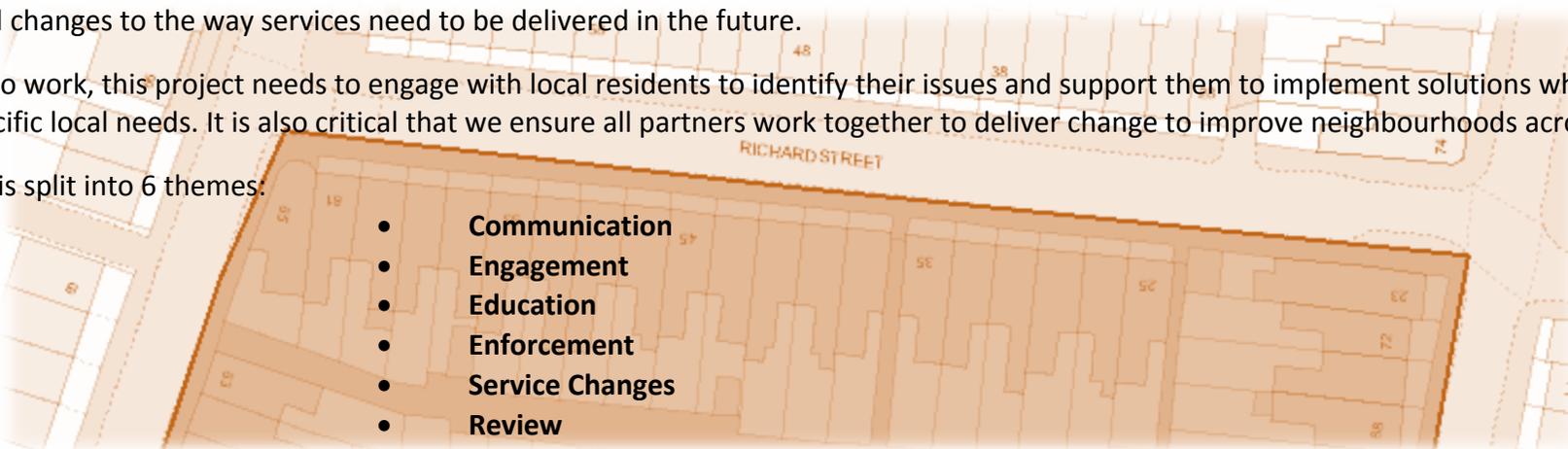


Crewe Neighbourhood Action

This is a 12 month action plan to facilitate change behaviour and address the needs identified as part of the Crewe Fly tipping pilot. It runs from August 2016 to August 2017, and will be monitored and evaluated, so that lessons can be learnt and actions reviewed to inform longer terms plans and changes to the way services need to be delivered in the future.

In order to work, this project needs to engage with local residents to identify their issues and support them to implement solutions which meet their specific local needs. It is also critical that we ensure all partners work together to deliver change to improve neighbourhoods across Crewe.

The plan is split into 6 themes:

- 
- **Communication**
 - **Engagement**
 - **Education**
 - **Enforcement**
 - **Service Changes**
 - **Review**

The pilot focuses on 6 zones (possible 8 but initial focus on the 6 agreed) within neighbourhoods, which were identified using evidence of hotspots from intelligence and reporting, and were agreed in March 2016, by the Scrutiny Working Group who established the pilot. These have been based on calls received, visits by Ansa and CEC and concerns expressed by members of the public and Councillors. Statistics for all the areas have been based on the period from April 2015 until 22nd February 2016.

It has been recognised that there are a number of areas in Crewe that could be addressed, but in order to gain any feedback/positive outcomes and change, a selection of areas need to be agreed and tackled on a regular basis during the 12 month period. Some of the actions below will involve communities outside of the pilot zones, and learning will be used to benefit the whole of Crewe from August 2017 onwards and services changed across Cheshire East where relevant. Further information and maps on the hotspot zones, are at the end of this plan.

Communication

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
<p>Communicate clearly with all residents in different formats that ensure information is able to be read or received and understood by the individual or group for which it is intended</p>	<ul style="list-style-type: none"> • Develop a Communications Plan for the project, with clear and positive messaging • Use clear agreed messages to engage with residents using the platforms they prefer – e.g. Facebook pages. • Ensure all information for the project, is in accessible formats • Use clear English and visuals to promote messages • Translate materials into necessary languages to ensure all residents can access information. 	<ul style="list-style-type: none"> • Sept 16 • August 16 onwards 	<p>Communications Team or KH commissions out</p>	
<p>Develop and run a behaviour change campaign to improve knowledge/raise awareness of fly-tipping and waste disposal in local communities.</p>	<ul style="list-style-type: none"> • Secure resources and skills to develop the campaign • Campaign to be community led – so community message to their community • Clear message that most people look after their neighbourhood, already do this, so why don't you? • Need to agree branding of the campaign and whether we refer to it as "Operation" • Use Crime Stoppers branding & other visuals to reinforce message that it's a crime • Develop & distribute a leaflet – a guide to help stop fly tipping • Use social media/webpages/printed media Stickers on bins, Staff Intranet/Team Talk, Community Newsletters, advertising boards etc. • Ensure information is in accessible formats & translated • Include Duty of Care • Collate information on the issue of fly-tipping and its cost to us, £ and other costs – infographics • Increase reporting via correct routes to capture data and intelligence and message that everyone needs to take part / report 	<ul style="list-style-type: none"> • July 2016 • August 2016 • Autumn 2016 • Ongoing • Ongoing • Autumn/Winter • Campaign • Campaign • Campaign • Name & Shame as court cases take place 	<p>KH working with Communications/commission campaign</p> <ul style="list-style-type: none"> • Residents • Councillors • Council employees • Partner agencies • Schools • Chamber of Commerce • Businesses - specifically Letting Agents, Stores selling white goods/beds, Building material supplies, Tyre fitting companies, Landlords. 	<p>Look at holding Neighbourhood Action weeks in each of the 6 pilot zones</p>

