

REPORT TO:	CABINET 19 January 2015
AGENDA ITEM:	9
SUBJECT:	Delivery of the Clean and Green agenda
LEAD OFFICER:	Jo Negrini, Acting Executive Director - Places
CABINET MEMBER:	Councillor Stuart Collins, Cabinet Member 'Clean and Green' Croydon
WARDS:	'All'
<p>CORPORATE PRIORITY/POLICY CONTEXT:</p> <p>The condition of the streets in relation to issues such as fly tipping and street cleanliness, have a negative effect on people's quality of life. The priority for this initiative is to improve the local environment and to make Croydon a more pleasant place in which to live, work and visit and ensuring that local communities are involved at every opportunity in tackling environmental crime issues, including taking responsibility for their own disposal of waste and proper recycling.</p> <p>The approach under 'Clean and Green' and 'Eyes and Ears' is very much a partnership between the Council; its staff, partners and residents to keep our borough clean and Take Pride in Croydon and looks to build upon the successes of the first 100 days of the clean and green initiative.</p>	
<p>AMBITIOUS FOR CROYDON & WHY ARE WE DOING THIS:</p> <p>The Administration has a commitment to make Croydon one of the cleanest and greenest borough's in London.</p> <p>The approach under 'Clean and Green' supported by the 'Eyes and Ears' approach is an integral part of the Ambitious for Croydon commitment; to make Croydon the cleanest and greenest borough in London, improving the performance in enforcing against fly-tipping, making it easier to report environmental crime and improving environmental services.</p>	
<p>FINANCIAL IMPACT</p> <p>Investment in the areas identified in the report have been prioritised from the new administration earmarked reserve and amount to £500k in 2014/15.</p> <p>£4m has been identified in the draft capital programme for 2015/18 to drive forward further improvements in the service.</p> <p>Eyes and Ears will lead to increased productivity and efficiency by using technology to automate and integrate processes and streamlined service management. The business case will identify the detailed benefits which will support the delivery of the 2016/17 budget.</p>	

FORWARD PLAN KEY DECISION REFERENCE NO.: this is not a key decision

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to:

1.1 Agree the actions detailed in the report to embed the Clean and Green approach, including the 'Don't Mess With Croydon; Take Pride' campaign as detailed in the report

1.2 Note the approach to the 'Eyes and Ears', Croydon Challenge project, including proposals to create a single enforcement service within the council.

1.3 Agree to delegate authority to the Acting Executive Director 'Place' in consultation with the Cabinet Member's, 'Clean and Green', 'Safety and Justice', 'Transport and Environment' and 'Homes and Regeneration, the final business case for Eyes and Ears'.

2. Executive Summary

2.1 The Clean and Green approach set out in the report of 30 June 2014 and approved by Cabinet (Min. A32/14), was designed to build a platform to make Croydon one of the cleanest and greenest borough's in London, through the introduction of a range of strategic and operational initiatives to tackle the issues of fly-tipping, recycling, street cleanliness and environmental enforcement supported by a publicity campaign, **'Don't mess with Croydon: Take Pride'**

2.2 The actions identified in the original Cabinet report have been developed and delivered over the first 100 days (and beyond) of the new administration and are very much a partnership between the Council; its staff, partners, contractors and residents with the aim of keeping our Borough clean and for everyone to Take Pride in Croydon. The aim was to focus the performance of the council and its contractors on the delivery of more efficient and targeted environmental services, specifically the removal of fly-tips that blight our neighbourhoods and improve the work carried out in detecting and enforcing against those that fly-tip.

2.3. The proposal under Eyes and Ears – Croydon Challenge project is to enable multi-skilled operatives and teams to become a unified face of the council, that is better able to respond to environmental and Anti-Social Behaviour (ASB) issues, have a more effective and integrated impact on communities and make visible improvements within the borough so it is a safer, cleaner place to work and live, all whilst reducing service costs through better coordination, integration of enforcement services and improved ICT systems.

