other complementary operational planning requirements.

<p>1. Improve Cleanliness of all Neighbourhoods Operational plan based on production of an Enviro-Crime Strategy by March 2006, increased Street Cleaning resources, an Education / Campaigns Coordinator, establishing an Enviro-Crime Enforcement team, targeting of Safer Neighbourhood Teams, schemes for the long term unemployed/ disadvantaged to work in Rotherham Streetpride, widening enforcement powers to more Council Officers, etc.</p>
<p>2. Increase Residents satisfaction with their neighbourhoods and in disadvantaged areas narrow the gap between these areas and the rest. Operational plan focused on Neighbourhood Charters, larger devolved budget for environmental improvements in the most disadvantaged wards, capital funding for footway improvements, breakthrough environmental projects, Safer Neighbourhood Teams and relevant actions from Green Space Strategy, Service Action Plans, Rotherham Town Centre Action Plans, etc.</p>

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Corporate & Partnership Strategies

- 41 The Enviro-crime strategy will link and help contribute to the delivery aims of several community focused strategies and plans of the Council. These include;
- *Neighbourhood Renewal Strategy 2004-2010*
 - *Anti-Social Behaviour Strategy*
 - *Community Safety Plan*
 - *Housing Strategy*
 - *Equalities & Diversity Strategy*
 - *Neighbourhood Management*
 - *Neighbourhood Policing/Safer Neighbourhood Teams*
 - *Green Spaces Strategy (under development)*
 - *Local Development Framework (under development)*
 - *Public Health Strategy (under development)*
 - *Housing Market Renewal*
 - *Licensing functions*

Main Challenges and Achievements

- 42 The leadership for the improvement of the local environment has been provided by the Council and from a step change introduced in 2001 a positive impact has been made from implementation of the “Clean Sweep Rotherham” Plan and, significantly, the introduction of the national LGC award winning street scene based service “Streetpride”. An objective measure of performance in this regard is the APSE 2005 Performance Networks “national top four” Best Performing award for Rotherham’s street cleansing service.
- 43 The new direction to be set by this Enviro-crime Strategy must build on the considerable successes that have raised Rotherham to be the 3rd best metropolitan area for local environmental standards when measured to the objective indices and incident counting required for national accountability (BVPI199)²⁵.
- 44 The objectives of the Enviro-crime Strategy are based on outcomes experienced by residents in the Borough and therefore reflect real perceptions of the quality of local neighbourhoods by the people who actually live there, rather than the objective measurements given in traditional BVPI approaches. Indeed as will be seen in the following sections a gap is very apparent between objectively measured levels of litter etc and the perceptions of local residents.
- 45 Such public based performance assessment will be increasingly influential for local communities to assess public service delivery and drive service improvement. This is of fundamental importance as local people will usually know more about their neighbourhood than Council and other services’ officers. The need to know how people think and feel on issues is the main plank on which to develop and deliver services. This principle will drive the future of service provision in the future with the framework to enable community influence and choice on key issues and local priorities, service accountability and ultimately the shaping of services to the local needs, being developed under Neighbourhood Management principles. A summary of current national and local community views which influence both the objectives of the strategy are given in the following sections.

Enviro-crime Strategy; Promoting Respect and Responsibility Improving the Local Environmental Quality In Our Neighbourhoods

Public Perception of Local Environmental Quality in England

- 46 Recent research by MORI commissioned by the ODPM recognises that nationally the local environment remains a key concern for the public, with more people thinking it will get worse than better over the next few years. In this research crime and the cleanliness of streets were found to remain as central issues for residents living in our poorest communities but since 2002 residents in these areas are starting to significantly notice that litter, rubbish, graffiti and abandoned cars etc. are of less of a serious problem. Saying this, however, doesn't remove the underlying position of deprived areas having a significant gap between local environmental quality and those of other areas in the country¹⁵.
- 47 In rating local environmental problems ENCAMS found from a public attitude survey²⁶ on the scale of perceived problems the following ranking resulted (worst problem first) – Litter; Dog fouling; Fly tipping; Abandoned vehicles; Weeds; Graffiti. When asked about which service changes they would want to be contacted on by Council's when changes were proposed, a similar picture was painted except that "drug litter" featured strongly way ahead in interest than that of "weed growth".

Cleanliness of Rotherham; The Residents' Viewpoint

- 48 Every three years a survey is required to assess satisfaction levels with cleanliness in the Borough. This survey, conducted by MORI, informs national BVPI 89²⁷ – the indicator that is most likely to influence attitudes about the Council⁴. In addition three surveys using Rotherham Reachout have been used to gauge the views of residents regarding the cleanliness of their area. These are shown in the following table;

	Satisfaction Level	Survey
2005	61%	2010 Tenants Survey
2005	58%	Reachout 11, March 2005 ²⁸
2003/04	58%	MORI BVPI89
2003	56%	Reachout 8, October 2003
2001/02	54%	Reachout 1, July 2001
2001	44%	MORI BVPI89

- 49 Whilst the results of the MORI and Reachout surveys can not be used in direct comparison, due to differences in methodology and survey construction, they do provide an overall picture of improving satisfaction with the cleanliness of our neighbourhoods although the last BVPI score is below the national average.
- 50 In addition the Reachout Surveys also indicate increasing satisfaction with the services that the Council is providing with significant improvement being recognised in particularly in the areas of graffiti (75% - improved by 27%), fly tipping (64% - 27 % improvement) and dog fouling (58% - 15% improvement). The bracketed % figures being reported from Rotherham Reachout 11 in 2005, with comparison with the 2003 Rotherham Reachout 8. In Rotherham's Neighbourhood Management Pathfinder area satisfaction with local street cleansing was in 2005 established at 74%.

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- 51 A target of 85% satisfaction by 2010 is set within the Community Strategy and intelligence will be strengthened by an annual MORI Quality of Life survey for Rotherham being introduced in 2006. Current satisfaction levels are well short of this target, and this is directly influential in setting an objective for this Strategy for local residents to be more satisfied with the cleanliness of their neighbourhood.

What local environmental concerns do Rotherham's Residents have?

- 52 Local environmental problems, in line with national perceptions, are ranked strongly by Rotherham communities. In the **Quality of Life "Status" Survey** conducted for 2010 Rotherham Ltd. in November 2005, 79% of residents viewed litter and rubbish in the street as the top problem affecting them, with clean streets being ranked as the fourth top issue important for making somewhere a good place to live²⁹. In **Rotherham Reachout 4** 2002 by far the main reason for someone being dissatisfied with their neighbourhood related to enviro-crime issues (litter/dirty streets/dog fouling 43%)³⁰.
- 53 The importance of the cleanliness of public space was also recognised in the **Green Spaces Consultation** in March 2003 conducted by MORI which placed cleanliness and tidiness of public green spaces as a top 3 factor of importance³¹. This was similarly reflected by **Rotherham Reachout 3** in 2002 where main concerns relating to public green spaces included dog fouling (92%), litter (90%) and graffiti (84%)³².
- 54 The **Housing Needs Survey** of 2003 also identified lack of environmental maintenance and dog issues (including dog mess) as two of the top four reasons for disliking their neighbourhood with services to address these being 92% important (opinions from Rotherham Reachout 4 went further indicating 96% level of importance for litter etc removal). The Housing Needs Survey gave 60% of respondents being satisfied with services provided, but 4% of households (implied 166 in number) who moved out of the Borough cited poor quality neighbourhoods as the reason for the move³³.
- 55 The link between the effect of a poor quality local environment was interestingly made in the **Rotherham Reachout 8** in May 2003 when nearly 1 in 5 of respondents suggested they wouldn't recommend Rotherham to visit due to too much litter and it being a dull & dirty place³⁴. In 2005, however, an indication of change was reflected during a new Customer Inspection partnership with Sheffield Homes when one of the Sheffield inspectors commented "I can't believe it I didn't see any graffiti in Rotherham".
- 56 In Rotherham, currently objective analysis of the environmental standards in our 13 communities of place (28.79 % of total population) and other parts of the Borough requires to be developed further to examine the undoubted gap between these and other more well off areas. From baseline research, consultation and community engagement in every "Target Community of Place" liveability, quality of life and local environmental concerns have been identified and as such will form the basis for identifying key actions within the Neighbourhood Renewal Strategy³⁵. Indication of the level of local concern is provided from resident's surveys carried out by Neighbourhood Warden teams working in areas of neighbourhood renewal where, in the Rawmarsh and Parkgate area, levels of serious concerns of the following problems have been found – both showing local perceptions but also the impact that teams can have in improving localities³⁶. This is shown in the following summary table.