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
Ensure everyone understands their Duty of Care responsibilities	<ul style="list-style-type: none"> • Risk/cost of prosecution - your responsibilities as a resident, how many prosecutions there have been and for what amount – ‘name and shame campaign’ (court cases only) • Develop a “Man with a Van” Campaign – duty of care?? • Branding / name Operation • Leaflet – do you know where your waste ends up? • Encourage residents to share their stories with us, and use as case studies where possible. • Distribute leaflets and posters to residents, community venues and DIY outlets/ Builders Merchants • Postcards to houses undergoing works (e.g. having front-gardens renovated, tree-works etc.) to ensure householders have asked contractors to evidence they have waste carriers licences and appropriate insurance • Possible project, issuing and encouraging residents to use Smartwater kits to mark waste removed by waste carriers to ensure it is not flytipped. 	• tba	As above.	Need to discuss and agree if we want to include this.
Ensure new residents have information on how to manage waste	<p>Create and distribute the following:</p> <ul style="list-style-type: none"> • Welcome to Crewe packs for residents to go to all households in 6 pilot zones • Provide packs to residents to post through neighbouring doors in private rented sector homes, especially in areas of high tenant turnover • Pack to include leaflets on waste management • Packs to Letting Agents and Landlords to give out to new tenants • Packs to CEC Services and wide range of partners to give out and make accessible at their venues e.g. RSLs, police stations. • Letter to landlords outlining responsibilities of effective disposal of waste 	<ul style="list-style-type: none"> • Develop November onwards to start using early 2017 • Need to co-ordinate with distribution date for bin calendar 	<p>Project Manager to lead</p> <ul style="list-style-type: none"> • Residents willing to hand out packs • Letting Agents • Landlords (targeted and through forum) • ANSA • CEC 	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
Specific Communication to Businesses re. their responsibilities to dispose of waste appropriately, making them aware of available options and fines that can/have been given	<ul style="list-style-type: none"> Information on how to dispose of bulky waste Review and refresh Webpages on waste services Web address contact details for bin calendar 			
	<ul style="list-style-type: none"> Develop Information Pack/Leaflet/Letter for Businesses - specifically Letting Agents, Stores selling white goods / beds/construction companies Possible series of leaflets for specific issues/industries eg. a leaflet about the correct disposal of construction waste working in liaison with Building Suppliers. 	<ul style="list-style-type: none"> March 2017 	Communications/ Commission <ul style="list-style-type: none"> Community Enforcement Officers / Regulatory services/ANSA/ Elected Members to facilitate/ assist distribution Chamber of Commerce 	
Relaunch of the Community Enforcement Team	<ul style="list-style-type: none"> Review role based on outcome of the Environmental Enforcement contract Agree the brand and uniform for the team and launch along with information on their role 	<ul style="list-style-type: none"> Sept 16 	Rick Hughes and Laura W-H	
All Member Information Briefings	<ul style="list-style-type: none"> Regular feedback at Crewe Member Briefing Sessions to update on the pilot 	<ul style="list-style-type: none"> July/August Bi-monthly 	Kirstie Hercules	