2.4 This report sets out progress against the various initiatives and interventions under 'Clean and Green', identifies those interventions that have been integrated into

service delivery and references potential longer term changes to delivery that will be considered through a review of the current waste and recycling contract.

3. Introduction

3.1 The 'Clean and Green' initiative was introduced following the decision taken at Cabinet on 30 June 2014. That report set out 23 separate actions, which taken together were intended to create a platform to be able to better tackle the issues of fly tipping, recycling, street cleanliness and environmental enforcement. These were areas that were highlighted by Croydon's communities as needing urgent attention and a key part of 'Ambitious for Croydon' which set out the priorities for the administration.

3.2 The approach was supported by a publicity campaign, 'Don't' Mess with Croydon: Take Pride' (DMWCTP) which was based on the following:-

Education – Educating and informing Croydon residents of the full range of services and making it clear that the council would catch and prosecute fly-tippers and that it is a responsibility for residents and traders to keep their communities clean.

Enforcement – Making catching fly tippers a priority, supported by improved statistics and intelligence of hot spots, use of covert CCTV to catch offenders and encouraging residents to report offenders and informing residents of our successes. The creation of new key performance indicators can be used to encourage better performance from the environmental services and contractors.

Easy – Making it easy for residents to use services, to take away the excuses for fly-tipping and ensuring residents and traders are engaged to ensure they take responsibility for disposal of their rubbish and recycle properly

3.3 Looking back there have been some real successes but it is clear that achieving the change desired among residents and traders; to recycle and dispose of rubbish properly and to stop the practice of 'dumping the black bag' on our streets, still needs time to take effect and requires a 'step change' change in behaviour for some. The brand; 'Don't' Mess with Croydon: Take Pride', has taken hold and the presence of cabinet members, ward councillors and enforcement officers, joining residents on the streets undertaking ward based inspections has been really well received. The number of fly-tips removed has significantly improved with over 85% now being removed within 48 hours in comparison to only 3% pre the DMWCTP Campaign. Our Campaign has received National BBC TV coverage and a number of boroughs have made enquiries, including visiting to discuss.

3.4 Quality of life issues are affected by crime, fear of crime and the quality of the physical environment, including the look and feel of streets, which are primary concerns for local residents and businesses. The level of crime and clean streets are two areas that residents view as both important in making an area a good place to live *and* that are high priorities for improvement in Croydon. It is therefore clear that the Campaign needs to be continuous.

3.5 The Street Based Services Review (SBSR) undertaken in 2010 articulated a vision that required a single enforcement service operating borough-wide and deploying staff on the basis of need with a local area based contactable service engaged with the local population and communities. This vision was not fully implemented but the statements still hold true today. The Croydon Challenge has identified the need for a further review to identify additional synergies and efficiencies as Croydon still provides a range of street based services – environment, ASB, housing, in separate services.

3.6 Currently officers can work in isolation, which can lead to a difficulty in cross-functional working meaning issues can be dealt with differently by different officers in the borough. There are multiple functional identities of Croydon officers involving numerous uniforms and powers on the streets which can be confusing to the public and staff are not aware of the capabilities of many of their colleagues working in similar fields. The rationale for changing the way street based services are delivered in Croydon is justified in that whilst there are a number of success stories and examples of good joint working, the overall picture is that many services are delivered in relative isolation and in a disjointed manner.

3.7 Moving services into a model in which neighbourhood management is a key operational structure, will lead to a more rigorous approach to enforcement, in which officers work together more closely at a local level and become more multi-skilled in the way they work. The ‘Eyes and Ears’ approach also aligns with the developing “place-based” approach within the Development and Environment/Housing Directorate.

3.8 To better understand the approach being taken under the ‘Eyes and Ears’ initiative, it is worth looking back at what was achieved under Clean & Green.