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Serious/quite serious problem?	2000	2003	2004
Graffiti	34%	35%	27%
Litter/rubbish	54%	73%	43%

- 57 In the Neighbourhood Management Pathfinder area litter and rubbish and graffiti are seen by residents to be a serious problem at a 16% and 10% level respectively³⁷. This relationship between lower local environmental quality in disadvantaged area is reflected in CPA Assessments by a statistical deprivation adjustment to BVPI 89.
- 58 Overall, as demonstrated by Rotherham Reachout 8 the number one priority for making Rotherham a better place is to provide high quality neighbourhoods for everyone that are clean, safe and with good homes, shops and recreational facilities.
- 59 Reducing the perception of Enviro-crime being a big problem in a local neighbourhood is a key objective of this Strategy and is borne from the above viewpoints which clearly show continued concerns of environmental defacement.

Cleanliness of Rotherham; Enviro-crime Incidents and Local Performance

Reporting Incidents of Enviro-crime

- 60 The official launch of Rotherham Streetpride on 1st September 2003 has greatly improved access to report Enviro-crime with the following being notable aspects:
- A one-stop shop contact centre has been established by RBT for reporting on all street scene issues (i.e. Streetpride golden number on 336003).
 - 300 Streetpride banners on the streets (Litter?, Graffiti?, Fly Tipping?) together with extensive branding and marketing means that the public know where to report Enviro-crime.
 - Calls to Streetpride have risen by 50% and currently sampling of 100 reports per month shows 92% of customers satisfied with how their report was dealt with on the ground.
- 61 Interestingly in the Police Talk 8 survey in 2005, 40% of residents expect the police to respond to reports of graffiti but realise that most expect a partnership, including the police, will be involved in finding a solution³⁸. This presents a challenge to make very transparent where people can report Enviro-crime incidents to enable first contact resolution and importantly expectation of rapid response.

Incidents reported

62

Description	2002/03	2003/04	2004/05	2005 / 2006 predicted
Litter	n/a	1737	2904	2905
Fly tip removals	2474	3346	4188	4118
Syringe & drug litter	n/a	302	286	390
Graffiti	626	1906	1535	1381
Dog Fouling	n/a	479	1032	905
Abandoned vehicles	2412	2233	1627	2107
Vehicles removed	708	569	318	397

NB Streetpride Connect Contact Centre live from September 2003, n/a – not available.

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- 63 As indicated in paragraph 55 above the quality of the local environment in Rotherham's deprived areas is not widely analysed. An indication of the nationally proven environmental quality gap, however, is supported from analysis of graffiti reported incidents over a year from August 2004 to the end of July 2005. This found that of the 1256 incidents reported, 735 of these related to locations within the 13 deprived neighbourhoods in the Borough. This result gives a total of 58.5% reported attacks of such vandalism in our areas of deprivation where some 29 % of the total population for Rotherham live.
- 64 **Fly tipping** in Rotherham has increased in recent years by more than 25% year on year and has, from use of Flycapture data, the second highest number of incidents per head of population in Yorkshire and the highest average "notional" cost per removal. Fly tipping was the subject of a Scrutiny Panel review in 2004³⁹ which picked up on the changes initiated by the previous Scrutiny Streetscene Review⁴⁰ and sought specifically to improve the way in which fly tipping was managed within the Council. The recommendations and outcomes of the review related to the improvement and refinement of working arrangements and responsibilities to manage fly tipping, improve and co-ordinate reporting and recording of incidents, increased marketing and education and an increase in enforcement to deter this environmental crime.
- 65 This increase in fly tipping has been arrested temporarily in 2005/06 by concentrating an exceptional level of resources on this issue, e.g. publicity campaigns, training of fly tip operatives in evidence gathering and provision of additional funding to ensure that 90% of reported fly tipping is removed within 1 working day. Unless there is the greater focus associated with fly tipping it will not be practicable or sustainable to keep concentrating additional resources on this single issue. In addition other important factors would ensure that an upward trend almost commensurate with previous levels is created. These include:-
- *General waste minimisation policies to address increasing Landfill Tax*
 - *Alternate week wheelie bin collections (being introduced 2005/06 then to be extended borough wide).*
 - *Greater enforcement of access restrictions at Household Waste Recycling Centres*
 - *WEEE and Hazardous Waste Regulations*
- 66 Having regard to the above it is reasonable to contend that fly tipping incidents in Rotherham could increase by 12.5% year on year, this Strategy provides an element of risk management to the issue. In contrast a Local Area Agreement stretch target to reduce fly tipping by 10% has been formulated and is in negotiation with the Government Office.
- 67 **Grffiti** increased greatly during 2003/04 and into 2004/05. The Council have arrested this in 2005 by temporarily increasing graffiti removal resources from one removal team to 4 teams and by running a campaign jointly with Crime-stoppers to target graffiti vandals. Running 4 teams was not financially sustainable and there are now two teams operating and recent trend information indicates graffiti is increasing again. An ambitious 40% reduction stretch target for the Local Area Agreement is under negotiation.

Performance in neighbourhoods

- 68 The quality of the local environment is assessed nationally by all local authorities against a best value performance indicator – BVPI 199. The BVPI requires routine surveys to

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assess litter and detritus (BV199a), Graffiti (BV199b), Fly-posting (BV199c). Results are normally shown as the percentage level of unacceptable standard. Rotherham's rating is transposed in the following paragraph to show acceptable compliance.

- 69 In 2004/05 Rotherham's survey results gave 91% of sites checked to be of acceptable level for litter and detritus. This compares with a top quartile of 89% and the All England average of 81.9%. Metropolitan figures are top quartile 82.2% and 78.75% average. This places Rotherham third best Metropolitan District in the country.
- 70 This position also reflects a year on year improvement from 2003/04 when 81.14% of sites were of acceptable standard for litter and detritus (91% in 2004/05).
- 71 Assessments for survey transects for each site category and environmental issue is given in Appendix 3, with "secondary retail/commercial" areas showing the only increase in failure rate to 16% in 2005/06 (part year) compared with 6% for 2004/05.
- 72 **Dog Fouling Survey:** In Rotherham we assess dog fouling in conjunction with the BVPI199 surveys but it is not an official requirement for national assessment. For 2004/05 and this year to date 2.4% of surveys had dog faeces present. This compares favourably with surveys undertaken by ENCAMS that show 9% of sites afflicted nationally by dog fouling.

Enforcement Action

- 73 Enforcement is both pro-active and responsive to customer reports of enviro-crime. Response is made within set service standards and where evidence of the offender is ascertained legal proceedings, either by prosecution or the issuing of Fixed Penalty Notices (FPNs) where applicable, is taken. This approach follows the Council's published enforcement policy which reflects the principles of good enforcement contained within the Enforcement Concordat Enforcement action predominantly is taken by the Environmental Warden team (4 staff in 2005/06) and since 2003 some 1500 FPNs have been issued.