Engage

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
Identify issues in each of the pilot zones and local views on ways to address	<ul style="list-style-type: none"> • Promote the survey and let residents know in advance. • Carry out Smart Survey to understand the causes of flytipping and the attitudes of residents and businesses in the project area. Discuss issues and ideas with people as part of the survey and encourage them to get actively involved. • Hold briefings with all those involved, immediately before the initial visit to each zone. • To return to properties several times to ensure we engage as many people as possible. • Report issues whilst out so that straight forward fixes are resolved quickly. • Recover all contaminated bins in the area at beginning of work in each zone along with an initial clean-up of the area • Record issues / possible community projects, which residents may want to include in their action plans. • Identify languages spoken in each zone, and return with an interpreter if required. • As part of the survey, talk to residents about their Alleygates, do they help or hinder? • Undertake as part of the smart survey an assessment of the bins that residents have – replace any missing bins, provide extra bins or larger where needed • Encourage Officers, Members, Partners and residents to get involved in carrying out the surveys. • Share summary of the findings with residents in the zone. 	<ul style="list-style-type: none"> • First 2 zones in late July . • 2 early August, 2 late August, 4 September. • August and ongoing • August and ongoing • August – September • July 2016 • August and ongoing 	<p>Laura W-H to lead.</p> <p>Surveys to be carried out by:</p> <ul style="list-style-type: none"> • Community Enforcement Officers • ASB Team • Engagement Officers • Ward Councillors • Partners • ANSA • Probation 	
Develop Community Pride in neighbourhoods	<ul style="list-style-type: none"> • Develop a Community Pride Project/Competition for Crewe, which encourages people to look after their neighbourhood and alleyways 	<ul style="list-style-type: none"> • Spring 2017 	<p>Tina Jones working with CD and CSD Teams</p>	
Value and Support local	<ul style="list-style-type: none"> • To attend meetings when invited and ensure residents 	<ul style="list-style-type: none"> • Ongoing 	<p>CEC and ANSA</p>	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
groups who are actively addressing issues in their neighbourhoods	<ul style="list-style-type: none"> receive feedback on actions. To support Clean Team, Crewe Grotspots Group etc. with community activities in practical ways To recognise the valuable work local people are doing - e.g. Thank you letter 	<ul style="list-style-type: none"> Ongoing TBA – if action, then August onwards 		
To launch Neighbourhood Action, to engage residents in addressing local issues.	<ul style="list-style-type: none"> To hold regular meetings in each Ward, where local residents can raise issues and ideas, and work together with the support of agencies to address. To hold regular Ward Walks in each area, where Officers, Partners, Members and Residents walk the area to identify hotspots/issues and talk to other residents to find out their issues and encourage them to get involved. To arrange 2 visits for the Mayor Neighbourhood Action Groups to develop action plans to address their issues, with support from agencies. Organise and deliver “Clean Up” days, in each of the 6 zones, creating a pride in the community. To include the provision of equipment, cordoned areas for collecting waste to be collected, publicity to all residents and businesses. Highlight information about regular waste collection, recycling etc. Support Neighbourhood Action Groups to deliver projects e.g. creating a Community Garden on disused waste ground. NA to revisit Alleyway Project – where communities take ownership and pride in alleyways 	<ul style="list-style-type: none"> Start in pilot zones from September Start in pilot zones from September Spring 17 Draft Plans October 2016 Pilot in Oct 2016 and programme in for 2017 	<ul style="list-style-type: none"> Community Enforcement Officers to lead with support from Engagement Officers. Invite relevant Officers and partners. As above. Community Enforcement Officers to lead with support from Engagement Officers. As above. Engagement Officers. 	
Increase the number of people actively involved in addressing issues.	<ul style="list-style-type: none"> To increase the number of people engaging in action To provide equipment to any group of residents willing to get involved in cleaning up their neighbourhood (e.g. bags, gloves, fluorescent bibs, collecting rubbish etc.) Increase the number of people getting involved in carrying 	<ul style="list-style-type: none"> September 2016 to August 2017 	Community Enforcement Officers & Engagement Officers – working with ANSA	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
<p>Work with residents and businesses to look at ways to Design out Crime</p> <p>Engage with Dog Owners and encourage responsible dog ownership</p> <p>Increase the information received from Employees and Contractors regularly out in the hotspot areas</p> <p>Ensure all those involved are able to identify and know how to report any Safeguarding issues</p>	<p>out surveys, door knocks etc.</p> <ul style="list-style-type: none"> Involve local residents in educating others. E.g. School visits. Encourage people to report flytipping. Dog fouling etc. and increase their confidence to give statements which enable prosecutions Review Home Watch schemes in the area and see if willing to monitor and report environmental crime. 			Next phase - possibly look at incentives e.g., reward for evidence leading to successful prosecution.
	<ul style="list-style-type: none"> In the 6 pilot zones, look at ways to prevent fly-tipping and other environmental crimes – e.g. overhead barriers, width restrictors, target hardening etc. 	<ul style="list-style-type: none"> September 2016 to August 2017 	CEOs lead with support from CEC Services & Police	
	<ul style="list-style-type: none"> Based on findings from Dogwatch campaigns held in other areas, run a series of engagement activities in Crewe which promote responsible dog ownership, engage with dog owners to address issues and lead to enforcement where necessary. 	<ul style="list-style-type: none"> October onwards 	CEOs to lead	
	<ul style="list-style-type: none"> Empower front line employees and contractors to report incidents of flytipping, graffiti, littering and dog fouling. 	<ul style="list-style-type: none"> January 2017 – June 2017 	Project Manager to develop	
	<ul style="list-style-type: none"> To ensure everyone involved has Safeguarding Awareness Training, and know what signs to look out e.g. Neglect, CSE, Prevent, and Human Trafficking etc. Ensure any issues are reported in the correct way Make links with relevant working groups and programmes, to pass on intelligence and address issues Ensure relevant Protocols are in place to address any issues e.g. Human Trafficking 	<ul style="list-style-type: none"> August and ongoing Ongoing Ongoing 	Project Manager working with RH, LW-H and Dawn Clark.	To be part of Briefings before surveys and built into other work.

Educate

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
<p>Work with local schools to educate children and young people about recycling and waste management</p>	<ul style="list-style-type: none"> • Develop package to be delivered in local schools to engage children and young people. • Organise competitions in local schools e.g. Posters • Litter patrols outside schools • Possible project with schools to look at reusing fly-tipped items for business purposes i.e. sell on old items as they are or create something new out of them. • Consider relaunching Junior Wardens to encourage children to look after their environment and tell parents about the waste problems. • Work with colleges to look at ways we can educate future tradespersons on construction courses etc. on Duty of Care. 	<ul style="list-style-type: none"> • Sept 16 & ongoing • Spring 2017 • Spring 2017 • May 2017 • Sept 16 onwards 	<p>Community Enforcement Officers to deliver.</p>	
<p>Work with community groups to promote responsible waste management and recycling</p>	<ul style="list-style-type: none"> • Develop package to be delivered to community groups. • Distribute leaflets to community venues • Look at possible display in community venues. 	<ul style="list-style-type: none"> • January 2017 • Ongoing • March 2017 	<p>Community Enforcement Officers to deliver.</p>	
<p>Work with Letting Agencies and Landlords to promote effective Waste Management</p>	<ul style="list-style-type: none"> • To attend Landlord Forums to talk to landlords about waste management and other issues identified. • To identify the landlords of properties in the 6 pilot zones. • To talk to all HMO landlords, to identify the number of tenants and ensure each property has the necessary bins, providing extra where needed. 	<ul style="list-style-type: none"> • Next date • Sept - Mar 	<p>Laura Woodrow-Hirst</p> <p>Community Enforcement Officers</p>	
<p>Work with local businesses to improve waste management</p>	<ul style="list-style-type: none"> • Review of current position and make recommendations for future changes regarding including Include waste disposal considerations/ procedures/ licences as a 'must-have' for businesses e.g., appropriate disposal mechanisms in place for your trade waste such as a contract for a commercial bin • Develop guidance on waste management for businesses in 	<ul style="list-style-type: none"> • June-Aug 17 • Jan 17 	<p>LW-H</p> <p>Community Enforcement Officers</p>	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
	<p>the area</p> <ul style="list-style-type: none"> Visit businesses to discuss waste, identify barriers, ideas for change and action points. 	<p>onwards</p> <ul style="list-style-type: none"> Feb-March 2017 	Community Enforcement Officers	