4. Clean and Green Priority ‘Education’ – what we said

4.1 Underpinning the approach was the need for Croydon residents to be fully aware of the full range of services provided and be confident that the Council will attend to their concerns immediately. Success in improving confidence levels was to be based on improving the enforcement capability and through communicating clearly and quickly when action had been taken. Enforcement was one side of the approach with the other being the partnership approach with residents and traders by them ‘Taking Pride’ in their community, including engaging in community clear ups and ensuring that businesses comply with their trade waste responsibilities. When local action was taken the Council leafleted local residents informing them of the penalties issued and the services the Council provide.

4.2 Support for this approach needed improved and simplified ways to report environmental crime and by making it easier for residents to make reports and ensuring those reports are used to improve knowledge and intelligence.

5. Education - how we did

5.1 The following actions were set out in respect of the education strand:-

- The ‘Don’t Mess With Croydon: Take Pride’ campaign was launched on 5th June followed by a range of community and media events. The branded fly-tip removal vehicles were completed by the end of June with the Council’s

contractors, briefed and receiving branded clothing with the campaign message. A range of events took place across the borough with advertising on buses during July and August, which successfully raised awareness of the campaign. A number of ward based walkabouts, involving cabinet members, ward councillors, enforcement officers and residents took place including; Norbury, Upper Norwood, Thornton Heath, Bensham Manor, Broad Green, South Norwood, Shrublands Estate, West Thornton, Kenley, Coulsdon, Crystal Palace triangle, Woodside, Waddon and Ashburton. These problem solving inspections led to a range actions and interventions, including preparing a number of cases for enforcement. For example residents in Thornton Heath came together to create a community led group to proactively 'patrol' their streets, identifying priorities for preventing problems and turning "hot-spots" into "beauty spots".

- Obtaining council wide support for the campaign and branding was achieved though a dedicated intranet/internal website page for the campaign, which was launched on 3 July. 'Quick comms' communications, which provide quick and targeted information to residents of action taken were produced and used in various locations. A range of other media activities included the use of Decaux boards and council advertising space, the Your Croydon residents' e-newsletter, branding of Veolia and council vehicles, street signage, website, press releases and local media including a local newspaper 'wrap'. T-Shirts, bags and information leaflets were issued to spread the word, these were well received by members of the public, building companies, Croydon F.C. and at community festivals with the public keen to support the campaign.
- Making use of local media to deliver these messages the council has also worked with both Business Improvement District teams to focus their efforts to help make Croydon cleaner and greener. The creation of @DMWCroydon Twitter account, with regular posts on the @YourCroydon account and the Love Croydon Facebook page have led to an increase in the number of followers on Twitter.
- A 'community pride' co-ordinator has been recruited to work with the volunteer clean and green street champions. Following promotion via a number of events the total number is now over 150. A work shop took place in October 2014, involving community volunteers to plan their involvement in the scheme. The 'Community Pride co-ordinator will take forward plans to introduce clean ups in conjunction with residents and other community organisations, council staff, where Veolia will support the removal of fly tips and litter.
- Integrating the 'Eyesore Garden Project' has commenced, leaflet's have been designed and are now being delivered by AEOs who identify front gardens that blight the community due to discarded rubbish, to advise them of their responsibility to keep clean. The MyCroydon app is also being developed to capture reports of eyesore gardens

6. Clean and Green Priority Enforcement – what we said

6.1 It is clear that the removal of fly-tips needs to be followed by enforcement and the community need to be told fly-tipping will not be tolerated. The number of fly tip reports in the borough remains high although saw a reduction in August, October and November. As the first cases get through the lengthy court process we have confirmed that we will seek to name and shame offenders.