FPNs Issued	2003/04	2004/05	2005/06 predicted
Littering	293	396	390
Dog Fouling	106	134	112

- 74 Expanded witness capability has been put into place by "Eyes & Ears" training of Streetpride staff and this has been highly successful with, in 2005/06 over a third of proceedings being initiated by this initiative. The issuing of FPNs is corporately co-ordinated via the Environmental Warden team. Since being enabled by the Local Government Act 2003, instalment payment plans for offenders are provided for FPNs, with "fines" paid being re-invested as required by the act in related activities e.g. campaign and educational activities. Recovery rates for unpaid fines require to be increased especially for littering offences where for 2005/06 around only 60% of FPNs have been paid. Payment of FPNs for dog fouling was at a 88% level for 2004/05.
- 75 Whilst the level of enforcement action that results in FPNs is high, estimated to be within the top quartile of activity in the country, direct prosecutions are relatively low with 45 offences being taken to Magistrates' Court over 3 year period from 2003. The level of fine gained averaged at £85, with fly tipping offences (3no.) averaging £188. A review of

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the Council's Enforcement Policy is required to examine the paucity of court referrals and the low level of fines and in 2005 a liaison meeting with Rotherham Magistrates' Court's District Legal Director was held with officers and elected members to explain the impact of enviro-crime on the local neighbourhoods and seek ways to make greater impact in Court. It's interesting to note that nationally a Magistrate will typically see an environmental offence every seven years⁴¹ and may have limited experience to apply.

What Enforcement Approach should we have? The Rotherham Viewpoint

76 With the phased introduction of the Clean Neighbourhood and Environment Act 2005 the opportunity is provided to review the Council's approach to Enviro-crime enforcement. The views of local residents have been sought in 2005 via **Rotherham Reachout 12** and several key issues examined⁴². The findings included that;

- *over two thirds of respondents favoured the issuing of a fixed penalty notice as an alternative to immediate prosecution*
- *issuing of a fixed penalty notices for young offenders (11-16 years) as an alternative to prosecution was preferred (69%)*
- *for some offences e.g. fly tipping, there was more of a sway to direct prosecution than for say littering and dog fouling offences, but, no fewer than two-thirds of residents feeling that FPNs should be offered as an alternative for prosecution for any of the stated offences.*
- *respondents favoured (63%) allowing the offender to pay in instalments.*
- *higher penalties (£100) should be imposed by fixed penalty notices particularly for fly-tipping (77%) and graffiti (55%)*
- *for all offences two thirds indicated a minimum of £50 for FPNs*
- *over 80% supported a "zero tolerance" approach to Enviro-crime.*

77 In their consideration of the issue in November 2005 the Sustainable Communities Scrutiny Panel verified the findings of the Rotherham Reachout 12 survey and the public consultation carried out in the development of the strategy further recognised strong enforcement as a key issue⁴³. Development of a refreshed Enviro-crime Enforcement Policy in 2006 will build these views, national perspectives on penalty regimes⁴⁴ and the hardening line in both public and media opinion⁴⁵. Specific attention will be given in the Policy to ensure victims and offenders from identified communities of interest and vulnerable groups, including those using mental health services, are supported.

Education and campaigns

78 The emphasis placed on education and advice to encourage people to change behaviour and attitudes was recognised in the Audit Commission's Waste Inspection and particular credit was given to the "Toxic" campaign with children and young people that links hard hitting imagery, youth language and pop music school assembly presentations with enforcement and local resident impact surveys. This was recognised as good practice and built on national research by ENCAMS⁴⁶ in focusing on a social marketing approach to influence behavioural change⁴⁷. Since the start of the "Toxic" campaign, focused in schools with catchments from deprived areas, over 15,000 year 7-13 year olds have been engaged. In the neighbourhoods in the vicinity of the schools after the assembly presentation residents have returned up to 80% reduced dissatisfaction levels on littering. The initiative gained national commendation at the 2005 ENCAMS People and Places Conference.

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- 79 There remains, however, a challenge to “mainstream” enviro-crime education within the national curriculum. The issue could be part of the civic agenda within the curriculum, and the possibility of introducing Enviro-crime as part of delivering the package needs to be explored.
- 80 Other campaign initiatives, linked to both national (led by ENCAMS and the Environment agency) and local priorities, have included;
- *Presentations; eg Area Assemblies, and ad hoc invitations by other residential and commercial groups*
 - *Gum and Litter Campaign; using poster warnings, street graphic stencils, special gum bins, sting weeks and impact cleaning (£25,000 investment)*
 - *‘Don’t be a Tosser’ Campaign; “from car littering” linked to national ENCAMS campaign*
 - *Press releases; positive messages - both topical (e.g. seasonal) and ad hoc (e.g. the outcome of a successful prosecution) issues*
 - *Advertising campaigns; bus adverts for “Chuck it” and “Fly tipping”*
 - *“Litter” bags; local retailers have been provided with paper bags suitable for their needs pre-printed with a message about not dropping litter.*
 - *Community Clean Ups; popular and often originated by requests from the public*
 - *Poop scoop bags; Poop scoop bags are still a favourite demand from dog owners*
 - *Junior Warden scheme; launched by the Neighbourhood Warden service in 2003, and engages young people on the Enviro-crime agenda as well as the community safety and service issues.*
 - *Fly tipping awareness campaign; repeated press releases, local radio programme from fly tipping vehicle, adverts (“Report the Fly Guys”) on buses and Streetpride vehicles.*
 - *“Name that Tag” – anti-graffiti campaign in partnership with Crimestoppers.*
 - *“Butts out” campaign against dropping cigarette butts. Adverts, press release, staff dressed in costume giving away portable ashtrays.*
 - *Road signs at Enviro-crime hotspots – “522 fines for littering in 2005 – Don’t be the Next!”*

Delivering the Aims & Objectives

- 81 To drive improvements in local environmental quality the Council has provided a clear focus within the Corporate Plan. Delivery mechanisms to meet the priorities and objectives are provided and, in order to support delivery of the Enviro-crime Strategy, these and other approaches to encourage change in public perceptions are fundamental building blocks on which to deliver the aims and objectives of the Strategy.
- 82 Making an impact in our communities to reduce the incidents of enviro-crime and raise local satisfaction levels cannot be achieved without combining methods of delivery nor in isolation from **community and strong partnership influence and working**. This is imperative in recognising the influence that a responsive effective cleansing service can provide in making immediate impressions with local communities and influence behavioural change.
- 83 The delivery framework below, including key delivery actions, reflects this and is presented against each of the two delivery objectives that the strategy focuses on i.e. stronger enforcement and community engagement to influence behavioural change. Particular prioritisation for improving the local environment in the Borough’s areas of deprivation is highlighted. In addition, support for minority and vulnerable groups is recognised. A comprehensive action plan to deliver the Strategy is provided in Appendix 4 which will drive increased performance in all areas across the Borough.