Enforce

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
<p>Search all flytipping and side waste to obtain evidence to Issue Fixed Penalty Notices</p> <p>Use ASB Tools and Powers to address local issues</p>	<ul style="list-style-type: none"> Increasingly utilise Fixed Penalty Notices (FPNs) and warning letters Gather evidence which enables cases with unpaid fines, to be taken to court for prosecution 	June 2016 – August 2017	Community Enforcement Officers – with potential for Enforcement Company from Sept 16 onwards.	
<p>Secure 12 month additional legal support to enable swift enforcement</p>	<ul style="list-style-type: none"> Develop Public Space Protection Orders (where relevant), which contain prohibitions/requirements that address local issues. Use Community Protection Notices (CPNs), to address issues in particular properties e.g. Landlord responsibilities. 	October 2016 – August 2017	Laura Woodrow-Hirst & Richard Christopherson	
<p>Procure Enforcement Company to provide additional enforcement capacity</p>	<ul style="list-style-type: none"> To procure Communities Legal Support for a 12 month period, to process applications to court Use additional legal resource to develop PSPOS and CPNs swiftly and ensure in place effectively to manage local issues 	July 2016		
	<ul style="list-style-type: none"> To secure additional enforcement capacity by employing a company to carry out environmental enforcement for a 12 month pilot Company to carry out patrols across the borough, providing a visible deterrent and enforcement presence and to issue fixed penalty notices to individuals observed committing litter, fly tipping and dog fouling offences 	<p>Specification to go out June 2016</p> <p>Company to start September 2016 until the end of July 2017</p>	Natalie Robinson	

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
Ensure businesses have appropriate waste management arrangements Tracey's Power	<ul style="list-style-type: none"> Undertake proactive monitoring/enforcement of businesses regarding whether they have appropriate arrangements for waste disposal and send out warning letters 	Target businesses in pilot zones Sept 16 – June 17	Tracey Bettaney	As part of Environmental Health/Regulatory Services visits
	<ul style="list-style-type: none"> To enforce cases of flytipping on private land where there is 		Tracey Bettaney	
Maximise effectiveness of CCTV to deter and gather evidence	<ul style="list-style-type: none"> Review of surveillance/warning signs in hot-spots, their effectiveness and best way to deploy Review of CCTV use and possible use of cameras to deter littering/flytipping and capture evidence If extend CCTV use to hotspot areas, possible campaign e.g. Caught red handed Scope use of body cameras for Enforcement Officers 	September 2016 – August 2017	Rick Hughes – working with Laura and Jan Griffiths	
Ensure Waste Carrying vehicles have correct licences and are carrying out their duty of care responsibilities.	<ul style="list-style-type: none"> To investigate the possibility of an operation to stop and investigate suspect waste carrying vehicles in partnership with the Police to verify if they have the correct waste carrier licenses / paperwork. If the perpetrator cannot provide appropriate evidence e.g. waste carriers license, the seized vehicle can be destroyed. 		PM/ CEC & Police	The Control of Waste (Dealing with Seized Property) England and Wales Regulations 2015
Identify new ways to gather evidence which enables prosecutions for flytipping	<ul style="list-style-type: none"> Look at possibility of Police to provide a Scenes of Crime To Officer to large flytip incidents?? 		PM/CEC & Police	Staffordshire Police do
Ensure referrals for potential Money Laundering issues are made	<ul style="list-style-type: none"> Suspected money laundering issues (e.g. via HMO's and landlords) are referred to Financial Investigator as an enforcing tactic 	September 2016 – August 2017	Rick Hughes working with Eloise Jones	

Service Change

Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
To use Neighbourhood Action Plans to co-ordinate activity on the ground	<ul style="list-style-type: none"> To plan activities so services better joined up. E.g. Enforcement Officers linked to collections. Plans to include other issues such as collapsed walls and drains with actions allocated to address. 	September 2016 – August 2017	Community Enforcement Officers supported by Engagement Officers Dawn Clark to review previous NA	Revisit/ Review previous Neighbourhood Action Plans and ways of working
To ensure households have the correct bins and that they are identifiable	<ul style="list-style-type: none"> To talk to households, to identify the correct number of type of bins required to meet their household needs To ensure they have the correct bins and that each bin has a sticker with their house number in it 	August 2016 onwards	Community Enforcement Officers – work starts as part of surveys	Need to find a way to ensure stickers up to date as only last 12 months
To remove bins left on the street before/after collection day	<ul style="list-style-type: none"> Based on resident feedback to ensure all areas in the pilot zones are able to take their bins off the streets To look at best ways to enforce the removal of bins – possible Section 44 pilot & use of PSPOs 	September 2016 onwards	Kirstie Hercules to pursue S44 with Legal Laura & Richard to lead on PSPOs with legal support	
To enforce those contaminating recycle bins and ensure they are removed as quickly as possible	<ul style="list-style-type: none"> To review current procedure where bins are labelled twice and left on streets/alleyways To introduce new tools and powers which enable us to enforce against those who contaminate bins 		Project Manager	
Review use of Euro Bins	<ul style="list-style-type: none"> To review the pilot use of Euro bins to date 	20.6.16 onwards	Project Manager	2015 pilot – bins contaminated and not emptied. Currently being withdrawn.
Review of Trade licences	<ul style="list-style-type: none"> To clarify how the current process works and why people report being turned away Review process to make it as easy as possible for people to dispose of waste responsibly 	Sept 16	Project Manager	
Review land ownership and management	<ul style="list-style-type: none"> To produce maps for each of the 6 pilot zones which identify land ownership 	July 2016 onwards	Project Manager working with Richard Christopherson,	