7. Enforcement – what we did

7.1 The following actions were set out in respect to the enforcement strand:-

- The evidence based picture of fly-tipping, through interrogation of the various data sets is improving. Together officers are able to identify the top 20 fly-tipped roads and target resources accordingly. Council enforcement services IT is being developed, which will allow end to end tracking of cases and automated feedback to residents when this rolls out. Intelligence is being gathered and shared on a daily basis through ongoing communication between the council and Veolia services including working together on proactive operations e.g. Portland Road, New Addington and Thornton Heath.
- A new basket of performance indicators have been created along with a performance management dashboard (Appendix 1) to track progress across all clean and green actions. Monthly contract meetings are conducted at an operational and senior management level that review the previous month's performance of service delivery by enforcement, customer services and Veolia and identifies any trends for correction actions. Monthly fly tip numbers have fluctuated but have shown a reduction since June 2014. The removal of fly-tips within 48 hours is now achieved in 85% of cases and this has seen an improvement every month since June 2014.
- The approach to patrol and response has been reviewed to ensure the AEOs work closely with the three 'Fly-Tip Reaction Team's. AEO/Veolia Supervisors have established regular communication and meet at least once a week to discuss area based issues with a view to utilising combined resources to resolve. Veolia Supervisors also ensure where operatives find evidence in fly-tips that evidence is retained and handed off to an AEO at the earliest opportunity, maintaining the chain of evidence.
- Small localised operations take place regularly between all services with a number of large multi-agency enforcement led operations planned to achieve maximum effect. The first ones took place in Portland Road, New Addington and Thornton Heath. Council Environmental Enforcement Officers (EEOs) now work with Police on planned operations to do stops on waste carrying vehicles to check relevant waste carrying licenses are in place.

- More focus has been placed on increasing the number of prosecutions ensuring all enforcement officers have the ability to take action against those witnessed committing these offences. The EEO team has now expanded and the team are taking on a larger number of cases. These cases can be lengthy though in particular as the council is experiencing considerable delays in securing court dates for such cases. Warning letters, completion of statutory notices and issuing FPNs are all successful outcomes and are now being accurately recorded and AEOs are now authorised to deal with the full range of enforcement powers.
- Other activity includes:
 - 2 cases for prosecution for fly tipping confirmed for February and April 2015;
 - 6 warrants granted requesting the seizure of fly tipping vehicles;
 - 64 Active environmental enforcement cases;
 - Over 20 interviews under caution since June most of which are expected to progress to formal prosecution. For the last few years up until June 14 the number of interviews under caution was approximately 1 per month and there are now approximately 5 per month;
 - 247 Duty of care visits in the last couple of months checking the waste arrangements of shops and businesses
 - 3 multi agency operations tackling trade waste carriers (Op Cubo) completed;
 - Overt and covert CCTV is being deployed to hotspot locations along with early morning multi-agency operations;
 - An average of 46 Fixed Penalty Notices (FPN's) for fly tipping per month since June 14 compared to an average of 20 per month for the whole of 13/14.
- To encourage residents to report offenders, ongoing messages have been used as part of a campaign to encourage reporting with a new hotline and email address developed to create additional ways for residents to report fly-tipping. Fridge magnets, leaflets and general information with reporting details have been issued to the public and the MyCroydon App further developed to enable users to report fly-tippers. Additional communications and press releases are being developed along with a visual campaign to encourage reporting and follow up statements to aid prosecution
- New 'No Fly Tipping and prosecution' warning signs have been commissioned to support the new 'Don't Mess With Croydon' (DMWC) brand and are being used successfully in fly-tip hot spot locations supported by cameras where appropriate.
- As of December 2014 there were over 150 community champions who have registered an interest in supporting the campaign and the first 'Community Pride Clean Up is in development. An internal instruction/guidance has been issued to staff setting out the background to 'DMWC' and setting out the responsibility for staff to report fly-tips through the various mediums. Work continues to ensure that as the new hand held devices come on line they are enabled with the Croydon App.

- The My Croydon app has been updated to enable residents to report fly-tippers and litter louts by capturing offences on camera and reporting them to the council to support prosecutions and communications have started to promote the app as part of the wider campaign. All Environment staff and Veolia Environmental Services Ltd staff have been briefed and reminded on the importance of reporting fly tipping and environmental concerns throughout the borough.