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84

Implementing a stronger “zero tolerance” approach utilising local intelligence

<p>Ensuring a greater number of officers are up-skilled and deployed to enforce against enviro-crime offences</p>	<ul style="list-style-type: none"> • Establish an enviro-crime team to focus on proactive investigative and public awareness project working • Introduce Borough wide Neighbourhood Warden service • Utilise Safer Neighbourhood Team framework • Deliver against neighbourhood standards • Deliver against Key Performance Indicators • Deliver Community Safety & Anti-social Behaviour targets • Accredited Wardens • Setting the standards eg Litter Clearing notices
<p>Ensuring the consistency of enforcement proceedings</p>	<ul style="list-style-type: none"> • Review use of Enviro-crime Enforcement Policy in light of Clean Neighbourhood & Environment Act 2005, and Children & Young Person agenda • Ensure the wide range of enforcement powers are used, including ABCs, ASBOs and tenancy enforcement where appropriate • Understanding “zero tolerance” • Strengthen use of Fixed Penalty Notices in light of Clean Neighbourhood & Environment Act 2005 • Re-investment of FPN income and increasing payments made
<p>Placing customers at the heart of actions</p>	<ul style="list-style-type: none"> • Support and encourage Community self regulation • Utilising Neighbourhood Management Pathfinder to test initiatives • Developing more effective means of involving communities • Developing a range of approaches to engage all service users • Demonstrate to residents that their concerns being taken seriously • Support community information – picphones • Encourage self regulating/policing by the community by providing clear information on what to identify and where to contact • Provide feedback and publicise success • Promote mutual responsibility
<p>Promoting wider use of partnership powers to support enviro-crime reduction</p>	<ul style="list-style-type: none"> • Safer Neighbourhood teams • Environment Agency • Support Parish Councils in the implementation of the use of Fixed Penalty Notices and Dog Control Orders • Increase partnership working with local businesses to promote a cleaner Rotherham • Diversionary methods for large item collection • Strengthen Community Safety Strategy to

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	<p>consider Enviro-crime in more depth</p> <ul style="list-style-type: none"> • Ensuring LEQ is linked more closely with neighbourhood renewal health, housing, transport, land use planning.
Utilising publicity to promote actions taken, including “name & shame” of those successfully prosecuted	<ul style="list-style-type: none"> • Strengthen public awareness of enviro-crime offences in marketing the launch of the Clean Neighbourhood & Environment Act 2005 • Integrate enforcement with educational/information campaigns
Focusing enforcement on local priorities and intelligence	<ul style="list-style-type: none"> • Utilise hot spotting by the Community Information Unit • Target specific offences to make significant impact e.g. Fly tipping, graffiti, particularly in areas of deprivation • Identify triggers for action • Prioritise enforcement and awareness raising for waste transportation, deposit and disposal • Problem Solving - identifying a priority environmental problem which is having the most significant impact in the area and seeking to solve it that month • Need to target on proposed LAA stretch targets e.g. Fly Tipping; sting operations in partnership on waste carriers, use of CNEA powers to investigate waste transfer arrangements of businesses.

85

Changing attitudes and behaviour through public engagement & promotion of community responsibility

Raising awareness of what is enviro-crime and what can be done to help improve the local area	<ul style="list-style-type: none"> • Use the Clean Neighbourhood & Environment Act to be the vehicle to market litter definitions and local contributions • Tackling “hot spot” areas • Drawing down Housing Market Renewal resource to target harden and develop environmental initiatives • Neighbourhood Renewal – bending to areas of deprivation
Engaging with Children and Young People to advise us on approaches and action to influence improvements	<ul style="list-style-type: none"> • Promote into the National Curriculum for PSHE key stage 1,2, 3 & 4; and more loosely to Citizenship key stage 1(2g), 2(2b &c), 3(2c), & 4(1f,h, & j) • Schools and youth projects – more graffiti • More involvement in campaign etc. development • Continue Toxic Campaign approach • Incentive schemes
Raising the understanding of responsibilities and standards of acceptable behaviour	<ul style="list-style-type: none"> • Clarifying required standards of behaviour – litter charters • Rights and responsibilities – clarifying standards of behaviour expected • Householders responsibilities

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Actively campaigning and marketing public information messages	<ul style="list-style-type: none"> • Promote Good Neighbour charter/pledge • Improving Information - selecting channels, targeted campaigns on single issues , creative messages to trigger thought and capture attention, internet use • Utilising Neighbourhood Management Pathfinder to test initiatives • Impact survey of campaigns
Developing social marketing techniques to provide knowledge, social awareness, and focused improvement in the environment of communities.	<ul style="list-style-type: none"> • Need to move away from short lived campaigns towards long-term sustainable initiatives by understanding and breaking down barriers that prevent “customers” from changing their behaviours for the better. • No longer enough to rely on relaying educating messages but we need to make change irresistible and make sure people have reasons for doing something and understand why they don't. This will need greater customer research and a creative approach to choose which social or cultural group to influence. Already ENCAMS are using “Social Marketing” techniques but we need to build on this national perspective and, as with the Toxic campaign, bring it local to drive LEQ improvement in Rotherham. • Coalitions, including the private sector to achieve our goals will be essential but the key issue is to connect with communities and individuals and to give reason for joining in. The outcome is expected too have both short term wins in identifying spontaneous solutions, together with a long term sustainable initiative to change the behaviour of the public towards enviro-crime.
Linking public awareness campaigns and promotions to wider priorities	<ul style="list-style-type: none"> • campaigns (calendar of events linked to national initiatives to build on partnerships eg ENCAMS & the Environment Agency • Health agenda e.g. Butts Out, drug litter • Regeneration agenda • Community cohesion
Ensuring communities know what standards they can expect and what they can influence	<ul style="list-style-type: none"> • Promote Neighbourhood Standards • Raising environmental awareness and how residents can take action • Impact of seeing things get done, response to service request & community priorities timing and flexibility of delivery, brand impact, increasing trust, newsletters, street scans, impact projects , media relationships • Local problem solving – cause and solution • consultation to shape policies and interventions – also assists in raising profile and promotes awareness (community, businesses, utilities, college, licensing forum, parish councils, police, other agencies)

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	<ul style="list-style-type: none"> • Impact survey of actions • Support communities and signpost • local people are greatest expert on their own situation • Incentives • Street champions - develop capacity • Capacity building for residents contribution • Reward schemes – best garden etc
Supporting vulnerable individuals and groups to benefit from, and contribute to an improved local environmental quality	<ul style="list-style-type: none"> • Range of formats and languages • Use of Language Line • Support for vulnerable individuals and groups e.g. mental health service users & disabled • Link to BME, faith groups and other hard to engage groups for community actions • Support “new comer” vulnerable hard to reach groups eg asylum seekers to understand rights & responsibilities
Further Improve and provide cleansing services responsive to community needs	<ul style="list-style-type: none"> • Targetted cleansing operations to BPPI failure sites, hotspot locations and communities of place

Measuring Progress and Resourcing the Strategy

Performance Management Framework

- 86 The performance management framework for the strategy has been advised from existing performance indicators embedded in the Community Strategy, Corporate Plan and the draft Local Area Agreement. The key indicators for the measurement of the impact of this strategy are shown below and focus on the key issues related to the delivery of the strategy. For monitoring purposes indicators will be included within the Key Performance Indicator suites of both Neighbourhoods and Economic Development Services. Each indicator will be subject to annual reporting.

Key Action	How will we measure it?	Who will lead?
<i>To reduce enviro-crime as a problem in local areas</i>	<i>Utilising MORI Quality of Life Survey - reduction by 10% the rating of as being a fairly or very big problem by April 2009 (baseline 2006)*</i>	<i>Neighbourhoods EDS, Streetpride</i>
<i>To increase satisfaction of the cleanliness of neighbourhoods</i>	<i>Utilising MORI Quality of Life Survey - satisfaction levels of local communities to be at 75% level by April 2009 (LAA)</i>	<i>Neighbourhoods EDS, Streetpride</i>
	<i>Utilising BVPI 89 survey in 2007</i>	<i>EDS, Streetpride</i>

* to include “graffiti”, “rubbish and litter” and “abandoned or burnt out cars” (MORI Q4)

- 87 In addition Local Area Agreement Performance indicators can support measurement of specific enviro-crime types;

Key Action	How will we measure it?	Who will lead?
<i>To reduce the numbers of dog fouling</i>	<i>Utilising BVPI 199 measurement - reduction of 0.2% of sites by April 2009 (baseline 2004/05, 2.4%)</i>	<i>Neighbourhoods EDS, Streetpride</i>

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- 88 Further specific performance indicators derived from the proposed Local Area Agreement stretch targets will be utilised:

Key Action	How will we measure it?	Who will lead?
<i>To reduce the numbers of fly tipping incidents</i>	<i>Utilising Flycapture Database - reduction of incidents by 10% by April 2009 (baseline 2004/05, 4188 no.)</i>	<i>Neighbourhoods EDS, Streetpride</i>
<i>To reduce the numbers of graffiti incidents</i>	<i>Utilising BT CRM database - reduction of incidents by 40% by April 2009 (baseline 2004/05, 1535 no.)</i>	<i>Neighbourhoods EDS, Streetpride</i>

- 89 Local indicators will be established for Safer Neighbourhood Teams with respect to enforcement actions. These will ensure a focus to teams working on the ground and contribute to ensuring a “zero tolerance” approach, a greater level of prosecution for identified offences e.g. fly-tipping, and increased performance in detection of reported incidents.
- 90 Enviro-crime, is recognised as anti-social behaviour, and impact of this strategy will influence delivery of the objectives of the Safer Rotherham Partnership’s Anti-Social Behaviour Reduction Strategy. A key indicator of the progress of that Strategy is the lowering in number of reported incidents made to partner services. Accordingly, monitoring of the impact of the Enviro-crime Strategy will be utilised to gauge contribution to the cross cutting objectives with the Anti-social Behaviour Strategy. Performance reports will be made to the Safer Rotherham Partnership.
- 91 Clearly the Enviro-crime Strategy has a wider accountability in terms of contributing partners and the emerging Rotherham Partnership Performance Management Framework will be enable a closer integration and accountability to such partnership priorities. In addition, development of Performance Management Frameworks to reflect local priorities and the working of Safer Neighbourhood Teams will strengthen in line with both local and national good practice⁴⁸

Resources

- 92 Substantial resources of the Council and other agencies are available to deliver the strategy, some of which are already recognised as providing value for money in delivery eg Streetpride 4th best national performer⁴⁹. Importantly these resources will be utilised more effectively and efficiently by both enforcement and public awareness campaigns being delivered in partnership by the Safer Neighbourhood Teams. These teams, including the Council’s Rotherham Warden services whose impact in local neighbourhoods was recognised in the Scrutiny Review of Wardens in 2005⁵⁰, will be fully operational across the Borough from 1st April 2006. The teams will be deployed in seven areas based on “neighbourhood” boundaries and will be working to local “crime and grime” priorities informed by incident analysis and hot-spot mapping by a Council/South Yorkshire Police partnership Community Information Unit.
- 93 A resource mapping refresh is required to maximise efficiencies but an indication of the level of resourcing in Safer Neighbourhood Teams is provided in the following summary list. It should be noted that, given the scope of the teams, only a proportion of these resources will be available at any time for enviro-crime response, this will be further

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dependant on the local priorities identified by communities as part of the Safer Neighbourhood Team “community influence cycle”. Resources identified include;

- *RMBC Rotherham Neighbourhood Warden team, 36 staff operating in both neighbourhoods and urban parks - £1million*
- *South Yorkshire Police Safer Neighbourhood Teams, 90 officers including Police Community Support Officers – estimated £4 million*
- *2010 Rotherham Limited, 44 Neighbourhood Champions & 7 Neighbourhood Managers addressing local estate and tenancy management issues – £720,000*
- *RMBC Streetpride services, 8 Streetpride Area Co-ordinators, 4 Fly tip removal teams – 390,000, plus 433 staff trained in “Eyes and Ears” initiative*
- *RMBC Streetpride Parking Attendants, 20 Attendants trained for Enviro-crime enforcing*
- *RMBC Neighbourhood Enforcement team, 14 officers - £220,000*

- 94 A dedicated Enviro-crime team of 6 staff focused on more complex investigations and surveillance, legal proceedings co-ordination, plus planning and delivery of education will be operation from 1st April 2006. The core enforcement complement of this team will be the current Environmental Warden team and overall this reflects a financial commitment of £227,000. This team will be working and planning operations, especially with regard to fly-tipping offences and waste transportation regulation with regional officers of the Environment Agency.
- 95 The need to focus action into our communities of interest to make significant impact in narrowing the gap in environmental quality between these and other more advantaged areas requires both the bending and targeting of existing resources and additionality from external funding streams whenever possible. Impact on the environment of deprived neighbourhoods can only be made by use of a wider range of strategies across the regeneration agenda and linkages to such schemes as the Housing Market Renewal and Decent Homes programme can provide a foundation to help both design out and target harden against Enviro-crime and contribute to sustainable local environmental quality.

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APPENDIX 1

Local Environmental Quality Achievements & Awards

- LGC *Environment Award 2005*
- APSE *Performance Networks Street Cleansing Award 2005*
- ODPM *National Warden Achievement Award – Young Person 2005*
- ODPM *National Warden Achievement Award - Manager 2005*
- Green Organisation; *National Green Apple Environment Award for Environmental Best Practice and a “Green Hero” Trophy 2005*
- APSE Annual Service Awards; *Commendation for Best Community Initiative 2005*
- ENCAMS; *Commendation for Innovative Programme of the Year 2005*
- ODPM; *Distinction in Neighbourhood Warden Quality Standard 2005*
- Rotherham Partnership; *“Achievement in Excellence” Award 2004*
- South Yorkshire Police District Commanders *Commendation 2003*
- ENCAMS Encams *National Award for New Initiative of the Year 2003.*

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APPENDIX 2

What has informed the Strategy?

- 1) The Enviro-crime Strategy has been developed to address priorities of communities which are reflected in the Community Strategy for the Borough. Community influence of the Enviro-crime Strategy has been made from a number of consultation events which have included;
 - *Enviro-crime Strategy Qualitative Consultation – December 2005/January 2006*
 - *Rotherham Reachout Surveys*
 - *MORI Surveys – BV89*
 - *2010 Rotherham Tenants Survey 2005*
 - *Young People Consultation 2005; Anti Social Behaviour Strategy*
 - *Police Talk, Issue 8 2005*
 - *Eastwood and Springwell Gardens NMP Household Survey 2005*
 - *Green Spaces Consultation 2003*
 - *Housing Needs Survey 2003*
 - *Neighbourhood Warden Area Surveys*
- 2) The Enviro-crime Strategy builds on an already excellent platform from demonstrated improvements in local environmental quality. This is evidenced by the Council's performance against Government national indicators and both regional and national achievement awards ranging across strategic planning, service delivery, innovation and individual merits.
- 3) Extensive research covering national agenda, legislative powers, recognised best practice and related research has been undertaken in 2005 and 2006 utilising document and internet review, case studies, seminars, ENCAMS People & Places networking and best practice visits.
- 4) The Enviro-crime Strategy has also been guided by the Council's Scrutiny process by means of specific Scrutiny Reviews of Fly-tipping, Warden Services and Streetscene services and input during the development of the strategy by the Sustainable Communities Scrutiny Panel.
- 5) Reports by the Audit Commission in several service inspections of the Council have already been used to drive improvements by the Council and 2010 Rotherham Ltd. the Strategy recognises several improvement recommendations and has embedded these into the action plan to deliver the strategy. Particular reference has been made of the Waste Inspection of 2004 and the Indicative and Full ALMO inspections of 2004 and 2005 respectively.