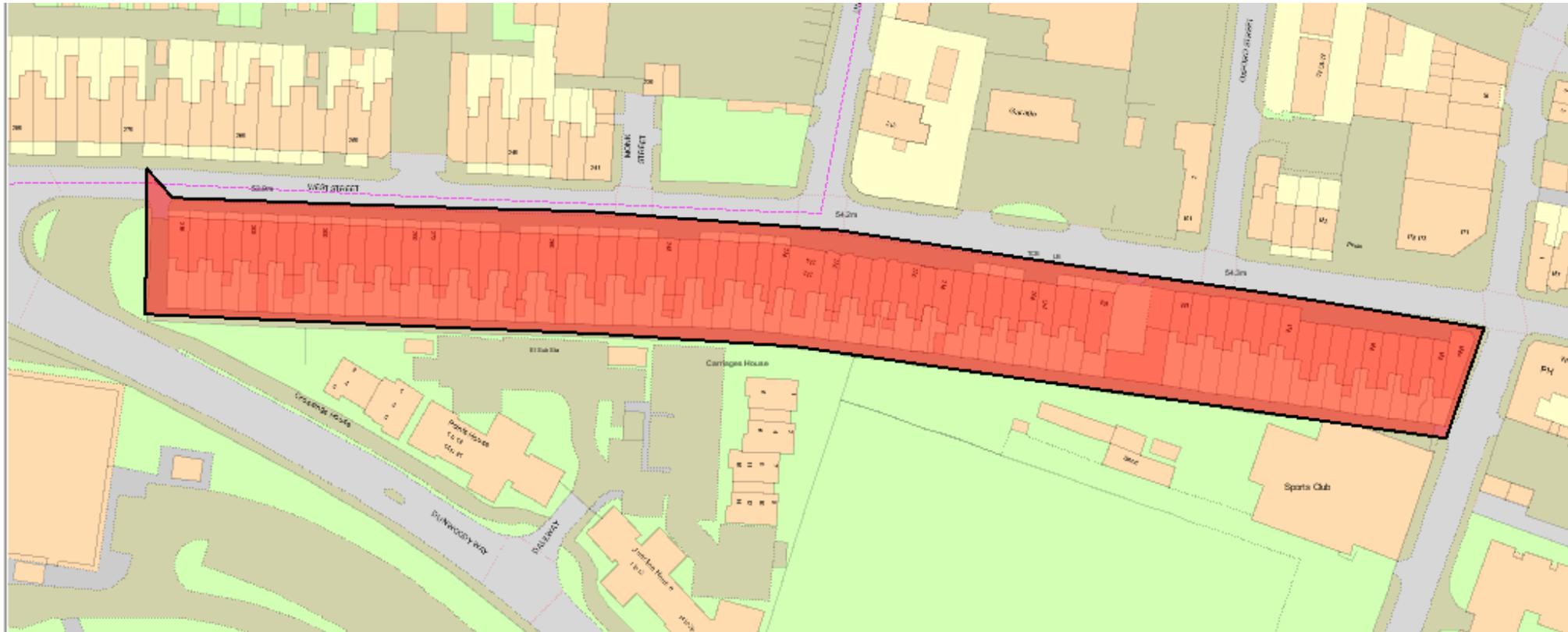
Objective	Actions	Delivery Period	Lead & Stakeholders	Comments
<p>To secure resources to clear all areas, CEC owned and unadopted</p> <p>Review alleygates based on resident engagement</p>	<ul style="list-style-type: none"> To review the management of land in each zone and negotiate possible changes where residents feel services could be provided more effectively. Focus on unadopted land and investigate possible adoption or other ways to manage better 		Enforcement & Engagement Officers – to be co-ordinated via MAAG	
	<ul style="list-style-type: none"> To liaise with Probation to secure support from Community Payback to clear areas not adopted or ownership is unclear To review ANSA's current "Blitz Team" (2007/8 model) approach allocating a team to focus in an area for a week, rotating between 6 pilot zones 	<ul style="list-style-type: none"> July 2016 July 2016 	Kirstie Hercules – contact made – awaiting draft SLA PM/CEC working with ANSA	Probation may require resource to commit their resources ANSA using Agency Staff. Approach may be affected by budget
	<ul style="list-style-type: none"> Review feedback from residents on alleygates Where issues are identified, hold street meetings etc. to discuss issues and possible ways to address Review issuing of keys – can we do it differently? Are we ok about Letting Agents charging up to £50 per key? Where there is resident agreement to remove alleygates, to look at other solutions to help manage the alleyway better Any gates removed to be used elsewhere in Crewe where there is evidence of resident need, or sold and the funds recycled in the community. 	August 2016 onwards	Richard Christopherson to lead via MAAG	