7.2. Unauthorised encampments. During the summer of 2014, there were a number of unauthorised encampments that took place on highways, parks and open spaces in the borough. In particular there was one group that illegally encamped on three of our parks in succession leaving a substantial amount of fly-tipped material that the council was required to remove. Following those incidents a new approach to the encampments was introduced;

7.3 Following a visit by the Area Enforcement Officers to complete the required assessment and giving the direction for them to leave the land by a given time, a notice stating that the council reserves the right to use overt and covert CCTV is given to all adults in the group. This will enable officers to carry out surveillance on the group to deter and detect fly-tipping and they are warned that those caught will be subject to rigorous enforcement action.

7.4 To support these actions, arrangements have been put in place to secure the services of a private security firm to conduct overt and/or covert surveillance at the times that the council enforcement services are not on duty; specifically overnight. This additional measure will send a clear and unequivocal message that fly-tipping is not acceptable. In addition enforcement work has commenced on Waste Carrier Licence inspections, where people carrying commercial waste without a licence will also be liable to a fine of £300 or conviction at court. Joint operations with the police using automatic number plate reader technology is also being used to tackle those operating across the borough in commercial vehicles to dispose of waste illegally.

8. Clean and Green Priority Easy – what we said

8.1 To make it easier for residents to make use of council services for reporting fly tips and take away any excuses they may have for fly-tipping, it was necessary to find out what works best for them and identify those aspects of our approach which doesn't work and gets in the way of recycling and disposing of waste properly. It was clear through the various events and walkabouts that this would require a review of recycling arrangements, bulky waste and landfill collection services, which will need to be the subject of additional work.

9. Easy – what we did

9.1 The following actions were set out in respect to the easy strand:-

- Three additional fly-tip collection vehicles have been incorporated into the street cleansing operation and adjustments to the cleansing schedule have been made in the hotspot areas to reflect the high level of fly-tips. These collection vehicles have been clearly branded to reflect the new priority.

- The 'Don't Mess with Croydon: Take Pride' fly tipping hotline was launched to complement the Council App. This took the form of a dedicated telephone number, 020 8604 7000 and an email address 'flytipping@croydon.gov.uk'. An information leaflet was developed and advertising through use of banner ads directing to a fly-tipping webpage for further information. The logo and message has been inserted at bottom of council email footer for advertising purposes
- A new process to enable a fly-tip to be removed more quickly and without the need for unnecessary works orders has been implemented. The close working arrangements between enforcement officers and Veolia ensure that investigative opportunities are not lost through this change.
- The frequency of street cleaning and street bin provision has been a key aspect of this approach. Road sweeper schedules have been reviewed with Veolia who have provided additional resources to key hot spot locations at times of greatest need between 2pm and 10pm. An increase in the provision of street bins, where this will make most impact, is being considered as part of the capital programme. 100 additional litter bins have been placed in the past 9 months which is largely customer driven.
- To help tackle the problem where some properties such as flats above shops have difficulty in presenting their waste, the provision of a new style of bin in Crystal Palace is to be trialled in early 2015, will make it easier to deposit recycling and landfill waste in the same street container.

10. Performance Measures

10.1 A range of Key Performance Indicators have been developed and are being tracked through a performance management framework (Appendix A) and include the number of fly-tips, FPNs issued, numbers of investigations, and number of street champions. Although there is no target set on the number of fly-tips, from the peak in September 2014 of 1586 reports the number of recorded fly-tips has gone down month on month to 1405 in November 2014. The percentage of fly-tips removed within 48 hours has increased significantly, from under 80% in September to over 85% in November.

11. Eyes and Ears

11.1 This Croydon Challenge proposal aims to multi-skill operatives and teams to become a unified face of the Council, that is better able to respond to environmental and ASB issues, have a more effective and integrated impact on our communities and make visible improvements within the borough so it is a safer cleaner place to work and live, all whilst reducing service costs. This approach complements the work done within Clean and Green.