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APPENDIX 3

BV199 2003/04 Results Breakdown

Land Use	Litter	Detritus	BV199 a litter and detritus	BV199b - graffiti	BV199c - flyposting
Primary retail/commercial	14%	33%	24%	N/A	N/A
Secondary retail/commercial	10%	24%	17%	N/A	N/A
High density housing	7%	19%	13%	N/A	N/A
Low density social housing	8%	27%	17%	N/A	N/A
Low density private housing	5%	23%	14%	N/A	N/A
Industry / wrhse / retail sheds	0	0	n/a	N/A	N/A
Main roads	10%	30%	20%	N/A	N/A
Rural roads	9%	30%	19%	N/A	N/A
Other highways	23%	47%	35%	N/A	N/A
Recreation areas	10%	17%	13%	N/A	N/A
OVERALL	11%	28%	19%	N/A	N/A

BV199 2004/05 Results Breakdown

Land Use	Litter	Detritus	BV199 a- litter and detritus	BV199b - graffiti	BV199c - flyposting
Primary retail/commercial	7%	5%	6%	N/A	N/A
Secondary retail/commercial	4%	7%	6%	N/A	N/A
High density housing	5%	11%	8%	N/A	N/A
Low density social housing	6%	10%	8%	N/A	N/A
Low density private housing	4%	0%	2%	N/A	N/A
Industry / wrhse / retail sheds	0	0	n/a	N/A	N/A
Main roads	5%	24%	14%	N/A	N/A
Rural roads	4%	18%	11%	N/A	N/A
Other highways	28%	12%	20%	N/A	N/A
Recreation areas	11%	2%	7%	N/A	N/A
OVERALL	8%	10%	9%	N/A	N/A

BV199 2005/06 Results Breakdown Current part year

Land Use	Litter	Detritus	BV199 a litter and detritus	BV199b- graffiti	BV199c - flyposting
Primary retail/commercial	1%	1%	1%	3%	0%
Secondary retail/commercial	14%	18%	16%	3%	0%
High density housing	2%	13%	8%	0%	1%
Low density social housing	5%	13%	9%	1%	0%
Low density private housing	0%	12%	6%	0%	0%
Industry / wrhse / retail sheds	0	0	0	0	0
Main roads	0%	12%	6%	1%	0%
Rural roads	6%	20%	13%	0%	0%
Other highways	11%	17%	14%	17%	0%
Recreation areas	8%	0%	4%	5%	0%
OVERALL	5%	12%	8%	3%	0%

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Key Objective	Education & campaigning				
1	Changing attitudes and behaviour through public engagement and promotion of community responsibility				
Action No.	Action	Target date	Task Manager	Measure/ Milestone	Resources
1.1	To raise awareness and understanding of enviro-crime and what can be done to help improve the local area Outcome Measures: • To reduce by 10% by April 2009 the percentage of people who view Enviro-crime to be a problem in their local area • To enable all communities to widely recognise the quality of their neighbourhood so that by April 2009 there is a 75% level of satisfaction with the cleanliness of their area	March 07	Mark Parry	<ul style="list-style-type: none"> Organise an annual "State of the Environment/Enviro-crime Action Day" Seminar (Sept 07) Provide "teach-in" and support advice for local Councillors (July 06 + annual) Utilise publicity of introducing the Clean Neighbourhoods & Environment Act (June 06) Produce annual education, campaign and event programme focusing on single issues (May 06) Increase internet presence & scope (Aug 06) Introduce community advice/support web site Oct 06 "What is ..." publicity campaign (Sept 06) "What can I do ..." to report, to minimise (Sept 06) Programme of Community clean ups & expand the Streetpride Champions scheme (June 06) "Before & After" Surveys based on awareness of enviro-crime (July 06 + 3mth) Shock/Impact Stunt (June 06) Annual review of milestone delivery (Feb 07,08) 	0.25 FTE •N'hood Enforcement •N'hood Wardens •N'hood Development •EDS Streetpride •Design studio •Press Office •2010 Rotherham Ltd •Member Support services
1.2	To increase the influence of Children and Young People in Enviro-crime campaigns and community initiatives	March 07	Mark Parry	<ul style="list-style-type: none"> Examine feasibility of establishing a Youth Summit on enviro-crime, and Eco-schools (June 07) Improved delivery of public messages eg RCAT media studies, video box etc (Apr 07) Improved integration of enviro-crime into national curriculum at KS1 & KS2 (Mar 07) 	0.4 FTE •N'hood Enforcement •N'hood Wardens

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1.3	To raise the understanding of responsibilities and standards of acceptable behaviour across communities to promote a cleaner Rotherham	March 07	Mark Parry	<ul style="list-style-type: none"> • Competition & incentive events e.g. picture, essay, sculpture e.g. "Rubbish Art" (U11s), "crap art" (U18s) (May 07) • Programme of KS1 & KS2 events in primary schools in "hotspot areas (Sept 06) • Plan & deliver Junior Warden Programme – minimum 6 events/year (Mar 07) • Toxic campaign refresh (Aug 06) • Toxic campaign delivery (June 07) • Develop Graffiti Wall project (May 07) • Integrate Enviro-crime into "Crucial Crew" (Jul 06) • Incentive schemes • Rotherham Matters pull out feature, link to GNEA introduction (Sept 06) • Introduction of "Good Neighbour" Charter (April 07) • Introduce a "Sign Up to a Cleaner Rotherham" campaign (Mar 07) • Campaign focusing on Householder Duty of Care & development of "5 Top Tips" advice (June 06) • Campaign focusing on Businesses' Duty of Care (Sept 06) • Explore & implement where applicable Community Service rehabilitation schemes/ FPN waive scheme for community clean up participation (Dec 06) • Achieve 3 Green Flag awarded parks (Dec 08) 	<ul style="list-style-type: none"> •EDS •Streetpride •Children & Young People Services •Schools
1.4	To carry out targeted campaigns & press releases linked to national and	March 07	Mark Parry	<ul style="list-style-type: none"> • Annual calendar link to national plan eg ENCAMS & Environment Agency (Apr 06) <ul style="list-style-type: none"> o (Gum, Let's Kick the spit out of England, Bone of 	<p>0.3 FTE</p> <ul style="list-style-type: none"> •N'hood •Enforcement •Safer Neighbourhood Teams (SNTs) •EDS •Streetpride •Design studio •Press Office •Children & Young People Services •Youth Offending Team •Schools •Green Spaces <p>0.3 FTE</p> <ul style="list-style-type: none"> •N'hood

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1.5	community priorities	March 07	Mark Parry/ Janet Greenwood	<p>Contention etc.)</p> <ul style="list-style-type: none"> o Seasonal media stories plan o Range of channels - Pubs, beer mats, tv, radio cinema, papers, shops • Campaigns to location of occurrence (Apr 06) • Form partnership with local press re Enviro-crime to change behaviour (Sept 06) • Scope incentive & reward schemes (Jul 06) • Link to SNT Community Influence Cycle for priority setting (April 06) • Utilise Neighbourhood Management Pathfinder to trial impact schemes (June 07) • Door knocking for priority setting (Sept 06) • Link into selective Licensing & Landlord accreditation schemes (Jun 07) 	<p>Enforcement</p> <ul style="list-style-type: none"> •SNTs •EDS Streetpride •Design studio •Press Office
1.6	To develop a public influence capability to change behaviour to fit public expectations	Dec 07	Lewis Coates	<ul style="list-style-type: none"> • Identify intelligence based 'hotspot' to carry out pilot social marketing study of enviro-crime attitudes (Sept 06) • Establish scope of research (Nov 06) • Identify survey criteria, methodology and required information based on segmented approach to respondents. (Jan 07) • Construct appropriate and informed questionnaire to gain relevant first stage information based on sympathiser segmentation and sub-segments (May 07) • Construct campaign targeted at changing behaviour based on quick win 'spontaneous solutions' and long term campaign themes (Aug 07). Implement Dec 07 	<p>0.3 FTE</p> <ul style="list-style-type: none"> •N'hood Enforcement •SNTs EDS Streetpride
1.7	To implement Social Marketing techniques to provide knowledge, social awareness, and focused improvement in the environment of communities.	March 07	Janice Manning	<ul style="list-style-type: none"> • Promote workplace and public spaces smoking policies when using "Butts Out" campaign (Jul 07) • Healthy eating campaigns with takeaway litter included (Aug 06) • Waste minimisation (Apr 06) 	<p>0.1 FTE</p> <ul style="list-style-type: none"> •N'hood Standards •Waste management