ZONE 1 – WEST STREET FROM GODDARD STREET TO DUNWOODY WAY

65 Calls to ANSA

156a to 216 West Street approx. **70 properties**

Approx. 30 Calls to Wardens



ZONE 2 WEST AVENUE/RICHARD STREET

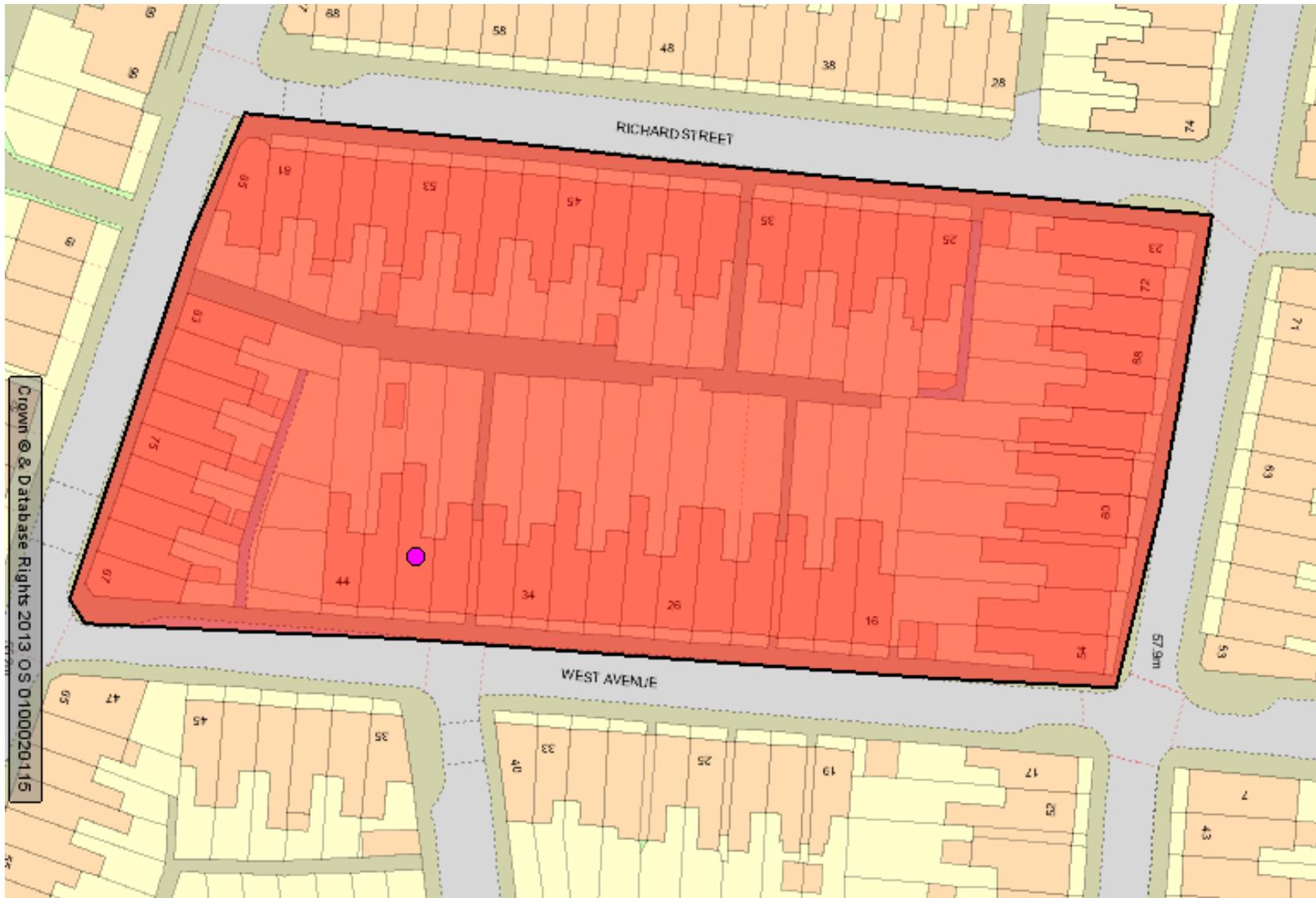
54-72 Samuel Street (10 properties)

61-23 Richard Street (20 properties)

18-44 West Avenue (16 properties)

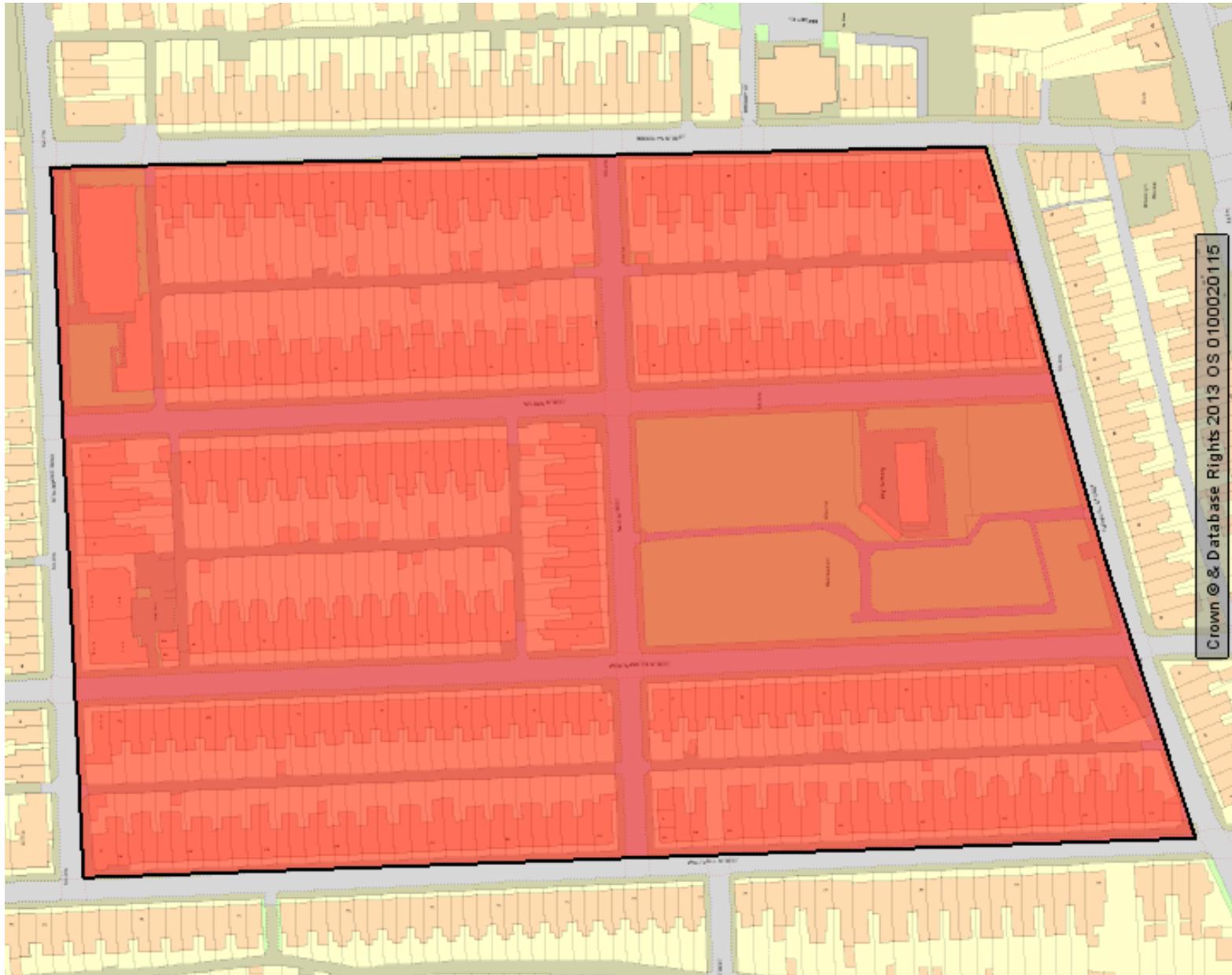
67-85 Richard Moon Street (9 properties)