11.2 This will be achieved through a range of actions:

- improved co-ordination and integration of enforcement services including those delivering the service and any support functions so that there is greater service consistency, reduced confusion for residents, increased service efficiency and effectiveness and the council is easier to contact and quicker to respond
- improved internal/external communication between services and a multi-agency problem solving approach
- delivery of flexible and tailored services that reflect and meet the individual needs of areas of the Borough, which may be different in different parts of the Borough
- reliable, automated and integrated ICT systems that :
 - enable staff to respond to enforcement issues immediately (e.g. on the spot letters)
 - improve inspection and fault reporting
 - ensure information is not lost, duplicated or data input more than once and reduce potential for manual error
 - enable dataflow from the initial incident report, through to the appropriate case management system and instigation of initial action with the minimum of manual intervention
 - provide timely, proactive feedback and progress updates on issues reported, where contact details have been provided
 - simplify back office case management and prosecution processes and standardise where it makes sense to do so
 - enable everyone (staff, councillors, contractors, residents and visitors) can easily and quickly report issues that they see
 - provide useful management information that enables effective targeting of resources and supports the continued evolution of the service
- an ongoing campaign that builds on the “Don’t Mess with Croydon” brand and campaign that engages, galvanises and empowers the community to act as the Council’s Eyes and Ears by reporting issues and encourages and supports them to “do the right thing” and take responsibility for resolving issues, where it is appropriate and safe to do so
- supporting a shift in targeting patrol resources to the areas of need rather than general patrols
- rigorous and consistent penalising of persistent and institutional offenders
- front-line patrol staff being focussed on front-line activity, rather than getting involved in back office case management, which reduces their capacity for front-line patrols

- development and embedding of education and training for all (staff, Councillors, public) to support culture change and a “one team” mindset and approach
- accepting that issues reported are genuine so there is no need for an officer to verify it

11.3 A number of outcomes would be attributed to this project:

- Increased productivity and efficiency by using technology to automate and integrate processes;
- Resource reduction and reallocation as the public will act as eyes and ears;
- Streamlined service management;
- Potential for increased income from FPN issuance;
- Increased service effectiveness and performance;
- Increased engagement with local businesses and residents building on the campaign “Don’t Mess with Croydon”, to further develop community responsibility to report and address environmental issues;
- More accurate data and automated processes which will support improved management of the Council’s external contracted services, as Contractors can be better held to account and in turn become more responsive, resulting in tangible improvements;
- Members trust the Report It App to report environmental and ASB issues, rather using than informal channels which require manual intervention to initiate action;
- Increased public satisfaction with the environment and borough overall and improved perception, confidence and trust in the Council to tackle environmental and ASB issues;
- Earlier intervention, increased visible Council presence and an improved overall environment has the potential to reduce the volume of issues occurring, which could reduce the number of prosecutions and associated legal fees.

12. Conclusions

12.1 ‘Clean and Green Croydon – the first 100 days’, set out 23 separate actions, which have been reviewed to assess how successful they were and to identify those actions it is considered should be incorporated into current or future service delivery.

12.2 Feedback obtained from the various street based events, supported by examination of customer complaints, indicates that the following areas were of the highest priority:

- rapid removal of fly-tips;
- increasing the number of prosecutions;
- improved road sweeping (specifically in district centres); and
- proactive communications.

These issues are either being addressed or are in development and the Council's contractor has agreed to resource additional evening street cleaning operatives in the hot spot areas.

12.3 The following interventions have been adopted to ensure the thrust of 'Don't Mess with Croydon – Take Pride' campaign is mainstreamed and the positive results achieved continue.

- Continued focus on problem solving hot-spot locations and increasing the number of prosecutions
- Continuation of the communications strategy supporting the Don't Mess With Croydon brand, including provision of No Fly-Tipping signs at hot-spot locations
- Taking the Croydon Champions programme forward. Experience has shown in other boroughs, that given the right support early on, the community champions will take control of the agenda, working with the Council and Contractors' staff, all taking pride. This approach helps to keep streets clean, improve recycling, also it improves community engagement, taking on small projects such as adopting unclaimed land that is or can become an eyesore.
- From early 2015 the Council will be seeking agreement with all shops and businesses to sign up to the Don't Mess With Croydon, Take Pride campaign this will involve them working with their local communities and Council and displaying our joint agreement.