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1.8	To promote reassurance by impact surveys of actions & campaigns in neighbourhoods	May 06	Janet Greenwood	<ul style="list-style-type: none"> Waste management in retail premises and Safer Food, Better Businesses (April 06) Targeted to hotspot areas (Sept 06) Refine /adjust action (Nov 06) Before & After Surveys Market SNTs & their impact on the ground (Jun 06) 	<ul style="list-style-type: none"> Chief Exec's <p><u>0.1 FTE</u></p> <ul style="list-style-type: none"> SNTs Community Information Unit (CIU)
1.9	To ensure communities know what standards they can expect and how they can influence local delivery	March 07	Mark Ford	<ul style="list-style-type: none"> Introduce Neighbourhood Charters (May 06) Develop Neighbourhood Standards across partners (Sept 06) Market refuse and special collection days (Sept 06) Market how to access services (Aug 06) 	<p><u>0.25 FTE</u></p> <ul style="list-style-type: none"> N'hood Development Waste Management SNTs
1.10	To ensure communities have excellent information on drug litter services	Sept 06	Richard Bramall	<ul style="list-style-type: none"> Promote easy access and internet information (Sept 06) Educational leaflets (Dec 06) School education – leaflets appropriate (Sept 06) Ensure SNTs tuned in to drug litter as a priority and link clear ups with patrols/walkabouts (Sept 06) Guarantee service standard, including out of hours arrangements and prove clear ups to communities (Jun 06) Strengthen intelligence sharing with the Rotherham PCT Drug action Team (Sept 06) 	<p><u>0.2 FTE</u></p> <ul style="list-style-type: none"> N'hood Enforcement SNTs EDS Streetpride Children & Young People Services RPCT DAT
1.11	To introduce specific actions to address grime issues in Neighbourhood Renewal Areas and amongst vulnerable groups	Dec 06	Mark Parry	<ul style="list-style-type: none"> Promote gardening services (Jun 07) Publicity, including Executive Summary of Strategy, in range of formats and languages (Sept 06) "Know the game" advice for newcomers to Rotherham eg asylum seekers (Dec 06) Support Faith Groups in community initiatives (Dec 06) Ensure awareness and use by staff of Language Line (Sept 06) Ensure customer contacts are recorded for ethnicity 	<p><u>0.2 FTE</u></p> <ul style="list-style-type: none"> N'hood Development N'hood Enforcement N'hood Wardens 2010 Roth. Ltd. EDS

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1.12	To further improve and provide cleansing services responsive to community needs	May 07	Andy Shaw	<ul style="list-style-type: none"> to enable user and non user profiles (Sept 06) Introduce targeted street and neighbourhood cleaning regimes (May 07) Workplace schemes in Streetpride for disadvantaged groups (April 06) Development of re-scheduling software and implementation of new schedules having regard to priorities of BVPI199 failures, customer and workforce input & communities of interest (May 07) Sample satisfaction on monthly basis and target improvement in liaison with Learning from customers Forum (monthly) Co-ordination of cleansing schedules with the work of community caretakers (Sept 06) Targeting of available additional resources at BVPI199 failure sites, customer complaints, areas of deprivation and LAA stretch targets (ongoing) 	Streetpride
<p>0.2 FTE + £10,000 (For RBT to develop software)</p> <ul style="list-style-type: none"> EDS Streetpride 2010 Rotherham Ltd 					

Key Enforcement Objectives 2 Implementing a stronger "zero tolerance" approach utilising local intelligence					
Outcome Measures:					
<ul style="list-style-type: none"> To reduce by 10% by April 2009 the percentage of people who view enviro-crime to be a problem in their local area To enable all communities to widely recognise the quality of their neighbourhood so that by April 2009 there is a 75% level of satisfaction with the cleanliness of their area 					
Action No.	Action	Target date	Task Manager	Measure/ Milestone	Resources
2.1	To establish an enviro-crime team to focus on proactive investigative and public awareness project working	April 2006	Mark Ford	<ul style="list-style-type: none"> Implement re-structuring to have 4 Enforcement Officer complement (Apr 06) Appoint team leader (Mar 06) Refresh job descriptions etc. (Mar 06) 	0.1 FTE •N'hood Enforcement
2.2	To expand enviro-crime enforcement capabilities on a neighbourhood focus	April 2006	John Parks	<ul style="list-style-type: none"> Recruit new Rotherham Neighbourhood Warden team to operate on Safer 	0.2 FTE

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2.3	To respond to enviro-crime incidents at a neighbourhood level	April 2006	Janet Greenwood	<p>Neighbourhood Team (SNT) arrangements (Mar 06)</p> <ul style="list-style-type: none"> Implement training plan to ensure consistent skill set (Apr 06) Accredit Rotherham Neighbourhood Wardens to South Yorkshire Police standards (Oct 06) 	<ul style="list-style-type: none"> N'Hood Wardens/ UPR team SNTs
2.4	To ensure consistency and quality of enforcement proceedings	Sept 2006	Richard Bramall	<ul style="list-style-type: none"> Widen environmental enforcement across SNT personnel (Mar 06) Prioritise "grime" issues on Neighbourhood Action Group (NAG) & Joint Action Group (JAG) agendas (May 06) Establish a PMF to ensure enforcement actions is prioritised and detection rates increased (Sept 06) Increased number of offences reported from 2005/06 level (Mar 07) Refresh resource mapping for SNTs (Jun 06) 	<p>Proportion of <u>180 FTEs</u> SNTs</p>
2.4	To ensure consistency and quality of enforcement proceedings	Sept 2006	Richard Bramall	<ul style="list-style-type: none"> Recruit Legal Support Officer (May 06) Ensure quality assurance booklet & intranet guidance issued (July 06) Ensure quality assurance procedures rolled out & followed (Sept 06) Create series of standard proformas for cross agency use (July 06) Introduce series of "Good Practice Guides" to include; <ul style="list-style-type: none"> Enforcement Handbook for Enforcers (duties & powers) (Aug 06) Investigation Techniques, Photographic Evidence, Use of 	<p><u>0.4 FTE</u></p> <ul style="list-style-type: none"> N'hood Enforcement Development N'hood Design studio Press Office Legal Services

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2.5	To ensure customer focus at the heart of actions and targets	Set 06	Janet Greenwood	<p>CCTV, Witness Statements, Effective Case File Preparation & Court Presentation, Press/Media releases (Dec 06)</p> <ul style="list-style-type: none"> • Introduce best practice sharing on a bespoke cross agency website (Mar 07) • Establish sharing of best practice across agencies by introducing a work shadowing scheme (Sept 06) • Establish delegation/authorisation protocol (June 06) • Establish regular solicitor surgery access (May 06) • Produce Best Practice Legal File format (July 06) • Increase CCTV surveillance capabilities (July 06) 	
				<ul style="list-style-type: none"> • Introduce risk assessment to establish response to service requests and programmes (June 06) • Ensure Service Standards consistent across all enforcement teams (Sept 06) • Review procedures to ensure protection of Human Rights in enforcement action (June 06) • Review service design to ensure response meets community needs incl. accessibility (June 06) • Establish feedback systems for customers complaining of enviro-crime (July 06) • Establish benchmarked performance standards for customer satisfaction across all agencies (July 06) 	<p><u>0.2 FTE</u></p> <ul style="list-style-type: none"> •N'hood Enforcement •N'hood Development •EDS •Streetpride •Legal Services •SNTs