Total 55 properties 65 Calls to ANSA approx. 16 calls to Wardens



ZONE 3 WESTMINSTER STREET/BROOKLYN STREET/NILE STREET

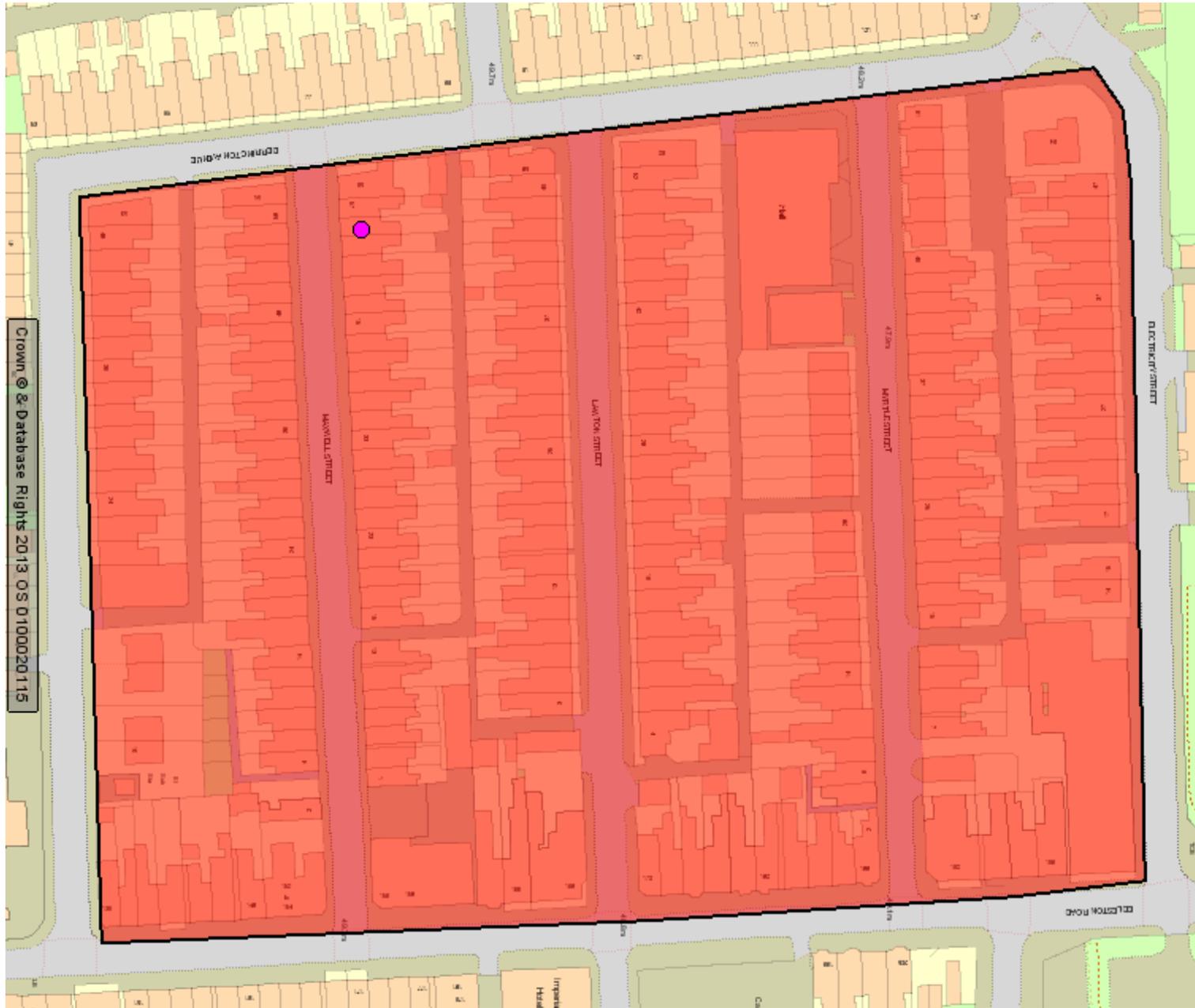
Approx. 350 properties - **99 calls to ANSA**