12.4 In addition work has commenced on identifying an improved provision of landfill and recycling containers, such as a single green recycling bin, twin stream recycling/litter bins and additional street litter bins in those areas that most need them.

12.5 A number of ideas to improve service delivery have been identified during the progress of 'Clean and Green' which will need longer review and investigation. Some of the changes that are needed to improve the look and feel of the environment will require a root and branch examination of the current contract. The current specification should not be a one size fits all approach and what works for one type of property will not necessarily be suitable for a different type of property.

12.6 The following will be subject of further investigation with a view to consideration either in a new or revised waste collection contract when the current contract expires in March 2018:

- Targeted weekly collections. In densely populated areas many properties struggle for space to store bins, where the provision of increased weekly landfill collections will release the pressure on them to find alternative ways of disposing or storing of their waste. These locations would be identified based on the intelligence and data regarding fly tip hot spots, poor recycling and bins left on the streets.
- Use of split truck collections. Rather than the current situation where there are separate land fill and recycling collection rounds, the provision of a split truck

to pick up both at the same time, would cut down on the number of collection rounds. Consideration needs to be given to the collection of food waste in this new arrangement.

- Providing a single container for all recycling rather than separate boxes as currently provided. This is used in a number of neighbouring boroughs successfully. The Waste and Resources Action Programme providing advice on comingled collections will be reviewed to ensure any approach we take is compliant with the EU framework but the simple act of reducing the amount of containers will make recycling easier for residents and cuts down on the number of bins required.
- Provision of household composting facilities. This would complement the above service changes by allowing residents that are able to compost green and food waste rather than send to landfill.
- Review of street sweeping schedules within the District Centres specifically in the afternoons and evenings Monday to Fridays and at weekends.

13. CONSULTATION

13.1 The main thrust of this approach has been clearly documented in 'Ambitious for Croydon' and the Clean and Green Cabinet report of 30th June 2014. Consideration has also been given to the 'Croydon North Streets – Independent Commission', which consisted of a number of public meetings and received feedback from questionnaires circulated widely to residents and community groups and the consultation conducted as part of the new environmental enforcement policy.

13.2 A key feature of the first 100 days of this initiative was the two weekly ward based walkabouts involving the cabinet members, local ward councillors and local residents. These take the form of a programmed tour of fly-tip hot spots where community members are able to engage with members and officers setting out their views on the waste collections and street cleaning contract. These views have been incorporated within this report.

13.3 The current outline business case for 'Eyes and Ears' will be developed into a full business case for implementation during 2015-16. That will require consultation with staff and services that are affected together with local communities and partners to ensure that the approach is consistent with Clean and Green priorities. The developing specification for a new waste and environmental services contract will also be subject to similar consultation.

14. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

Revenue and Capital consequences of report recommendations

14.1 The interventions described in 12.3 above can be accommodated within existing resources. The additional actions undertaken during this financial year and described in this report have cost £0.500m and have been funded from the new administration priorities earmarked reserve.

14.2 A £4m capital allocation to undertake some of the measures in the report has been included in the 2015/18 draft capital programme as presented to Scrutiny committee in December. This is spread over 2015/16 and 2016/17.

14.3 **Options** – The range of services and interventions in this area will need to be adapted as demand and resident compliance shifts. Performance will be reviewed on an on-going basis to enable judgments to be made accordingly.

14.2 **Future savings/efficiencies** – As Eyes and Ears develops this is likely to identify savings as areas of work and lines of management are brought together.

(Approved by: Richard Simpson, director of finance and assets)

15. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

15.1 The Solicitor to the Council comments that there are no direct legal implications arising from this report.

15.2 Approved by: Gabriel MacGregor, Head of Corporate Law on behalf of the Council Solicitor & Monitoring Officer

16. HUMAN RESOURCES IMPACT

16.1 There are no human resources implications arising from this report.

16.2. Approved by Adrian Prescod, HR Business Partner, for and on behalf of Director of Human Resources, Chief Executive department.

17. EQUALITIES IMPACT

17.1 The Council's commitment to becoming one of the cleanest and greenest boroughs in London will be delivered through the Clean and Green and Eyes and Ears projects. These projects will focus on improving the local environment and the condition of the streets in relation to issues such as fly tipping, street cleanliness and other issues that have a negative effect on quality of life that people living in the borough experience.

17.2 The Clean and Green and Eyes and Ears projects will be delivered through a partnership approach between the Council; its staff, partners and residents to keep Croydon clean and looks to build upon the successes of the first 100 days of the clean and green initiative. In the planning and delivery of these projects the Council will ensure that that local communities (including equality groups) are involved at every opportunity in tackling environmental crime issues, including taking responsibility for their own disposal of waste and proper recycling.

17.3 An initial equality analysis was undertaken to assess the likely impact the Clean and Green Project (as part of the development of the environmental enforcement policy). The initial analysis concluded that the actions that are proposed to make Croydon a Cleaner and greener borough are unlikely to directly affect equality groups that share a "protected characteristic". In terms of enforcement action, the direct impact will be upon anyone who is caught committing an environmental offence rather than any particular group.

17.4 The initial equality analysis has identified a number of specific equality issues around involvement of local community groups and the provision of accessible information. These will be addressed through the implementation process and service delivery. For instance, services will ensure that different equality / community groups and schools are engaged in the campaign to educate and raise awareness of the clean and green agenda and any communication / information that we produce is accessible. The services will also work with local community organisations and the Council's community partnership team to identify local community and neighbourhood champions and ensure they represent the diversity of the community and work in partnership to seek community involvement in clear ups.

17.5 An equality analysis will be undertaken as part of the development of the business case and the delivery of the for Eyes and Ears Croydon Challenge project. This is likely to be completed by January 2015. Any equality and inclusion issues that are identified (for both residents or staff) will be considered and mitigating actions will be developed, delivered and monitored through the mainstream service monitoring framework.

18. ENVIRONMENTAL IMPACT

18.1 The recommendations of this report impact significantly on the environment as they are specifically designed to address enviro-crimes such as fly-tipping and littering as well as looking to improve the waste and recycling collection services. The aim will be to send clear messages that the Council will not tolerate these offences, change attitudes to fly tipping and littering, improve the standard of street cleansing and ultimately will make the borough a safer and cleaner place to live, work and visit.

19. CRIME AND DISORDER REDUCTION IMPACT

19.1 The recommendations of this report will impact on crime and disorder in that they are intensifying the Councils approach to identifying and prosecuting people for fly-tipping and littering. These are offences that the Council has powers to enforce. Bringing together the various parts of the enforcement functions of the council through Eyes and Ears will also improve the responsiveness of the services to environmental crime and ASB complaints.

20. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

20.1 It is recommended that the council continues to adopt the Clean and Green approach and range of interventions, which clearly sets out what the Council's position is regarding action to tackle fly tipping, littering and other offences, which are consistently reported as being a high priority for the public.

20.2 It is recommended that the approach to the Eyes and Ears Croydon Challenge project is progressed to a full business case for implementation during 2015-16.

21. OPTIONS CONSIDERED AND REJECTED

21.1 The range of interventions described above take the existing powers the council has together with the role of enforcement, combining them under a new strategic and

operational approach within the Clean and Green strategy. There are options to introduce this approach without including contractors, business, residents or staff but that would undermine the 'inclusive' nature of this strategy and would lead to an approach which did not have partnership at its core.

21.2 There are options to reduce the proposed enhanced enforcement and revert to the practice where AEOs and Neighbourhood Wardens were the only services responsible for this agenda. This option would not reduce back office pressures on administration and complaints nor would it allow the Council to achieve its Corporate Plan commitments to 'Protect the priorities of our residents and customers' in terms of keeping the Borough a clean place and taking action against those who break the law. It would also contradict the feedback we have received through public consultation.

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BACKGROUND PAPERS - LOCAL GOVERNMENT ACT 1972

Appendix A - Performance dashboard