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2.6	To refresh the Enviro-crime Enforcement Policy in light of Clean Neighbourhood & Environment Act 2005, and Young Person & Children agenda	Sept 2006	Mark Parry	<ul style="list-style-type: none"> • Introduce qualitative performance management framework (Sept 06) • Refresh Enviro-crime Enforcement Policy (May 06) • Adopt Enviro-crime Enforcement Policy (June 06) • Roll out training to staff (Sept 06) • Undertake annual review (Jan 06) 	<p>0.1 FTE</p> <ul style="list-style-type: none"> • N'hood Enforcement • SNTs
2.7	To strengthen the use of Fixed Penalty Notices in light of Clean Neighbourhood & Environment Act 2005 and agenda	Sept 2006	Mark Parry	<ul style="list-style-type: none"> • Produce and adopt corporate "Use of Fixed Penalty Income Policy" (Sept 06), including: <ul style="list-style-type: none"> ○ Review levels of FPN "fine" ○ Review re-payment options ○ Review for Children & Young Persons ○ Review of FPNs by partners eg police & Environment Agency ○ Ensure powers CNEA are adopted and have necessary delegation and authorisations ○ Ensure consistent procedure ○ Increase % of fixed penalty notices paid (Mar 07) 	<p>0.1 FTE</p> <ul style="list-style-type: none"> • N'hood Enforcement • Legal Services
2.8	To support Parish Councils in the implementation of the use of Fixed Penalty Notices and Dog Control Orders	Sept 2006	Mark Parry	<ul style="list-style-type: none"> • Arrange & hold Parish Council seminar (July 06) • Hold Enviro-crime & ASB surgeries in parishes (Sept 06) • Establish protocols for issuing FPNs utilising national guidance (Sept 06) 	<p>0.1 FTE</p> <ul style="list-style-type: none"> • N'hood Enforcement • N'hood Development • Legal Services • Parish clerks • SNTs
2.9	To utilise publicity to promote actions taken, including "name & shame" of those successfully prosecuted	Sept 2006	Legal Support Officer	<ul style="list-style-type: none"> • Establish legal limitations (May 06) • Produce Policy (June 06) • Utilise all channels to inform including intranet (Aug 06) 	<p>0.1 FTE</p> <ul style="list-style-type: none"> • N'hood Enforcement

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2.10	To focus enforcement on local priorities and community an partner information/intelligence	April 06	Richard Bramall	<ul style="list-style-type: none"> • Ensure local communities advised and leafleted (Sept 06) • Explore & implement where applicable Community Service rehabilitation schemes (Sept 06) • Utilise local SNTs and Community Information Unit (CIU) to identify hotspots (May 06) • Improve Flare/Civica connection to the Flycapture system to enable rapid input and analysis (April 06) • Re-confirm Information Sharing Protocols across all agencies (April 06) • Utilise Community Influence Cycle, Area assemblies and Street Champions Sept 06 • Joint community and partnership neighbourhood walkabouts/environmental scans (April 06) • Task appropriate enforcement squads via SNT/NAG process (April 06) 	<ul style="list-style-type: none"> • Legal Services • Parish clerks • SNTs <p><u>0.1 FTE</u></p> <ul style="list-style-type: none"> • N'hood Enforcement • SNTs
2.11	To integrate enforcement with educational/information campaigns	Sept 06	Richard Bramall	<ul style="list-style-type: none"> • Review annual campaign programme for opportunity (June 06) • Introduce project plan to NAGs to ensure officer deployment (Aug 06) 	<p><u>0.1 FTE</u></p> <ul style="list-style-type: none"> • N'hood Enforcement • SNTs
2.12	To strengthen the Community Safety Strategy to consider Enviro-crime in more depth	Sept 06	Tim Hawkins	<ul style="list-style-type: none"> • Review the Community Safety Strategy (Sept 06) • Refresh targets to address additions (Mar 07) • Approval via Safer Rotherham Partnership (Apr 07) 	<p><u>0.1 FTE</u></p> <ul style="list-style-type: none"> • Community Safety Unit • N'hood Enforcement
2.13	To prioritise enforcement and awareness raising for waste transportation, deposit and disposal	Sept 06	Richard Bramall	<ul style="list-style-type: none"> • Plan an annual Stop & search operation programme with the Environment Agency and police (July 06) • Proactive business inspections for relevant 	<p><u>0.1 FTE</u></p> <ul style="list-style-type: none"> • N'hood Enforcement

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2.14	To strengthen public awareness of enviro-crime offences in marketing the launch of the Clean Neighbourhood & Environment Act 2005	April 06	Mark Parry	<p>waste documentation & duty of care Sept06</p> <ul style="list-style-type: none"> Promote responsibilities of communities and individuals jointly together with responsibility for neighbourhood standards in a marketing campaign including Rotherham Matters Supplement (Sept 06) 	<ul style="list-style-type: none"> •SY Police •Env. Agency <p><u>0.1 FTE</u></p> <ul style="list-style-type: none"> •N'hood Enforcement •Press Office
2.15	To support and encourage community self regulation to promote mutual responsibility	Dec 06	John Parks	<ul style="list-style-type: none"> Promote the use of Crimestoppers -June 06 Review the use of local reward systems eg "Dish4Dosh" (Sept 06) Agree local triggers of action for Safer neighbourhood teams (Aug 06) Introduce and promote "Your View" (Phone Pic) technology (Oct 06) Establish and hold annual Borough-wide Clean Up (April 07) Develop package to provide clear information on what to identify, how to contact, confidentiality and assurances on feedback (Nov 06) 	<p><u>0.1 FTE</u></p> <ul style="list-style-type: none"> •N'hood Wardens •N'hood Enforcement •Legal Services •EDS •Streetpride •Design Studio
2.16	To promote wider use of partnership powers to support enviro-crime reduction	April 06	Mark Parry	<ul style="list-style-type: none"> Trading standards – annual enforcement programmes eg ASBA powers re underage sales and packaging regulation (April 06) Develop joint approach with Rotherham PCT to DEFRA's "Tackling Drug Litter" (April 06) Formalise local agreement provided in Working Better Together Protocol 6 with the Environment Agency (May 06) Introduce a local Fly tipping Forum, Sept 06 Develop and implement a cross agency Fly Tipping Strategy (Sept 06) Promote enviro-crime through roll out of Food Safety Agency's "Safer Business" 	<p><u>0.25 FTE</u></p> <ul style="list-style-type: none"> •N'hood Enforcement •Legal Services •EDS •Streetpride •Env. Agency •RPCT DAT

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2.17	To target specific offences to make significant impact e.g. Fly tipping, graffiti, particularly in areas of deprivation	Dec 06	Andy Shaw	<p>(May 06)</p> <ul style="list-style-type: none"> Establish operational plans and strategy for service delivery, and intervention action (Nov 06) Establish performance management framework (Sept 06) Undertake impact surveys 	<p><u>0.2 FTE</u></p> <ul style="list-style-type: none"> EDS Streetpride N'hood Enforcement SNTs
2.18	To Increase partnership working with local businesses to promote a cleaner Rotherham	Dec 06	Andy Shaw	<ul style="list-style-type: none"> Introduce for Town centre businesses the DEFRA Code of Practice on Litter (Dec 06) Est. "Clean Rotherham" Awards (Mar 07) Integrate waste management and local environmental upkeep within the Landlord Accreditation scheme (Sept 06) To introduce a Litter Control Area in Rotherham Town Centre and actively engage with businesses for compliance (Sept 06) Engage with local businesses and License Watch to address enviro-crime associated with the night time economy (July 06) 	<p><u>0.2 FTE</u></p> <ul style="list-style-type: none"> EDS Streetpride N'hood Enforcement
2.19	To creatively introduce diversionary methods for large item and hazardous waste collection	Sept 06	Adrian Gabriel	<ul style="list-style-type: none"> To research by Sept 06 possible methodologies to address community collection of; <ul style="list-style-type: none"> Bulky Item Community Skips "Bring out your Rubbish" schemes Examine feasibility of a "Toxic Taxi" service and clinical waste contract procurement (Jan 07) Develop a programme for Rotherham Wardens to target areas to increase re-cycling participation (Dec 06) Introduce wider community awareness of waste & recycling options (Sept 06) 	<p><u>0.1 FTE</u></p> <ul style="list-style-type: none"> Waste Management EDS Streetpride N'hood Enforcement Rotherham Wardens

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