ZONE 4 LAWTON/MAXWELL AND MYRTLE STREET

268 properties

29 reports to ANSA



ZONE 5 HEWITT STREET/SOUTH STREET/CHAMBERS STREET

ANSA 16 calls

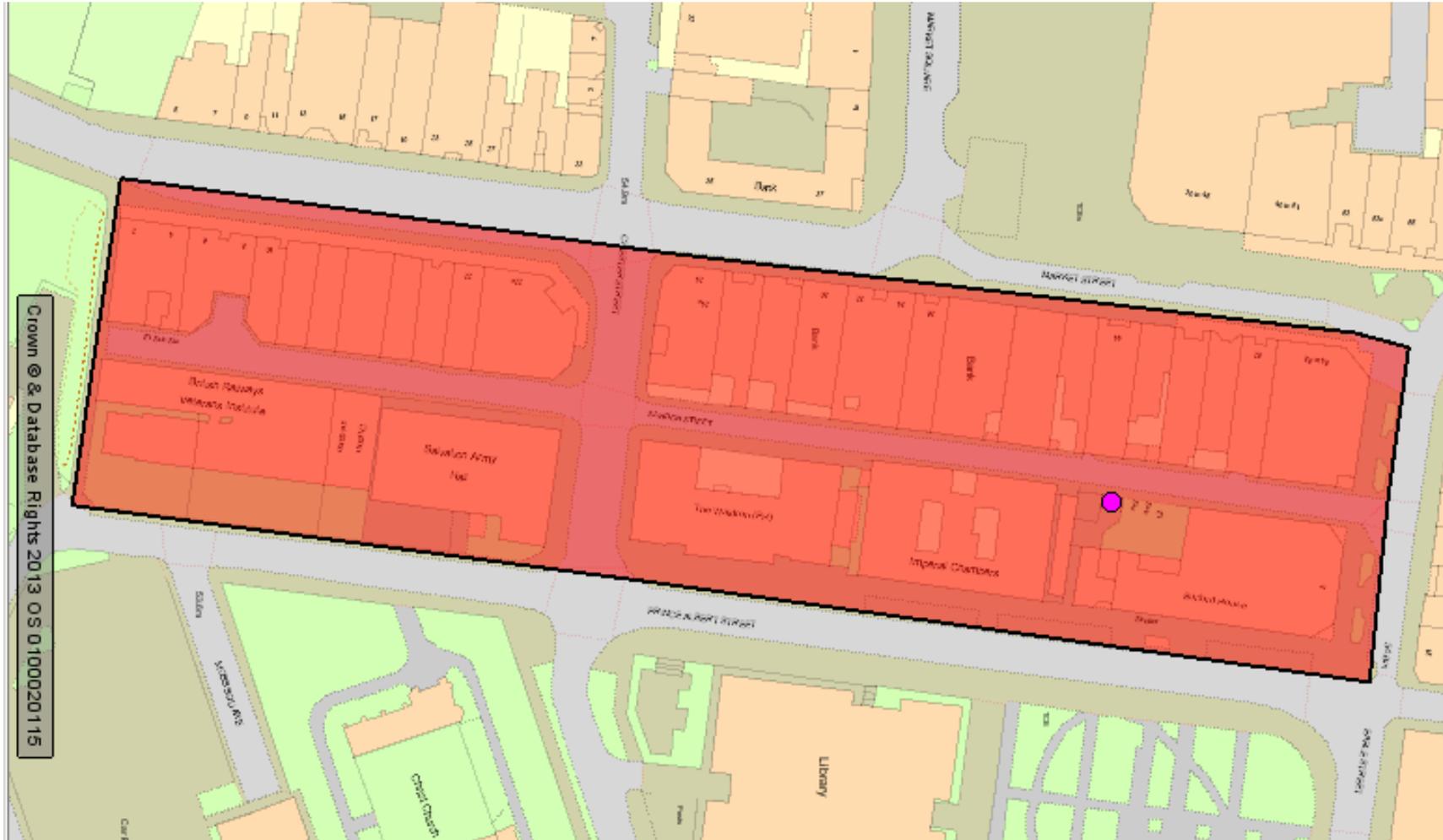


ZONE 6 WALTHALL STREET/RUSKIN ROAD Walthall Street – 27-81 (27 properties) Ruskin Road 210-252 (22 properties)

Alton Street 24-30 (3 properties) - **58 properties**



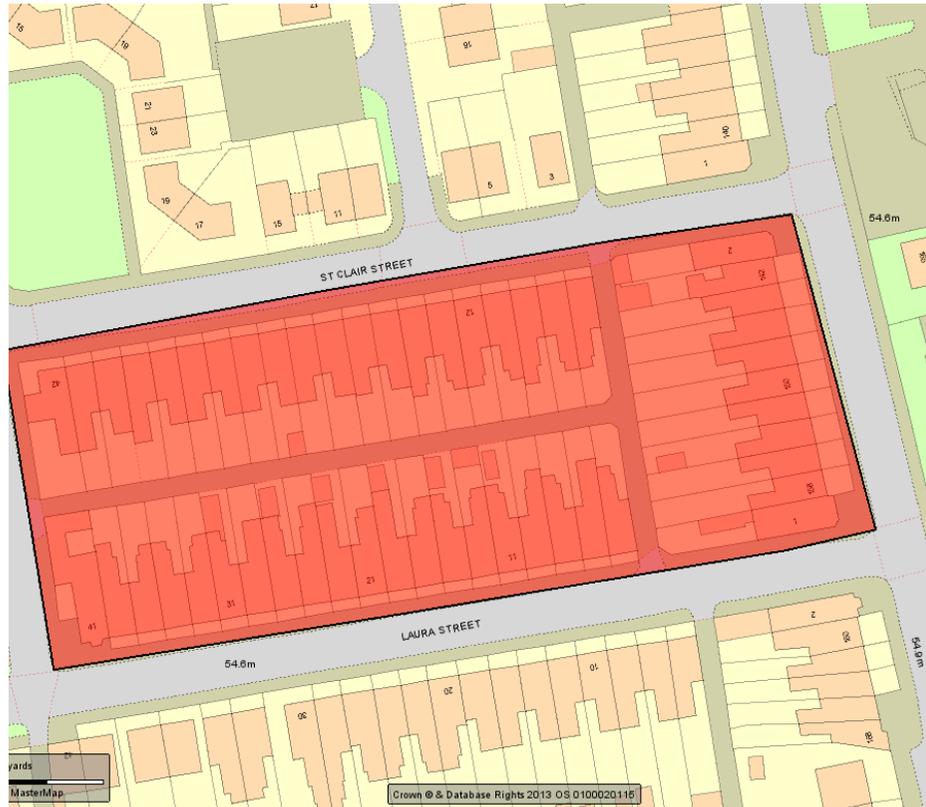
ZONE 7 (NON RESIDENTIAL) SANDON STREET –



**Sandon Street will remain as an open piece of work throughout this process and is already in the process of undergoing interventions

OTHER SUGGESTED AREAS YET TO INVESTIGATE FURTHER:

LAURA STREET:



DERBY DOCKS AREA:

